



**FISCAL YEAR 2021 ANNUAL PERFORMANCE PLAN**  
**FISCAL YEAR 2019 ANNUAL PERFORMANCE REPORT**  
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

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## About This Plan

The Fiscal Year (FY) 2021 Annual Performance Plan (APP) and FY 2019 Annual Performance Report (APR) for the U.S. Department of Housing and Urban Development (HUD) provides detailed performance-related information to the President, the Congress, and the American people. This plan allows readers to identify HUD’s FY21 performance targets, relative to HUD’s objectives and stewardship of public resources, and reports progress during FY19. This plan consists of several important sections:

### Agency Organization and Performance Reporting

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

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

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

For each strategic objective that HUD will monitor in FY21, HUD has included associated major milestones and performance metrics to track our progress. Each of the twenty-four CFO Act-regulated Federal agencies are responsible for identifying a limited number of performance goals that are high priorities over a two-year period. These Agency Priority Goals (APGs) support near-term improvements and advance progress toward longer-term, outcome-focused strategic goals and objectives in an agency’s Strategic Plan. Thus, while strategic objectives are evaluated annually and focus on longer-term performance goals, APGs are evaluated quarterly and focus on near-term results.

HUD established four APGs in FY18 that covered a two-year performance period (FY18-19). This APP/APR outlines the performance of those APGs for FY19. In addition, this document provides updates to the four APGs and establishes new targets for the next two-year performance period (FY20-21). 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 difficult to establish, would not provide meaningful indications of agency performance expectations, or could create unintended incentives for program staff and our partners.

Each objective that was included in the FY20 APP is included in the Annual Performance Reporting narrative. Within the Annual Performance Report, changes to previously published indicators and milestones are identified in the footnotes.



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

## Additional Information

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

# Section One: Agency Organization and Performance Reporting

## Message from Secretary Carson

I am pleased to issue the U.S. Department of Housing and Urban Development's (HUD's) Fiscal Year (FY) 2021 Annual Performance Plan (APP) and FY 2019 Annual Performance Report (APR). Last year, we updated our [FY18-22 Strategic Plan](#) to better reflect the work we are doing to achieve our mission. This APP/APR builds on this Strategic Plan and illustrates our progress toward our goals.

Over the past year, we have made strides in many areas. We are continuing to increase access to opportunities that can help individuals and families achieve self-sufficiency. We are cleaning up our financials and reducing audit findings. And, we are streamlining our human resources, procurement, and IT functions.

So much of what HUD does takes place in our 65 regional and field offices around our country. For this reason, this year's APP/APR has a new section called "The Prescription in Practice: Field Office Updates," which highlights regional and field offices' successes across program areas, as they relate to the Strategic Plan.

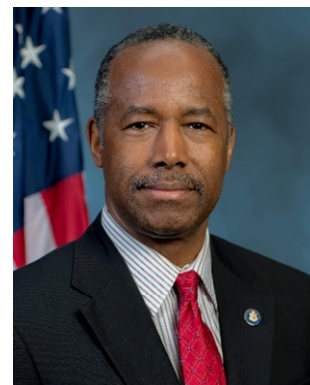
While there is much work yet to be done, I am proud of what we have accomplished on behalf of the American people. Below are just a few highlights of HUD's work in FY 2019:

- At the end of Fiscal Year 2019, 14 EnVision Centers were open and providing a place for people to build their skills and connect to services unique to their needs. HUD continues to designate more EnVision Centers on a rolling basis.
- In January 2019, HUD, the Environmental Protection Agency, and the Department of Justice reached an agreement with the City of New York and the New York City Housing Authority (NYCHA) to provide a new roadmap forward for NYCHA to address longstanding serious health and safety hazards at its public housing developments. As part of this historic agreement, the City is committing at least \$2.2 billion in funding over the next 10 years to address issues, including lead-based paint hazards, mold, pests, heating failures, and elevator heating system problems.
- After the President signed Executive Order 13878, "Establishing the White House Council on Eliminating Barriers to Affordable Housing" in June 2019, HUD began holding roundtable discussions with stakeholders, and published a Request for Information seeking public comment on Federal, State, local, and Tribal laws, regulations, land use requirements, and administrative practices that artificially raise the costs of affordable housing development.
- HUD continued to improve oversight and transparency of its disaster recovery grantee programs, working towards increasing the stock of resilient homes, and ensuring homes are supported by more resilient infrastructure. As a part of this work, HUD allocated \$16 billion in mitigation funding to grantees for disasters that occurred in 2015-17.
- HUD's Agency-Wide Integrity Task Force continued its effort to strengthen HUD's financial stewardship of taxpayer funds through automation, policy development, and improving transparency to the public.

HUD's FY21 APP describes how HUD will continue these and other critical initiatives to improve efficiency and create more opportunity for American families through my Prescription for HUD.

Sincerely,

Benjamin S. Carson, Sr.



## Introduction

The *Fiscal Year (FY) 2021 Annual Performance Plan (APP) and FY 2019 Annual Performance Report (APR)* for the U.S. Department of Housing and Urban Development (HUD) contains the Department's FY20-21 performance targets and FY19 performance information. This plan reflects HUD's continuing commitment to inform the American people, the Congress, its partners and its employees about the mission, goals, and work the Department seeks to accomplish.

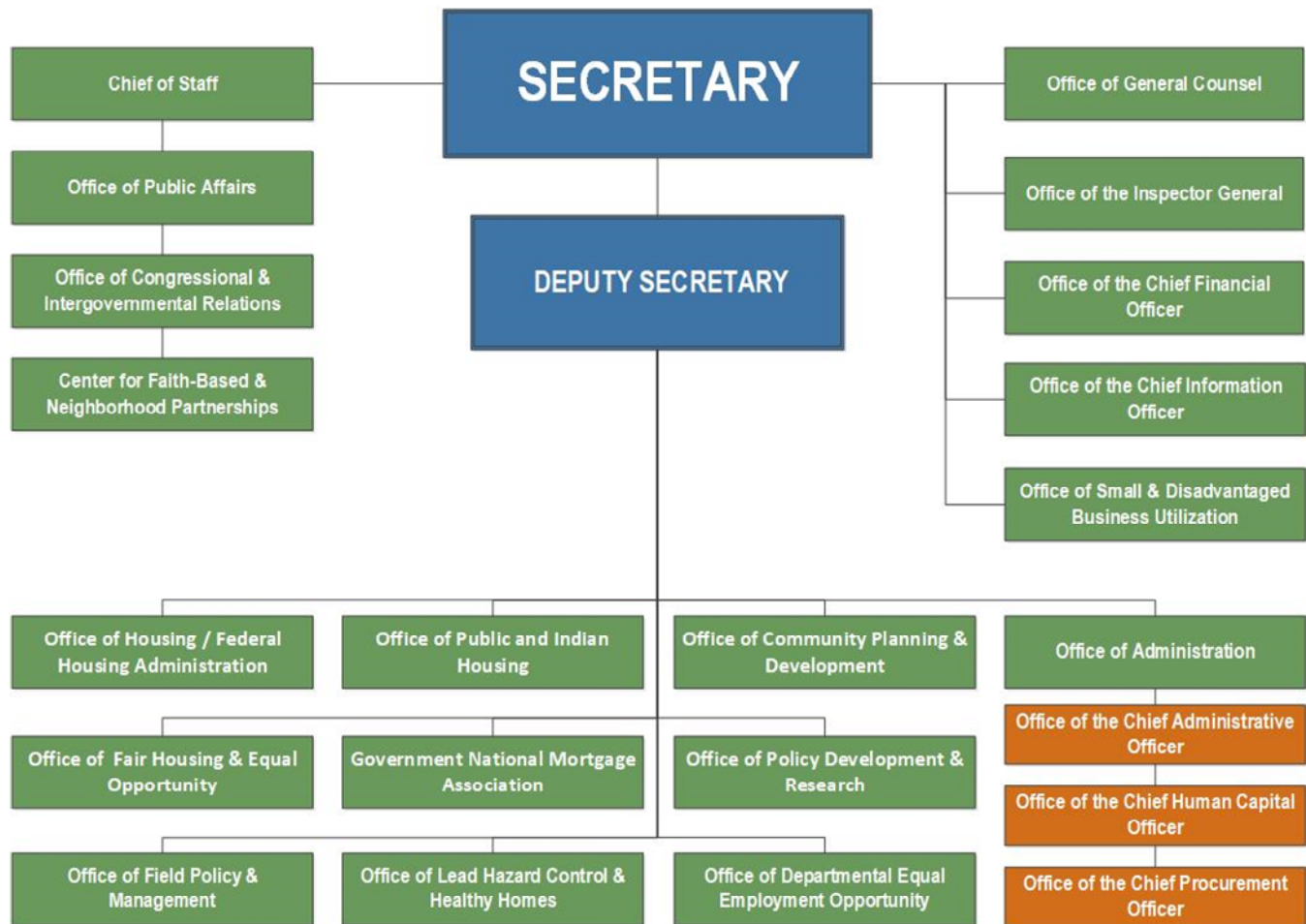
HUD's mission is to create strong, sustainable, inclusive communities and quality affordable homes for all. HUD is working to strengthen the housing market to bolster the economy and protect consumers; meet the need for quality affordable rental homes; utilize housing as a platform for improving quality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

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

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



## Department Structure



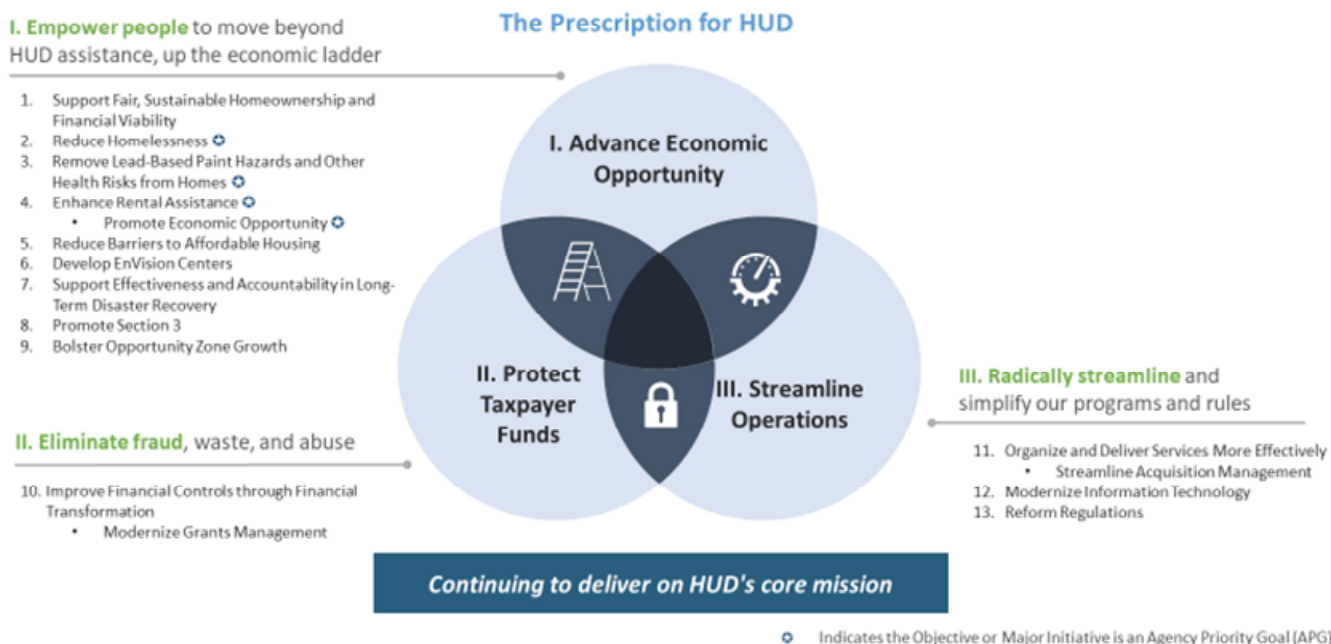
HUD, a Cabinet-level department created in 1965, is responsible for national policy and programs that address America’s housing needs, improve and develop the nation’s communities, and enforce fair housing laws. It accomplishes its mission through component organizations and offices that administer programs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

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


## The Secretary’s Prescription for HUD

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

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



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

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

 Indicates the Objective or Major Initiative is an Agency Priority Goal (APG)

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

10. Improve Financial Controls through Financial Transformation.
  - a. *Major Initiative:* Modernize Grants Management

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

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

11. Organize and Deliver Services More Effectively;
  - a. *Major Initiative:* Streamline Acquisition Management.
12. Modernize Information Technology; and
13. Reform Regulations.

---

HUD has established two internal task forces to oversee the implementation of the Department's three strategic goals. The first is the Advancing Economic Opportunity Task Force (AEOTF) which manages all nine objectives, and one major initiative, under *Goal I: Advance Economic Opportunity*. The second is the Agency-Wide Integrity Task Force (AWITF). The Integrity Task Force oversees execution for *Goal II: Protect Taxpayer Funds* and *Goal III: Streamline Operations*. The Task Forces differ in that the AEOTF supervises the improvement of HUD's externally facing policies and programs while the AWITF is focused on strengthening the Department's internal management operations. Further descriptions of each task force follow on pages 12-13.

## The Advancing Economic Opportunity Task Force

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



### ADVANCING ECONOMIC OPPORTUNITY TASK FORCE STRUCTURE



### TASK FORCE MISSION STATEMENT

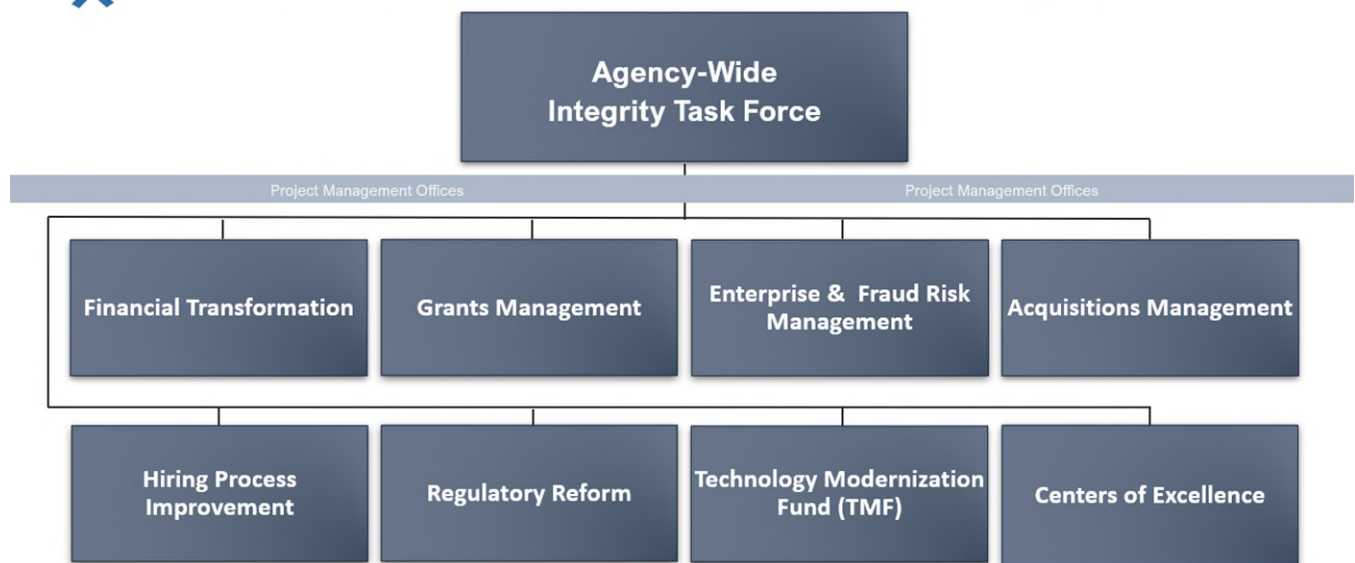
Empower people to move beyond HUD assistance and up the economic ladder

## The Agency-Wide Integrity Task Force

Beginning in FY18, HUD established the Agency-Wide Integrity Task Force to better protect taxpayer dollars. The Task Force is led by a central steering committee, chaired by the Chief Financial Officer (CFO), which consists of the heads of HUD’s component offices. Eight project management offices beneath the steering committee will execute Department-wide efforts to: Improve Financial Controls through Financial Transformation; Modernize Grants Management; Strengthen Enterprise and Fraud Risk Management; Streamline Acquisition Management; Improve Hiring Processes; Reform Regulations; Utilize the Technology Modernization Fund (TMF); and Advance HUD’s Service Delivery Using IT Centers of Excellence (CoEs).<sup>1</sup>



### AGENCY-WIDE INTEGRITY TASK FORCE STRUCTURE



### TASK FORCE MISSION STATEMENT

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

<sup>1</sup> HUD currently manages four IT CoEs, with GSA support, focused on: Data Analytics, Cloud Adoption, Customer Experience, and Contact Centers.

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# HUD's FY 2018-2022 Strategic Framework

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## HUD's Mission

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

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## Strategic Goal: Advance Economic Opportunity

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

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### Support Fair, Sustainable Homeownership and Financial Viability

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

---

### Reduce Homelessness ✪

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

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

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

---

### Enhance Rental Assistance ✪

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

---

### Reduce Barriers to Affordable Housing

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

---

### Develop EnVision Centers

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

---

### Support Effectiveness and Accountability in Long-Term Disaster Recovery

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

---

### Promote Section 3

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

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### Bolster Growth in Opportunity Zones

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

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✪ These objectives include a FY20-21 Agency Priority Goal.

\* These objectives reflect FY18-22 HUD management objectives.

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### **Strategic Goal: Protect Taxpayer Funds**

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

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#### **Improve Financial Controls through Financial Transformation\***

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

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### **Strategic Goal: Streamline Operations**

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

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#### **Organize and Deliver Services More Effectively\***

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

---

#### **Modernize Information Technology\***

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

---

#### **Reform Regulations\***

Empower our partners and customers by reducing burdensome regulations.

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✦ These objectives include a FY20-21 Agency Priority Goal.

\* These objectives reflect FY18-22 HUD management objectives.

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



## The Prescription in Practice: HUD Field Office Updates

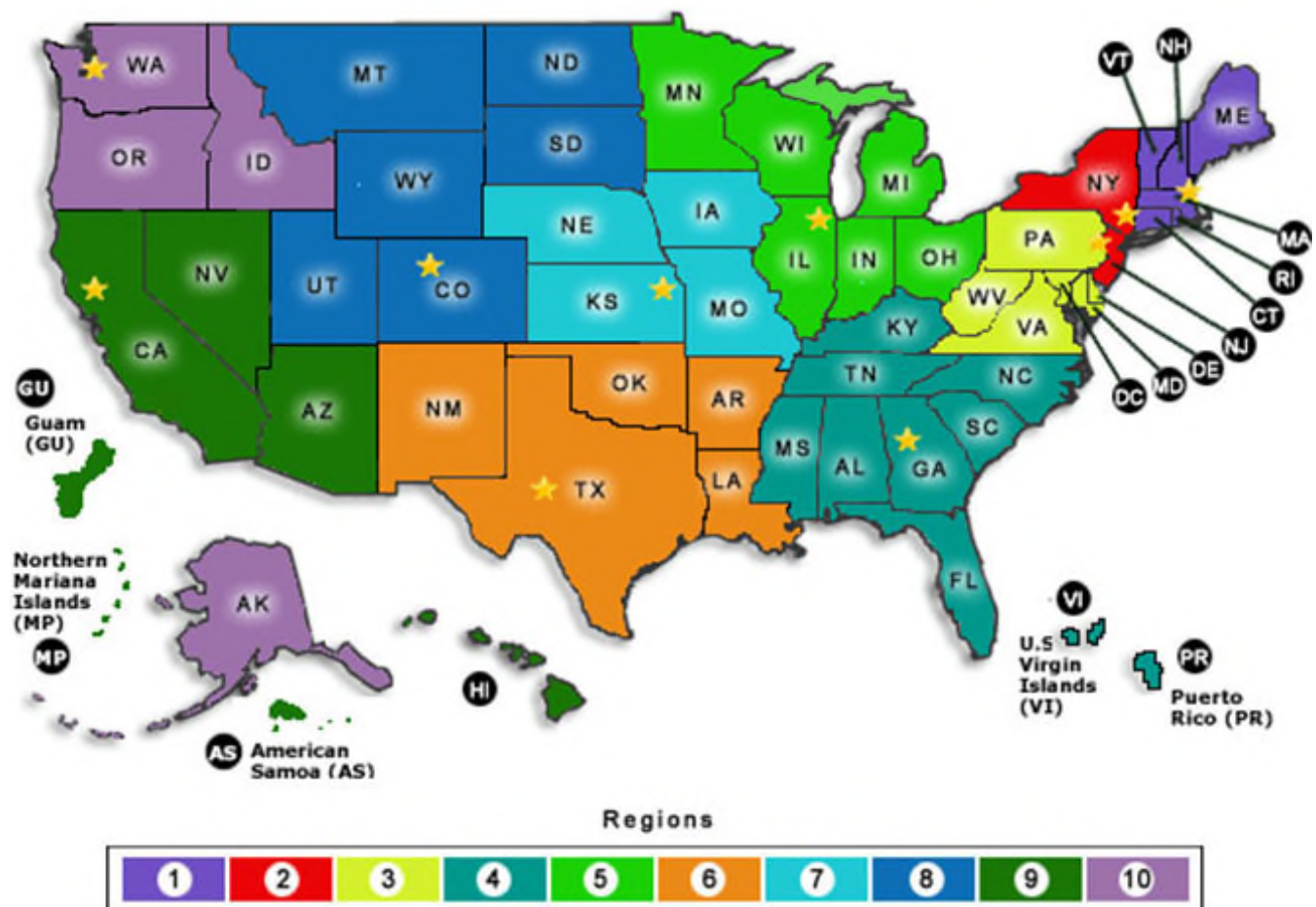
Strengthening local relationships to ensure the success of the Secretary’s policies and priorities in the communities HUD serves.

### IN THE FIELD

HUD is organized into ten regions, shown on the map provided in this section. The Department has ten regional offices and 55 field offices across the United States.<sup>2</sup> Regional offices are managed by Regional Administrators (RAs). The 55 field offices are managed by field office directors or state directors who report to the Deputy Regional Administrator in their region. The table below provides a list of the Regional Administrators, with their associated regions.

### LEADING IN THE FIELD

**Field Policy and Management**  
 Ben DeMarzo  
*Assistant Deputy Secretary*  
 Office of Field Policy and Management



<sup>2</sup> More information on HUD Field Offices can be found here: [https://www.hud.gov/program\\_offices/field\\_policy\\_mgt/localoffices](https://www.hud.gov/program_offices/field_policy_mgt/localoffices)

Region	States and Territories	Regional Administrator
I	Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont	David E. Tille
II	New Jersey, New York	Lynne M. Patton
III	Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia	Joseph J. DeFelice
IV	Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Puerto Rico, U.S. Virgin Islands	Denise Cleveland-Leggett
V	Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin	Joseph P. Galvan
VI	Arkansas, Louisiana, New Mexico, Oklahoma, Texas	Vacant
VII	Kansas, Iowa, Missouri, Nebraska	Jason Mohr
VIII	Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming	Evelyn Lim
IX	American Samoa, Arizona, California, Guam, Hawaii, Nevada, Northern Marianas Islands	Christopher Patterson
X	Alaska, Idaho, Oregon, Washington	Jeffrey McMorris

HUD's Office of Field Policy and Management (FPM)<sup>3</sup> is often the first line of communication with the general public on behalf of the Department. Its Regional and field offices communicate the priorities and policies of the Secretary and develop community relationships that ensure the success of Departmental initiatives.

In particular, FPM briefs local officials, trains grantees, and meets with housing providers—all in support of HUD's strategic goals. Staff in the Field utilize the Field Reporting Tool, an information database tool used to easily track HUD programs' efforts towards achieving strategic goals. The Tool represents a strong technological advancement by utilizing new technologies to change the way HUD does business. It also provides field staff with the programmatic knowledge needed to most effectively support the communities and grantees in need of the most assistance. As a result, the Tool generates more efficiency by aligning program area resources and efforts to support shared goals.

### 2019 APR PROGRESS UPDATE

HUD continued using customer relationship management (CRM) to improve its customer service. Customer service improvement activities have focused on: 1) Strengthening HUD's coordination of natural disaster preparedness, response, and recovery efforts; 2) Expanding EnVision Centers to new locations while increasing partnerships; 3) Increasing opportunities for Section 3 businesses, contracts, and residents-hired; and 4) Stimulating growth in low-income areas by encouraging investment in Opportunity Zones.<sup>4</sup>

#### ***Organizing and Delivering Services More Effectively***

As HUD's first point of contact with the public, field offices responded to over 50,000 customer interactions in FY19. The Department rolled out an internal Customer Relationship Management (CRM) tool to better support these interactions by providing consistent engagement experiences. HUD is better equipped to track and respond

<sup>3</sup> [https://www.hud.gov/program\\_offices/field\\_policy\\_mgt](https://www.hud.gov/program_offices/field_policy_mgt)

<sup>4</sup> An example is HUD's partnership with the Internal Revenue Service (IRS) to provide their Volunteer Income Tax Assistance (VITA) Program at EnVision Center locations. VITA offers free tax help to people who generally make \$56,000 or less, persons with disabilities and limited English-speaking taxpayers who need assistance in preparing their own tax returns.

to priority issues with the CRM Tool due to its use of collected information. The system captures who HUD's customers are, the issues they are facing, and how the Department can effectively assist them. It also allows HUD to more efficiently assign staff resources to customer service.

### ***Supporting Effectiveness and Accountability in Long-Term Disaster Recovery***

HUD partners with Federal, state, and local agencies to support Americans displaced by disasters. In FY19, the Department used its CRM Tool to manage disaster recovery teams with FEMA while determining the optimal amount of field office support needed to support recovery efforts. For example, HUD Region IV used the CRM Tool to determine which areas faced the most difficult recoveries in the aftermath of Hurricane Michael. More importantly, HUD used these data to allocate HUD's resources and volunteers quickly in areas that most need it for appropriate timeframes.

### ***Developing EnVision Centers***

EnVision Centers leverage public-private partnerships to help low-income communities. EnVision Centers work to strengthen the economic empowerment, educational advancement, health, wellness, character, and leadership capabilities of communities. HUD designated 14 of these centers, across its 10 HUD regions, by the end of FY19. In FY19, HUD reviewed EnVision Center action plans, provided technical assistance, and helped connect service providers on all levels. HUD's Field Offices:

- Actively participated in the promotion, creation, and expansion of new EnVision Centers;
- Regularly visited existing EnVision Centers while publicizing their progress; and
- Held external collaborative convenings with potential EnVision Center partners and supportive service providers.

### ***Promoting Section 3***

Section 3 of the Housing and Urban Development Act ensures the jobs and training generated by HUD funding will, to the greatest extent feasible, be directed to low- and very-low-income persons; and particularly to those who are recipients of HUD housing assistance. In FY19, FPM took a larger role in providing training and outreach to eligible Section 3 residents, businesses, and HUD grantees. Building on the work of FHEO to promote the Section 3 Opportunity Portal, the Business Registry, and reporting in the Section 3 Performance Evaluation and Registry System (SPEARS), FPM hosted over 90 Section 3 trainings to HUD grantees and 286 trainings to Section 3 residents in FY19.<sup>5</sup>

### ***Bolstering Growth in Opportunity Zones***

Opportunity Zones were created as a provision of the 2017 Tax Cuts and Jobs Act. Opportunity Zones work by providing substantial tax incentives to individuals and corporations who invest in low-income and distressed communities.<sup>6</sup> Secretary Carson serves as Chair of the White House Opportunity and Revitalization Council which includes HUD and the heads of 16 other Federal Agencies and Federal-State Partnerships. The Council is tasked with aligning Federal resources to ensure interagency cooperation supports Opportunity Zone communities. HUD has led the way by creating guidance materials to educate stakeholders, conducting community outreach, and providing technical assistance nationwide.

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<sup>5</sup> More information on Section 3 Opportunity Portal can be found here: <https://hudapps.hud.gov/OpportunityPortal/>. More information on Section 3 Business Registry can be found here: <https://portalapps.hud.gov/Sec3BusReg/BRegistry/What>. More information on SPEARS can be found here: [https://www.hud.gov/program\\_offices/fair\\_housing\\_equal\\_opp/section3/section3/spears](https://www.hud.gov/program_offices/fair_housing_equal_opp/section3/section3/spears)

<sup>6</sup> Investors can place realized capital gains into Opportunity Funds. Funds, in turn, deploy capital into specially-designated census tract-level areas experiencing heightened needs for investment to drive their revitalization. These census tracts are referred to as Opportunity Zones.

Opportunity Zones are home to nearly 35 million Americans – including 2.4 million HUD-assisted individuals – in all 50 states, Washington, DC, and 5 US territories. That is roughly ten percent of the country targeted for revitalization. The Treasury Department has estimated that Qualified Opportunity Funds will attract upwards of \$100 billion for investment in these communities. From the northernmost coast of Alaska to Puerto Rico, HUD staff have been working with communities to educate stakeholders on how to leverage this powerful new tool to facilitate positive, sustainable economic development. By the end of the FY19, HUD had conducted 319 Opportunity Zone events and outreach activities. Having this data available from the Field Reporting Tool is tremendously valuable in helping field staff to strategically identify locations for outreach and to track where FPM has already been. The Tool also keeps notes on the purpose of the meeting, who attended, and any follow-up actions so that field staff can ensure HUD is moving the ball forward every time we meet with stakeholders.

## Strategic Goal I: Advance Economic Opportunity

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

### GOAL

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

This goal consists of nine objectives and one major initiative:

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

### LEADING THIS GOAL

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

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

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

### OBJECTIVE

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

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

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

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

The Department will also continue to support and promote the quality, durability, safety, and affordability of manufactured homes. HUD will further encourage the use of innovative and cost-effective construction techniques for manufactured homes. The Department will continue to work with the Manufactured Housing Consensus Committee (MHCC) to update the Manufactured Housing Construction and Safety Standards and regulations on a regular basis.<sup>7</sup> Doing so will reduce regulatory burdens for manufacturers and communities while still maintaining proper oversight.

### 2019 APR PROGRESS UPDATE

HUD continued to lay the groundwork for adopting a paperless, data-driven FHA endorsement portal that is aligned with mortgage industry best practices. Implementation began in 2019. The 2021 Budget requests the third \$20 million installment of this four-year plan to modernize FHA single-family systems.

### LEADING THIS OBJECTIVE

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

<sup>7</sup> 42 USC Ch. 70: Manufactured Home Construction and Safety Standards  
<https://uscode.house.gov/view.xhtml?path=/prelim@title42/chapter70&edition=prelim>

In September 2019, HUD published recommendations for housing finance reform in conjunction with the Department of Treasury.<sup>8</sup> In October 2019, HUD fulfilled an element of the housing finance reform plan by publishing a joint memorandum of understanding with the Department of Justice to clarify expectations for pursuing False Claims Act cases.

In March 2019, FHA took steps to mitigate risk to the forward mortgage portfolio by updating its Technology Open to Approved Lenders (TOTAL) Scorecard.<sup>9</sup> The update allows FHA to better address excessive risk layering, the existence of multiple compounding categories of risk, through the manual underwriting process. In August 2019, FHA reduced the maximum loan-to-value ratio for cash-out refinances from 85 percent to 80 percent, aligning with industry standards. FHA also published the Condominium Project Approval Final Rule in August 2019. The rule increases affordable homeownership opportunities by responsibly expanding FHA insurance eligibility for individual condominium units.

### STRATEGIES AND MAJOR MILESTONES<sup>10</sup>

Strategies	Major Milestones
<p><b>Work with stakeholders and Congress to pursue housing finance reform</b> that ensures more transparency and accountability to taxpayers and minimizes the risk of taxpayer-funded bailouts, while maintaining responsible and sustainable support for homeowners.</p>	<p><b>3/14/2019:</b> Implemented changes to the TOTAL Mortgage Scorecard to mitigate risks to High Debt-to-Income (DTI), Low Credit Score Loans. – <i>Achieved as of 3/14/2019</i></p> <p><b>9/5/2019:</b> Publish recommendations for housing finance reform in conjunction with the U.S. Treasury Department – <i>Achieved as of 9/5/2019</i></p> <p><b>10/28/2019:</b> Publish a Memorandum of Understanding (MOU) with the Department of Justice, furthering enforcement of the False Claims Act against participants in FHA Single Family Mortgage Insurance Programs.<sup>11</sup> – <i>Achieved as of 10/28/2019</i></p> <p><b>Ongoing:</b> Continue to implement administrative reforms in the HUD Housing Finance Reform Plan</p> <p><b>Ongoing:</b> Work with Congress as it considers housing finance reform</p> <p><b>Ongoing:</b> Continue to assess risk-layered loans, including loans with high DTI and low credit scores.</p>
<p><b>Improve FHA underwriting guidelines, lending standards, and servicing protocols</b> to serve the needs of borrowers, protect taxpayers, and ensure the sustainability of the program.</p>	<p><b>6/1/2019:</b> Publish FHA Condo Rule – <i>Achieved as of 8/14/2019</i></p>

<sup>8</sup> HUD September 2019 Housing Finance Reform Plan: <https://www.hud.gov/sites/dfiles/Main/documents/Housing-Finance-Reform-Plan0919.pdf> and Department of Treasury’s Housing Reform Plan: <https://home.treasury.gov/system/files/136/Treasury-Housing-Finance-Reform-Plan.pdf>.

<sup>9</sup> More information on the TOTAL scored can be found online here: [https://www.hud.gov/program\\_offices/housing/sfh/total](https://www.hud.gov/program_offices/housing/sfh/total).

<sup>10</sup> The FY19 APP included a strategy related to expanding collaboration between FHA and Ginnie Mae. This metric has been discontinued for FY20.

<sup>11</sup> MOU can be found here: [https://www.hud.gov/sites/dfiles/SFH/documents/sfh\\_HUD\\_DOJ\\_MOU\\_10\\_28\\_19.pdf](https://www.hud.gov/sites/dfiles/SFH/documents/sfh_HUD_DOJ_MOU_10_28_19.pdf)



**8/1/2019:** Update FHA cash-out refinance policies – *Achieved as of 8/1/2019*

**6/30/2020:** Publication of proposed Down Payment Assistance Rule.<sup>12</sup>

**Update the Manufactured Housing Construction and Safety Standards** to better align with industry best practices, based on recommendations from the MHCC.

**5/1/2019:** Publish the proposed rule on the third set of Manufactured Housing Construction and Safety Standards and regulations. - *Achieved as of 1/30/2020*

**Modernize FHA’s IT systems** to address a catastrophic imbalance of technology and resources.

**9/30/2022:** HUD will continue laying the groundwork to modernize FHA’s IT systems. Additional funding is requested in FY21 to continue these efforts and bring FHA’s IT systems in-line with modern standards.

### KEY PERFORMANCE INDICATORS

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

► **Capital Reserve Ratio<sup>13</sup>**

HUD will maintain a capital reserve ratio that meets or exceeds the statutory minimum requirement.<sup>14</sup>

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
2.18%	2.76%	4.84%	≥2.0%	≥2.0%	≥2.0%

### OTHER INDICATORS

► **Early Payment Default Rate<sup>15</sup>**

This measure is reflective of the credit quality of new endorsements and serves as an important early indicator of mortgage performance.<sup>16</sup>

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
0.77%	0.65%	0.69%	Tracking Only	Tracking Only	Tracking Only

<sup>12</sup> Milestone language has changed from the FY2020 Annual Performance Plan. The milestone was previously listed as “Evaluate Forward Book Down Payment Assistance Programs.” The previous milestone was a sensitive, ongoing issue with a TBD due date until the proposed rulemaking process was complete and all public comments were reviewed and considered.

<sup>13</sup> Capital Reserve Ratio can be found on Page 7 of the Annual Report to Congress Regarding the Financial Status of the FHA Mutual Mortgage Insurance Fund: <https://www.hud.gov/sites/dfiles/Housing/documents/2018fhaannualreportMMIFund.pdf>.

<sup>14</sup> This measure compares the “economic net worth” of the Mutual Mortgage Insurance (MMI) Fund to the dollar balance of active, insured loans at a point in time. The two percent target is the statutory requirement for the fund.

<sup>15</sup> <https://www.hud.gov/sites/dfiles/Housing/documents/2018fhaannualreportMMIFund.pdf> at 102.

<sup>16</sup> HUD will support sustainable loans that borrowers can afford. Early Payment Defaults (EPDs) occur when a borrower becomes 90 days delinquent on their FHA-insured mortgage within the first six payments.



► **Percentage of new FHA-insured purchase mortgages that are first-time homebuyers<sup>17</sup>**

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
82.2%	82.7%	82.8%	Tracking Only	Tracking Only	Tracking Only

► **FHA market-share of single-family mortgage originations (purchase, refinance, and total)<sup>18</sup>**

This measure tracks the FHA share of the mortgage market.<sup>19</sup>

	FY17 Actual	FY18 Actual	FY19 Actual	CY19 Target	CY20 Target	CY21 Target
Total market-share of single-family originations for FHA	13.25%	12.07%	11.34%	Tracking Only	Tracking Only	Tracking Only
Market-share of single-family originations for FHA (Purchase)	15.54%	13.45%	12.30%	Tracking Only	Tracking Only	Tracking Only
Market-share of single-family originations for FHA (Refinance)	9.66%	8.99%	9.26%	Tracking Only	Tracking Only	Tracking Only

<sup>17</sup> <https://www.hud.gov/sites/dfiles/Housing/documents/2018fhaannualreportMMIFund.pdf> at 93.

<sup>18</sup> *Id.* at 95.

<sup>19</sup> HUD monitors FHA's role in the housing market and the potential crowding out of private capital. HUD does not maintain any market share goals, and only tracks these data points for informational purposes.

► **Higher Risk Loans**

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

	FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
Share of FHA purchase loans with (DTI) >50% <sup>20</sup>	20.3%	24.8%	26.7%	Tracking Only	Tracking Only	Tracking Only
Share of FHA purchase loans with DPA (including secondary financing) <sup>21</sup>	38.4%	38.8%	39.3%	Tracking Only	Tracking Only	Tracking Only
Share of FHA refinance loans with cashouts <sup>22</sup>	38.9%	63.3%	64.7%	Tracking Only	Tracking Only	Tracking Only

► **Alternative Construction Letters<sup>23</sup>**

HUD will monitor the number of Alternative Construction letters issued by the Office of Manufactured Housing Programs.<sup>24</sup>

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
214	214	214	Tracking Only	Tracking Only	Tracking Only

**EVIDENCE BUILDING**

HUD’s Office of Policy Development and Research (PD&R) produces quarterly reports on U.S. Housing Market Conditions and the monthly National Housing Scorecard to document the status of housing markets.<sup>25</sup> As the Department pushes for housing finance reform, there are several PD&R staff publications available that have assessed FHA’s role in a balanced housing market,<sup>26</sup> including its role in offsetting the pro-cyclical policies of the private-label securities market that contributed to a homeownership crisis.<sup>27</sup> Each year, the Department also prepares the [Annual Report to Congress Regarding the Financial Status of the Mutual Mortgage Insurance Fund](#), which provides important insights for Congress and the American taxpayer into the financial performance of FHA.

<sup>20</sup> *Id.* at 98.

<sup>21</sup> *Id.* at 98.

<sup>22</sup> *Id.* at 100.

<sup>23</sup> Beginning with the FY20 APR, this metric will no longer be tracked. The high number of existing alternative construction letters will drop to zero as soon as the updated standards are published.

<sup>24</sup> Data shows the number of letters which are in effect in each fiscal year. It is not limited to new letters. A manufacturer submits a request for Alternative Construction to HUD when the construction would be prohibited by the existing Federal Manufactured Home Construction and Safety Standards. HUD issues Alternative Construction (AC) letters to manufacturers to allow such alternative construction when it is equivalent to or superior to that required by the Standards. A reduction in the number of active alternative construction letters is indicative of a reduced regulatory burden on the manufactured housing industry.

<sup>25</sup> The National Housing Scorecard is available online at: <https://www.huduser.gov/portal/ushmc/home.html>.

<sup>26</sup> “FHA at 80: Preparing for the Future” (2014), <https://www.huduser.gov/portal/publications/fha/fhaat80.html>; “Working Paper: Temporary Loan Limits as a Natural Experiment in FHA Insurance,” <https://www.huduser.gov/portal/publications/hsgfin/temporary-loan-limits.html>.

<sup>27</sup> “The FHA Single-Family Insurance Program: Performing a Needed Role in the Housing Finance Market” (2012), [https://www.huduser.gov/portal/publications/hsgfin/fha\\_singlefamily\\_dec2012.html](https://www.huduser.gov/portal/publications/hsgfin/fha_singlefamily_dec2012.html).

The financial viability of the FHA mortgage insurance funds is also documented annually in HUD's Agency Financial Report.<sup>28</sup> Recent studies have assessed the role of down payments to reduce mortgage risk, as well as other macroeconomic factors, which can further inform policy to safeguard American taxpayers. PD&R will continue to build evidence of effective approaches to fostering homeownership through original research and more extensive collaboration with outside partners. Research on housing finance, securitization, and risk assessment from partners such as Ginnie Mae and FHA will be critical to bolstering HUD's future evidence base.

PD&R is conducting an evaluation of the First-Time Homebuyer Education and Counseling Demonstration to assess the impact of homebuyer education and counseling for prospective first-time homebuyers. Early results provide useful analysis about what types of clients are more likely to take advantage of counseling services.<sup>29</sup> Preliminary evidence about short-term (12 to 18-month) impacts is mixed, showing higher rates of home purchase for young adults (29 years and younger), but without positive impacts on short-term loan performance measures or other outcomes. The final report on long-term impacts is expected in 2021.<sup>30</sup>

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<sup>28</sup> The HUD Agency Financial Report is available online at: [https://www.hud.gov/program\\_offices/cfo/reports/cforept](https://www.hud.gov/program_offices/cfo/reports/cforept).

<sup>29</sup> Who Participates in Homebuyer Education and Counseling Services and Why? Insights From HUD's First-Time Homebuyer Education and Counseling Demonstration (2018), <https://www.huduser.gov/portal/publications/First-Time-Homebuyer-Education-and-Counseling-Services.html>.

<sup>30</sup> Short-Term Impact Report: The HUD First-Time Homebuyer Education and Counseling Demonstration—Preliminary Findings (2019), <https://www.huduser.gov/portal/publications/Short-Term-Impact-Report.html>.

## 2. Strategic Objective: Reduce Homelessness

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

🔗 **Agency Priority Goal for FY20-21: By September 30, 2021, reduce the average length of homelessness in communities by an average of three days from FY19.** 🔗

### OBJECTIVE

Today's housing affordability crisis creates additional headwinds for families experiencing homelessness who are trying to get back on their feet. This is especially true in rural communities and some West Coast communities that are losing ground.<sup>31</sup> Our solutions must become more tailored to the geographic, economic, and service needs of families and individuals, to meet the goal of making progress towards an end to homelessness.

### LEADING THIS OBJECTIVE

**Objective Lead**  
David C. Woll, Jr.  
*Principal Deputy Assistant Secretary*  
Office of Community Planning and  
Development

The proof exists that homelessness can be ended. Over the next five years, HUD will work with its partners to deploy the solutions that are effective, especially those producing self-sufficiency and healing from mental illness and substance abuse. HUD will also focus on "Move-On" housing.<sup>32</sup> That is, HUD will encourage communities to explore moving households with less intensive service needs to other housing options, freeing up units and service resources for persons with greater needs. HUD's success in reducing homelessness is contingent upon effectively using and targeting resources.

### 2019 APR PROGRESS UPDATE

As of September 2019, 77 communities and three states have declared an effective end to veteran homelessness. Four communities have ended chronic homelessness. HUD will push to continue this movement by applying, on a national scale, lessons learned from the work on veteran homelessness and best practices from local communities that are rolling out innovative, cost-effective solutions. Knowledge will be shared across communities through several targeted technical assistance efforts, each customized to serve the target community and population. Two technical assistance initiatives, outlined in the FY19 Annual Performance Plan, are proceeding. Communities are engaged and implementing strategies that target: 1) people experiencing unsheltered homelessness and 2) people in permanent supportive housing programs that no longer need intensive supportive services and can move to housing that meets their lower service needs and is more cost effective.

Furthermore, HUD made important changes to the FY19 Continuum of Care (CoC) Program Competition that included:

- Placing a greater emphasis on incentivizing employment for those who are able to work, as increasing work hours can contribute to reducing homelessness. HUD and the Department of Labor issued a joint statement to stakeholders encouraging increased partnerships between homelessness assistance and workforce development agencies to further this priority area.; and

<sup>31</sup> Among the 50 CoCs with the highest one-year increases in count in the 2018 PIT count, 11 of those represented Balance of State CoCs, which are areas not covered by other continuums in large states and typically very rural.

<sup>32</sup> For an example of Move-On housing, see: <https://www.csh.org/wp-content/uploads/2016/07/Moving-On-Chapter-6-Final.pdf>.

- Enhancing self-sufficiency. While continuing to ask service providers to serve the neediest by emphasizing low-barrier approaches for entry into local programs, HUD now allows providers to leverage requirements for continued participation in a program once a person has been stably housed. Such requirements, like employment training or substance abuse treatment, can increase self-sufficiency.<sup>33</sup>

HUD awarded 37 Homeless Management Information System (HMIS) capacity building grants to communities to improve their ability to collect and report data in HMIS. HUD released several resources to assist communities with how they address homelessness in their area, including tools and best practices resources. HUD published an improved rating and ranking tool to help communities better evaluate the performance of projects to determine which projects should be funded in the CoC Program Competition.<sup>34</sup> HUD also published the Balance of State Toolkit. The Toolkit helps improve the way large jurisdictions address homelessness by providing solutions for common issues they face.

## STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p><b>Create an unsheltered homelessness strategy</b> that targets technical assistance and other resources to communities that have had large increases in unsheltered homelessness.</p>	<p><b>3/31/2019:</b> Publish Notice for Further Comment on the Continuum of Care (CoC) Interim Rule. – <i>Delayed to 3/31/2020</i><sup>35</sup></p> <p><b>10/31/2019:</b> Publish Emergency Solutions Grants Rule. – <i>Delayed to 9/30/2020</i><sup>36</sup></p> <p><b>2/28/2020:</b> Prioritize efforts to address unsheltered homelessness in the CoC Program Competition and encourage communities to combine health care and housing services targeted to serve people experiencing unsheltered homelessness.</p>
<p><b>Implement cost-effective strategies across Continuums of Care (CoCs) and other HUD-assisted housing resources</b> that target resources to those with the highest need.</p>	<p><b>3/31/2019:</b> Start providing targeted community technical assistance to implement initiatives for households moving from permanent supportive housing to other subsidized rental assistance. Further analysis of the roll-out will be shared to determine the potential expansion of these efforts. – <i>Achieved as of 4/5/2019</i></p> <p><b>12/31/2020:</b> Enhance the Stella visualization tool to empower communities to visualize their data and conduct modeling exercises to improve the efficiency of their local resources.<sup>37</sup></p> <p><b>12/31/2020:</b> Publish the Stella visualization resources at the CoC level for the public to review and access the performance of communities.</p>

<sup>33</sup> The CoC Program Interim Rule at 24 CFR 578.75(h) states, "...if the purpose of the project is to provide substance abuse treatment services, recipients and subrecipients may require program participants to take part in such services as a condition of continued participation in the program."

<sup>34</sup> CoC Program Project Rating and Ranking Tool: <https://www.hudexchange.info/resource/5292/project-rating-and-ranking-tool/>

<sup>35</sup> While HUD will continue to work to publish the Notice for Further Comment on the Continuum of Care (CoC) Interim Rule, it has been delayed due to competing priorities. HUD also needs additional time to appropriately frame the issues it needs addressed in the Notice.

<sup>36</sup> While HUD will continue to prioritize publishing the Emergency Solutions Grants Final Rule, it has been delayed due to competing priorities.

<sup>37</sup> For more information on the Stella data visualization tool, see: <https://www.hudexchange.info/news/snaps-in-focus-stella-a-new-way-to-see-how-your-coc-is-performing/>.

**Build capacity in rural communities** to coordinate services and increase access for persons experiencing homelessness.

**3/31/2019:** Publish matrix of rural resources available across all federal agencies. – *Achieved as of 4/30/2019*

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

**12/31/2020:** Publish promising practices for serving youth experiencing homelessness in rural communities based on lessons learned from communities awarded Youth Homelessness Demonstration Program funds.

**12/31/2020:** Release new resources that identify promising practices for creating affordable housing in rural communities.

**Increase leasing of HUD-Department of Veterans Affairs Supportive Housing (HUD-VASH) vouchers** in areas with low utilization.<sup>38</sup>

**5/31/2019:** Have the criteria and structure in place to reallocate HUD-VASH vouchers to meet current needs among veterans. – *Not Achieved*<sup>39</sup>

**3/1/2020:** Update HUD Field Office Monitoring Protocol document for Public Housing Agencies (PHAs) with low utilization as a part of increasing monitoring and technical assistance efforts.

**9/1/2020:** Highlight the option of HUD-VASH Continuum, as well as the lessons learned and challenges, at industry conferences and outreach through federal and local partners.<sup>40</sup>

**9/30/2020:** Issue additional guidance to promote the use of project-based conversions of existing HUD-VASH vouchers, especially in high-cost, low-vacancy areas.

**Fight Substance Abuse and Combat the Opioid Crisis** by engaging stakeholders to support collaboration.

**9/30/2019:** Conduct three interagency meetings focused on integrating HUD programs into Federal-wide substance abuse programs. – *Achieved as of 9/30/2019*

**3/31/2020:** Launch the Substance Abuse Recovery Housing program.

**9/30/2020:** Conduct five interagency meetings focused on integrating HUD programs into Federal-wide substance abuse programs.

<sup>38</sup> HUD has shifted its strategy to improving voucher utilization rates, as HUD continues to get new allocations, and ensuring that vouchers are being fully used in areas that have need.

<sup>39</sup> While HUD continues to collaborate with the VA on reallocation, HUD has shifted its focus to improving voucher utilization rates.

<sup>40</sup> HUD-VASH Continuum is a flexibility under the existing HUD-VASH statute that gives the VA the ability to designate a CoC service provider to act on behalf of the VA, which enables them to serve veterans who are ineligible for VA medical services.

### KEY PERFORMANCE INDICATORS

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

★ **Length of homelessness<sup>41</sup>**

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

FY17 Actual <sup>42</sup>	FY18 Actual	FY19 Actual <sup>43</sup>	FY19 Target <sup>44</sup>	FY20 Target <sup>45</sup>	FY21 Target
174	168	No Data	167	165	164

▶ **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.<sup>46</sup>

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target <sup>47</sup>	FY21 Target
550,996	552,830	567,715	548,000	565,000	563,000

▶ **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.<sup>48</sup>

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target <sup>49</sup>	FY21 Target
190,129	194,467	211,293	195,000	210,000	206,000

<sup>41</sup> The length of time homelessness 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.

<sup>42</sup> HUD updated the measure to include data from Los Angeles.

<sup>43</sup> 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, FY19 actuals will be available in August 2020.

<sup>44</sup> HUD updated the FY19 and FY20 targets based on the updated FY17 data.

<sup>45</sup> HUD updated the FY19 and FY20 targets based on the updated FY17 data.

<sup>46</sup> PIT count dates may occur at such other times as approved by HUD. PIT counts are required every other year; however, most communities conduct the counts annually and HUD reports the data annually.

<sup>47</sup> HUD updated the FY20 target based on the FY19 actual data.

<sup>48</sup> PIT count dates may occur at such other times as approved by HUD. PIT counts are required every other year; however, most communities conduct the counts annually and HUD reports the data annually.

<sup>49</sup> HUD updated the FY20 target based on the FY19 actual data.

**OTHER INDICATORS**

▶ **Returns to homelessness**

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

FY17 Actual	FY18 Actual	FY19 Actual <sup>50</sup>	FY19 Target	FY20 Target	FY21 Target
13.8%	13.4%	No Data	Tracking Only	Tracking Only	Tracking Only

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

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

FY17 Actual	FY18 Actual	FY19 Actual <sup>51</sup>	FY19 Target	FY20 Target	FY21 Target
57%	57%	No Data	Tracking Only	Tracking Only	Tracking Only

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

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

FY17 Actual	FY18 Actual	FY19 Actual <sup>52</sup>	FY19 Target	FY20 Target	FY21 Target
18.5%	19.0%	No Data	Tracking Only	Tracking Only	Tracking Only

<sup>50</sup> FY19 actuals will be available in August 2020.

<sup>51</sup> FY19 actuals will be available in May 2020.

<sup>52</sup> FY19 actuals will be available in July 2020.



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

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

Program	FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
Housing Choice Vouchers	7.6%	9.1%	10.7%	Tracking Only	Tracking Only	Tracking Only
Public Housing	7.7%	8.5%	7.7%	Tracking Only	Tracking Only	Tracking Only
Multifamily Housing Programs	0.3%	0.6%	0.7%	Tracking Only	Tracking Only	Tracking Only

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

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
71.2%	74.3%	75.5%	Tracking Only	Tracking Only	Tracking Only

▶ **HUD-VASH Utilization**

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
91.3%	88.7%	80.1%	Tracking Only	Tracking Only	Tracking Only

▶ **Continuum of Care metrics for substance abuse<sup>53</sup>**

This measure will track the percent of individuals supported through Continuums of Care who report substance abuse issues.

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	25.2%	23.2%	Tracking Only	Tracking Only	Tracking Only

<sup>53</sup> This metric did not exist in FY18. As such, data prior to FY18 was not previously tracked as part of HUD's annual performance plans.

## EVIDENCE BUILDING

PD&R conducts evaluations of HUD's homeless assistance programs. The 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.<sup>54</sup> HUD draws on the considerable research literature regarding Permanent Supportive Housing (PSH) and the Housing First program delivery model when implementing programs for chronically homeless individuals. Randomized controlled trials evaluating PSH programs from using a Housing First approach show that it improves housing stability, physical and mental health, and a variety of quality of life measures.<sup>55</sup> A similarly rigorous study of PSH with Housing First in Canada, however, found that it's more expensive than other interventions available there.<sup>56</sup> Some quasi-experimental studies in the US have found that PSH yields cost savings through reduced need for emergency health services, but more research is needed to quantify savings to the federal government.<sup>57</sup>

In areas of the country where homelessness is most severe, the construction of new project-based PSH can be slow and expensive—often costing more than equivalent market-rate housing and taking years to bring even small numbers of new units online.<sup>58</sup> This can make PSH difficult to scale up when communities focus on project-based options over tenant-based PSH. HUD's work establishing a landlord taskforce and exploring options to expand the acceptance of vouchers in the private rental market will greatly benefit tenant-based PSH voucher holders. Further, research noted in the White House CEA's State of Homelessness in America report<sup>59</sup> has shown that an additional ten beds of PSH is associated with a reduction in community-level unsheltered homelessness of one person, and that PSH is most effective at reducing homelessness when targeted to persons experiencing chronic homelessness.<sup>60</sup> PD&R recently published a report that found that although higher rents in a community are associated with higher homelessness, increased housing density was associated with lower levels of homelessness, reinforcing the need to reduce regulatory barriers to new housing construction, particularly in high cost cities.<sup>61</sup> Further research is necessary to determine how PSH affects self-sufficiency outcomes beyond health and housing stability, and how to add PSH units to communities in a more cost-efficient manner, particularly in high cost areas.

Several evaluations have studied interventions targeted to veterans, contributing to the substantial progress made to end veteran homelessness. These studies have made the case for critical interagency partnerships and show that HUD, VA, and Department of Labor (DOL) can serve veterans at-risk of and experiencing homelessness by working together to combine housing, case management, and employment services.<sup>62</sup> Pertaining to the Recovery

<sup>54</sup> "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>.

<sup>55</sup> 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](https://www.ncbi.nlm.nih.gov/books/NBK519597/#ref_000409).

<sup>56</sup> Cost offsets associated with Housing First programs: a review of the literature (2015), <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4679128/bin/CJP-2015-vol60-Nov2015-475-487-eTables.pdf>.

<sup>57</sup> Health Care and Public Service Use and Costs Before and After Provision of Housing for Chronically Homeless Persons With Severe Alcohol Problems (2009), <https://jamanetwork.com/journals/jama/fullarticle/183666>.

<sup>58</sup> The High Cost of Homeless Housing: Review of Proposition HHH (2019), [https://lacontroller.org/wp-content/uploads/2019/10/The-High-Cost-of-Homeless-Housing\\_Review-of-Prop-HHH\\_10.8.19.pdf](https://lacontroller.org/wp-content/uploads/2019/10/The-High-Cost-of-Homeless-Housing_Review-of-Prop-HHH_10.8.19.pdf).

<sup>59</sup> State of Homelessness in America (2019), White House CEA, <https://www.whitehouse.gov/wp-content/uploads/2019/09/The-State-of-Homelessness-in-America.pdf>.

<sup>60</sup> Ending Homelessness: More Housing or Fewer Shelters? (2015), <https://www.aei.org/wp-content/uploads/2015/11/Corinth-Ending-Homelessness.pdf> and The Impact of Federal Homelessness Funding on Homelessness (2017), [https://www.researchgate.net/publication/319067760\\_The\\_Impact\\_of\\_Federal\\_Homelessness\\_Funding\\_on\\_Homelessness\\_Federal\\_Funding\\_and\\_Homelessness](https://www.researchgate.net/publication/319067760_The_Impact_of_Federal_Homelessness_Funding_on_Homelessness_Federal_Funding_and_Homelessness).

<sup>61</sup> Market Predictors of Homelessness: How Housing and Community Factors Shape Homelessness Rates Within Continuums of Care (2019), <https://www.huduser.gov/portal/publications/Market-Predictors-of-Homelessness.html>

<sup>62</sup> Veterans Homelessness Prevention Demonstration, <https://www.huduser.gov/portal/sites/default/files/pdf/veterans-homelessness-prevention-report.pdf> and HUD-VASH Exit Study, <https://www.huduser.gov/portal/sites/default/files/pdf/HUD-VASH-Exit-Study.pdf>.

Housing initiative, additional rigorous research is needed to assess whether recovery housing using a transitional housing program model is effective for individuals with opioid dependency or other substance abuse challenges.<sup>63</sup>

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

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<sup>63</sup> Recovery Housing: Best Practices and Suggested Guidelines, <https://www.samhsa.gov/sites/default/files/housing-best-practices-100819.pdf> and Substance Abuse Disorder: Information on Recovery Housing Prevalence, Selected States' Oversight, and Funding, GAO-18-315, <https://www.gao.gov/products/GAO-18-315>.

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

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

✪ **Agency Priority Goal for FY20-21: By September 30, 2021, protect families from lead-based paint and other health hazards by making an additional 17,800 at-risk housing units healthy and lead-safe.** ✪

#### OBJECTIVE

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

#### LEADING THIS OBJECTIVE

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

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

#### 2019 APR PROGRESS UPDATE

In December 2018, Secretary Carson, Environmental Protection Agency (EPA) Administrator Andrew R. Wheeler, and Department of Health and Human Services (HHS) Deputy Secretary Eric D. Hargan unveiled the Lead Action Plan to Reduce Childhood Lead Exposures and Associated Health Impacts (Federal Lead Action Plan). The Federal Lead Action Plan is a blueprint for reducing lead exposure and associated harms by working with a range of stakeholders, including states, tribes, local communities, businesses, property owners, and parents. The Plan was developed through cross-governmental collaboration of the President's Task Force on Environmental Health Risks and Safety Risks to Children.<sup>64</sup>

HUD and the Department of Justice reached an agreement with the City of New York and the New York City Housing Authority (NYCHA) to provide a new roadmap forward for NYCHA to address longstanding serious health and safety hazards at its public housing developments in January 2019.<sup>65</sup> The City has decided to commit at least \$2.2 billion in funding over the next 10 years to address these issues as part of the agreement. Development and monitoring of City and NYCHA efforts involves several HUD Offices, including PIH, OLHCHH, FPM, and OGC, as well HUD's interagency partners DOJ and EPA.

HUD made several important award announcements in FY19 regarding the Department's grant programs for addressing housing-related health and safety hazards. In December 2018, HUD awarded \$139 million under the

<sup>64</sup> The President's Task Force on Environmental Health Risks and Safety Risks to Children includes 17 Federal Agencies and offices. HUD, EPA, and HHS co-chair the Task Force's Lead Subcommittee. See <https://ptfceh.niehs.nih.gov/>.

<sup>65</sup> Issues to be addressed include lead-based paint hazards, mold, pests, heating failures, and elevator heating system problems. See [www.hud.gov/press/press\\_releases\\_media\\_advisories/HUD\\_No\\_19\\_004](http://www.hud.gov/press/press_releases_media_advisories/HUD_No_19_004), from which the agreement is linked.

FY18 Lead-Based Paint Hazard Reduction Grant Program. Funds were dedicated to state and local governments to address lead-based paint hazards in older homes of low-income families whose housing does not receive HUD assistance.<sup>66</sup> Following the FY18 awards, HUD awarded a record \$314 million under the FY19 Lead-Based Paint Hazard Reduction Grant Program in September 2019.<sup>67</sup> The Department also awarded \$5 million to identify and address home health and safety hazards in six tribal communities at the same time.

The Department awarded \$6.7 million to seven universities and public health organizations under its FY18 Lead and Healthy Homes Technical Studies Grant Program in October 2018. The Program supports HUD’s healthy housing efforts by researching better methods for identifying and controlling residential health risks. Research is particularly focused on hazards caused by lead-based paint, mold, secondhand tobacco smoke, and other indoor contaminants. Continuing its effort in this area, HUD selected the FY19 program awardees in September 2019.

## STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p><b>Increase community awareness of lead and other health and safety hazards in homes</b> to increase participation in HUD and stakeholder programs and services.</p>	<p><b>3/31/2019:</b> Publish and roll out interagency Federal Lead Action Plan. – <i>Achieved as of 12/19/2018</i></p> <p><b>9/30/2019:</b> Publish first quarterly HUD Implementation Plan under the Federal Lead Action Plan. – <i>Achieved as of 9/30/2019</i></p>
<p><b>Align and enforce HUD-assisted housing inspections and mitigation measures</b> to consistently address housing-related health and safety hazards across HUD-assisted housing programs.</p>	<p><b>9/30/2019:</b> Implement revised Lead Safe Housing Rule (LSHR) elevated blood lead level (EBLL) requirements. – <i>Delayed to 9/30/2021</i><sup>68</sup></p> <p><b>9/30/2021:</b> Complete the Housing Choice Voucher Health and Safety Inspection Protocol Pilot.<sup>69</sup> – <i>Delayed to 9/30/2022</i></p>
<p><b>Design and deliver targeted lead and healthy homes programs</b> through improvements in data quality and access.</p>	<p><b>9/30/2019:</b> Draft data-sharing agreements with HHS and/or States for children with BLL <math>\geq</math>5 mcg/dL also receiving Medicaid or enrolled in Head Start/Early Head Start programs. – <i>Delayed to 9/30/2020</i><sup>70</sup></p>
<p><b>Leverage HUD’s relationships with stakeholders across public and private sectors</b> to maximize the impact of every dollar invested in lead, health, and safety activities.</p>	<p><b>6/28/2018:</b> Host National Healthy Homes Conference. – <i>Achieved as of 6/28/2018</i></p> <p><b>6/30/2018:</b> Publish FY18 Lead Hazard Reduction Notice of Funding Availability (NOFA). – <i>Achieved as of 6/19/2018</i></p> <p><b>12/31/2018:</b> Award FY18 Lead Hazard Reduction grants. – <i>Achieved as of 12/19/2018</i></p>

<sup>66</sup> FY18 grants included nearly \$18 million awarded through Healthy Homes Supplemental funding to help communities address other housing-related health and safety hazards in homes in which they are performing lead hazard control.

<sup>67</sup> FY19 grants included \$31 million through Healthy Homes Supplemental funding.

<sup>68</sup> The target for issuing the proposed rule for public comment is 3/31/2020; this date reflects HUD’s need to gain experience with implementing the 1/17/2017 EBLL amendment to the rule.

<sup>69</sup> The original target completion date was 9/30/2019 in the FY19 APP. The date has been updated to reflect the extension of the Housing Choice Voucher Health and Safety Inspection Protocol Pilot.

<sup>70</sup> Privacy issues, including under the Health Insurance Portability and Accountability Act of 1996 (HIPAA), remain substantial implementation obstacles; to help achieve the intended goal, HUD is working with states directly as well as with HHS.

**6/30/2019:** Publish FY19 Lead Hazard Reduction NOFA. – *Achieved as of 6/25/2019*

**9/30/2019:** Publish FY19 Lead Hazard Reduction in High Impact Neighborhoods NOFA. – *Achieved as of 6/25/2019*

**9/30/2019:** Award FY19 Lead Hazard Reduction grants. – *Achieved as of 9/30/2019*

**1/15/2020:** Award FY19 Lead Hazard Reduction in High Impact Neighborhoods grants. – *Achieved as of 9/30/2019*

**6/30/2020:** Publish FY20 Lead Hazard Reduction NOFA.

**9/30/2020:** Award FY20 Lead Hazard Reduction NOFA.

**Advance the research agenda on the effects, evaluations, and control of lead and other health and safety hazards** in housing and the impacts on resident health.

**10/31/2018:** Establish a regular working relationship with CDC and other agencies to share data and information on a variety of health and safety programs and interventions. – *Achieved as of 9/30/2018<sup>71</sup>*

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

### KEY PERFORMANCE INDICATORS

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

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

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
17,940	15,607	13,076	6,500 <sup>72</sup>	8,900	8,900

<sup>71</sup> This milestone has been reworded to reflect HUD’s focus during the calendar year. Previous language in the FY19 APP was as follows: “10/31/2018: Partner with the CDC on health and safety research and stakeholder outreach related to rural health, elderly fall-prevention, and childhood asthma.”

<sup>72</sup> The APG’s FY19 – 21 targets do not include contributions from the CPD programs due to HOME and CBDG funding recommendations in the President’s Budgets for those years.



► **Prevalence of children with elevated blood levels in high-risk communities and regions<sup>73</sup>**

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	N/A	N/A	Establish Baseline	N/A	N/A

**EVIDENCE BUILDING**

Analysis by HUD and the Centers for Disease Control and Prevention (CDC) of HUD tenant data linked with CDC health survey data shows that children ages 0–5 who lived in HUD-assisted housing in 2005–2012 had lower lead blood levels than expected given their demographic, socioeconomic, and family characteristics,<sup>74</sup> suggesting that HUD implementation of its lead hazard control regulations is effective in reducing exposure among children. However, there is no safe level of blood lead and the prevalence of elevated blood lead persists at significant levels. A current joint PD&R and OLHCHH in-house research effort using HUD’s American Housing Survey and Census’ American Community Survey data shows it is possible to identify neighborhoods (census tracts) with elevated risk for dust lead exposure, which is associated with elevated blood lead levels, especially among children from birth to age 5.<sup>75</sup> Such analysis has potential to improve targeting of HUD’s lead hazards grants and funded mitigation activities.

The FY 2019 HUD Appropriations Act set aside funding for seven 5-year grants of approximately \$9 million each to small neighborhoods (no more than four contiguous census tracts) with high lead hazard control needs for families with children. These grants are intended to demonstrate whether a concentrated lead hazard control effort can have a beneficial effect substantially beyond that of the traditional lead hazard control grants. Traditional lead hazard control grants are up to about \$3.5 million for about three years of lead hazard control activities in target areas that jurisdictions have always used their discretion to define to be larger. OLHCHH and PD&R jointly developed the risk-based applicant eligibility and rating criteria for this High Impact Neighborhoods category of the FY 2019 Lead Hazard Reduction Grant Program.<sup>76</sup> Along with providing intensive monitoring and technical assistance to the grantees of this program, HUD will be evaluating the performance of this program as they start up in FY 2020, ramp up production in FY 2021, and produce lead-safe housing units at full speed in 2022-24. HUD recognizes that within whatever program funding level is appropriated for a program, a higher average award per grant means fewer grants nationally for that program.

<sup>73</sup> This measure will no longer be tracked. FY19 baseline data cannot be established using data available under existing information collection requests approved for HUD, Census, or CDC. The same applies, therefore, to establishing the FY20 and FY21 targets. The OLHCHH will revisit this issue for the FY22 APP, likely revising the scope of the indicator, and seeking OMB approval, if applicable, of additional information collection not currently available.

<sup>74</sup> 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>.

<sup>75</sup> Lanphear BP, Matte TD, Rogers J, et al. The Contribution of Lead-Contaminated House Dust and Residential Soil to Children’s Blood Lead Levels: A Pooled Analysis of 12 Epidemiologic Studies. *Environmental Research* 79(1):51-68, October 1998. <https://doi.org/10.1006/enrs.1998.3859>.

<sup>76</sup> HUD OLHCHH. Lead Hazard Reduction Grant Program Notice of Funding Availability. [www.hud.gov/sites/dfiles/SPM/documents/FY19\\_LeadHazardReductionGrantProgram.pdf](http://www.hud.gov/sites/dfiles/SPM/documents/FY19_LeadHazardReductionGrantProgram.pdf), see esp. Appendices A and C, and the FY 2019 Lead Hazard Reduction NOFA Appendices webpage, [www.hud.gov/program\\_offices/healthy\\_homes/lhc/FY\\_2019\\_LHR\\_NOFA\\_Appendices/](http://www.hud.gov/program_offices/healthy_homes/lhc/FY_2019_LHR_NOFA_Appendices/).

The cost from asthma triggered by residential dampness and mold is approximately \$16.8 billion annually.<sup>77</sup> Reducing household allergens, which contribute to or trigger asthma and allergies, results in a return of \$5.30-16.50 for every \$1 invested in mitigation and prevention.<sup>78</sup>

Extensive studies have been conducted on the growing problem of senior falls (e.g., highlighting that falls are the leading cause of non-fatal injuries for those 65 years of age or older, with three million seniors having an initial emergency department visit for injuries from a fall annually<sup>79</sup>). The 2017 OLHCHH report on Overcoming Obstacles to Policies for Preventing Falls by the Elderly,<sup>80</sup> with its accompanying toolkit,<sup>81</sup> recommends a range of ways for HUD and other government and philanthropic entities to help communities implement coordinated care policies and programs.

HUD has direct roles in housing safety and health through administration of public and assisted housing programs, provision of Lead Hazard Reduction grants and demonstration grants, housing rehabilitation grants, and disaster recovery funds, and regulation of HUD-code manufactured housing. Inspections of public and assisted housing by the Real Estate Assessment Center (REAC) include identification of exigent health and safety deficiencies;<sup>82</sup> respective program offices manage assistance to inspected housing to ensure the deficiencies are addressed. Follow-up testing of low-income older homes that received lead hazard control interventions under HUD's Lead Hazard Control Grant Program was conducted after one year and three years,<sup>83</sup> and after six years.<sup>84</sup> Results showed significant reductions in concentrations of dust-lead, the major pathway for U.S. children's lead exposure, after intervention. 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;<sup>85</sup> the results of this survey were used by EPA in developing their revised Dust Lead Hazard Standards Rule. Other research has quantified the extent of lead hazards in homes<sup>86</sup> and improved technical methods of addressing those hazards.<sup>87</sup> These grants and partnerships fund research to improve the efficacy and cost-effectiveness of methods for evaluation and control of residential lead-based paint and other housing-related health and safety hazards and site contamination hazards. HUD will use the findings from these studies to help improve and refine its approach towards achieving these goals.

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<sup>77</sup> Mudarri DH. 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* 2016.

<sup>78</sup> Nurmagametov TA et al. Economic Value of Home-Based, Multi-Trigger, Multicomponent Interventions with an Environmental Focus for Reducing Asthma Morbidity: A Community Guide Systematic Review. *American Journal of Preventive Medicine*. 41(2S1):S33–S47. 2011.

[www.thecommunityguide.org/asthma/supportingmaterials/Asthma%20Econ.pdf](http://www.thecommunityguide.org/asthma/supportingmaterials/Asthma%20Econ.pdf) or [www.ajpmonline.org/article/S0749-3797\(11\)00314-X/fulltext](http://www.ajpmonline.org/article/S0749-3797(11)00314-X/fulltext).

<sup>79 79</sup> CDC National Center for Injury Prevention and Control. Web-based Injury Statistics Query and Reporting System (WISQARS). Accessed January 7, 2020. [www.cdc.gov/injury/wisqars/](http://www.cdc.gov/injury/wisqars/).

<sup>80</sup> Healthy Housing Solutions. Overcoming Obstacles to Policies for Preventing Falls by the Elderly – Final Report. February 2017.

[www.hud.gov/sites/documents/OvercomingObstaclesFalls.pdf](http://www.hud.gov/sites/documents/OvercomingObstaclesFalls.pdf).

<sup>81</sup> Healthy Housing Solutions. Overcoming Obstacles to Effective Senior Falls Prevention and Coordinated Care – A Toolkit for Program Success. March 2017. [https://www.hud.gov/sites/documents/Seniorfalls\\_Toolkit.pdf](https://www.hud.gov/sites/documents/Seniorfalls_Toolkit.pdf).

<sup>82</sup> Real Estate Assessment Center. "Physical Assessment Subsystem" (2011 slide presentation),

<http://portal.hud.gov/hudportal/documents/huddoc?id=pass02182011.pdf>.

<sup>83</sup> 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](https://nchh.org/resource-library/report_evaluation-of-the-hud-lead-based-paint-hazard-control-grant-program_final-report.pdf).

<sup>84</sup> 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>.

<sup>85</sup> 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](https://www.hud.gov/sites/documents/ClearanceSurvey_24Oct15.pdf).

<sup>86</sup> Dewalt F. Gary, David Cox, Robert O'Haver, et al. Prevalence of Lead Hazards and Soil Arsenic in U.S. Housing. *Journal of Environmental Health*. 78(5):22-29, December 2015. <https://www.neha.org/node/6429>.

<sup>87</sup> See [https://www.hud.gov/program\\_offices/healthy\\_homes/researchers](https://www.hud.gov/program_offices/healthy_homes/researchers).



## 4. Strategic Objective: Enhance Rental Assistance

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

🌟 **Agency Priority Goal for FY20-21: By September 30, 2021, enhance rental assistance by transitioning an additional 64,550 Public Housing units to a more sustainable platform.** 🌟<sup>88</sup>

### OBJECTIVE

Rental housing program reforms are necessary to provide sustainable and reliable assistance to America’s low-income families. To better serve HUD residents and stakeholders, HUD has developed and implemented a comprehensive strategy for addressing the current and future needs of the Public Housing program. The new strategy allows HUD to be more responsive to local communities.

### LEADING THIS OBJECTIVE

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

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

HUD is committed to working continually with our local partners to identify and reduce regulatory and administrative barriers that impede the efficient development and maintenance of affordable homes. HUD will continue to collaborate with stakeholders to ensure reforms to rental assistance programs benefit communities while encouraging sustainability for the future. Efforts will focus on simplifying program administration, reducing Federal costs, and increasing local choice.

### 2019 APR PROGRESS UPDATE

Through FY19, HUD provided rental assistance to 4.6 million low-income households, including programs for elderly residents and individuals with disabilities.<sup>89</sup> During the year, HUD implemented a strategy, which is detailed in the paragraph below, to address the current and future needs of the Public Housing program to provide local options that are more responsive to community needs.

HUD deployed a range of technical assistance materials and tools designed to encourage the transition of Public Housing units into revitalized, locally controlled affordable housing. The Department procured a technical assistance provider to develop resources targeted to PHAs operating 250 units or fewer of Public Housing. Support provided to these PHAs included case studies, in-person regional conferences, and on-call technical assistance for specific challenges. In addition to these materials, HUD also launched a Public Housing Repositioning website with FAQs, case studies, and training videos.<sup>90</sup>

The Department began leveraging existing programs and published new policies on how to best transition hard-to-manage properties to more sustainable platforms. Under these new policies, PHAs and their communities have

<sup>88</sup> Transition 30,250 public housing units in FY20 and 34,300 in FY21 to a more sustainable platform.

<sup>89</sup> Details on the households served by HUD are available online at: <https://www.huduser.gov/portal/datasets/assthsg.html>.

<sup>90</sup> The HUD Public Housing Repositioning website is available online at the following link: [https://www.hud.gov/program\\_offices/public\\_indian\\_housing/repositioning](https://www.hud.gov/program_offices/public_indian_housing/repositioning).

more control over how they manage their housing resources. The Streamlined Voluntary Conversion Notice, published on March 21, 2019, provided more options to small PHAs to reposition their public housing.<sup>91</sup> The Rental Assistance Demonstration (RAD) Revision 4 Notice, published on September 5, 2019, reduced processing burdens. It also allowed PHAs to implement new flexibilities to facilitate conversions of Public Housing to Project-Based Voucher (PBV) or Project-Based Rental Assistance (PBRA).<sup>92</sup> Field staff continued to be engaged in the implementation of these new policies and communicating potential options for PHAs to explore.

The array of voluntary repositioning strategies has provided PHAs with more local control and flexibility. These improvements have allowed agencies to better manage their affordable housing resources in ways most appropriate to the needs of their local communities.

## STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p><b>Provide technical assistance and training</b> to PHAs on new tools to reposition their local Public Housing program.</p>	<p><b>5/30/2019:</b> Issue contract for technical assistance provider targeting PHAs operating 250 units or less and begin deploying technical assistance – <i>Achieved as of 5/13/2019</i></p> <p><b>2/28/2020:</b> Issue contract for technical assistance for PHAs of any size and begin deploying technical assistance.</p>
<p><b>Publish additional notices that respond to PHA needs</b> to reposition Public Housing units.</p>	<p><b>6/30/2019:</b> Publish Voluntary Conversion and Rental Assistance Demonstration Revision 4 Notices. – <i>Achieved as of 3/21/2019 and 9/5/2019, respectively</i></p>
<p><b>Deploy enhanced data analytics dashboard</b> for use at Headquarters and in the Field, with more robust capabilities in pipeline and trending data.</p>	<p><b>3/31/2020:</b> Deploy an enhanced data analytics dashboard.<sup>93</sup></p>

<sup>91</sup> The Streamlined Voluntary Conversion Notice is available online at: <https://www.hud.gov/sites/dfiles/PIH/documents/PIH-2019-05.pdf>

<sup>92</sup> The RAD Revision 4 Notice is available online at: [https://www.hud.gov/sites/dfiles/Housing/documents/H-2019-09-PIH-2019-23\\_RAD\\_Notice%20Rev4\\_20190905.pdf](https://www.hud.gov/sites/dfiles/Housing/documents/H-2019-09-PIH-2019-23_RAD_Notice%20Rev4_20190905.pdf)

<sup>93</sup> A MicroStrategy dashboard was created in FY19, which consolidated PIH's data tracking from various platforms for the first time. The dashboard leverages existing enterprise architecture and MicroStrategy so that HUD can visualize data that is collected on repositioning. By taking the lessons learned from the FY19 dashboard, HUD aims to increase its dashboard capabilities in FY20 to better meet the needs of PIH's program office staff.

**KEY PERFORMANCE INDICATORS**

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

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

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

	FY17 Actual	FY18 Actual	FY19 Actual <sup>94</sup>	FY19 Target	FY20 Target <sup>95</sup>	FY21 Target
RAD Conversions	32,256	26,977	17,226	27,000	22,000	25,000
Other: Declaration of Trust Release (DOT) and Voluntary & Required <sup>96</sup> Conversion	N/A	995	742	1,500	750	800
Section 18 Demolitions/ Dispositions	N/A	9,346	7,884	12,000	7,500	8,500

**OTHER INDICATORS**

**▶ Public Housing occupancy rate<sup>97</sup>**

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
95.25%	95.6%	94.8%	Tracking Only	Tracking Only	Tracking Only

**▶ Housing Choice Voucher Budget Utilization<sup>98</sup>**

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
101.20% <sup>99</sup>	98.8%	97.87%	Tracking Only	Tracking Only	Tracking Only

<sup>94</sup> HUD PIH Information Center (PIC) and RAD Resource Desk data.

<sup>95</sup> The FY20 and FY21 targets have been adjusted to reflect a more realistic target to better account for past program performance.

<sup>96</sup> Voluntary & Required Conversion and Declaration of Trust Release has been consolidated moving forward as these strategies account for a small percentage of total units repositioned. In FY18, DOT accounted for 100% of the actual or 995. In FY19, Voluntary & Required Conversion accounted for 100% of the actual or 742.

<sup>97</sup> HUD PIH Information Center data.

<sup>98</sup> HUD Voucher Management System data.

<sup>99</sup> Utilization rates over 100% reflect use of reserves to fund voucher assistance when funding appropriated in that fiscal year is insufficient.

► **Number of families served through HUD rental assistance<sup>100</sup>**

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
4,621,813	4,631,866	4,613,722	Tracking Only	Tracking Only	Tracking Only

**EVIDENCE BUILDING**

PD&R has produced an extensive body of evidence on the scope of housing needs among renters nationally, the ways in which current HUD programs meet those needs, and the ways in which those programs could be enhanced to meet these needs in the future. PD&R supplements its surveys of national and regional market activity with biennial reports to Congress about households with “worst-case housing needs.” “Worst-case housing needs” increased during 2013–2015 to affect 8.3 million very low-income renter households. Worst-case needs and severe cost burdens are a growing problem in light of a shrinking proportion of affordable and available units relative to need.<sup>101</sup>

These measures inform HUD’s efforts to track and target existing rental assistance, study alternative rental arrangements, and monitor efforts to preserve existing Public Housing units through innovative funding relationships. Recent research addresses a critical performance issue of successful lease-up and opportunity potential of the Housing Choice Voucher program. Research suggests that landlords are deterred from accepting vouchers by issues including financial motivation, perception of tenants, and bureaucratic factors.<sup>102</sup> HUD’s Housing Choice Voucher Landlord Task Force was established in 2018 to better understand and address these issues. In 2018, the task force coordinated listening forums with landlords around the country; this provided an opportunity for landlords to voice their specific concerns regarding the voucher program. In 2019, the task force coordinated focus groups with PHAs to learn about the strategies they are using to retain and recruit landlords in their voucher programs. The information gathered during these focus groups will inform the development of the Landlord Strategies Guide for PHAs, which will be available in June 2020.

A few additional successes of the landlord task force in 2019 included hosting the first landlord symposium in Indianapolis in December and launching the HCV landlord webpage on HUD.gov.<sup>103</sup> The symposium provided an opportunity for landlords, PHAs and HUD to connect. The HCV landlord webpage provides a platform for sharing current and relevant information about the voucher program with landlords nationwide.<sup>104</sup>

Following the completion of preliminary reports, PD&R is currently producing follow-up outcomes analyses for two landmark studies: The Rent Reform Demonstration and the Rental Assistance Demonstration. HUD’s Rent Reform Demonstration is designed to test an alternative to the current HUD-assisted rent structure to assess its effect on the employment, earnings, and hardship of the residents that rely on housing vouchers. The Rental

<sup>100</sup> Totals have been standardized across HUD reports and data sources to include HUD PIH Information Center and TRACS data. Previous Annual Performance Plans included McKinney-Vento Homeless Rental Assistance, Tax Credit Assistance Program, and Housing Opportunities for Persons with AIDS (HOPWA), which are not included in the rental units totals above.

<sup>101</sup> “Worst Case Housing Needs: 2017 Report to Congress” (2017), <https://www.huduser.gov/portal/publications/Worst-Case-Housing-Needs.html>.

<sup>102</sup> “Urban Landlords and the Housing Choice Voucher Program: A Research Report” (2018), <https://www.huduser.gov/portal/publications/UrbanLandlords.html>.

<sup>103</sup> The HCV landlord webpage can be found here: [https://www.hud.gov/program\\_offices/public\\_indian\\_housing/programs/hcv/landlord](https://www.hud.gov/program_offices/public_indian_housing/programs/hcv/landlord).

<sup>104</sup> “Pilot Study of Landlord Acceptance of Housing Choice Vouchers” (2018), <https://www.huduser.gov/portal/pilot-study-landlord-acceptance-hcv.html>.

Assistance Demonstration is designed to provide PHAs with new options for preserving Public Housing units through conversion to the more financially sustainable project-based Section 8 assisted housing platform.

An evaluation of PHAs currently operating the Moving to Work (MTW) Demonstration program is underway, while PD&R is also developing an evaluation of the MTW expansion. This expansion will grant 100 PHAs the flexibility to restructure some programs, reallocate resources, and implement innovative programs. HUD plans to roll out the expansion in cohorts to allow for more rigorous analysis of various elements of the MTW Demonstration program. PD&R's initial evaluation cohort will test how small PHAs used their flexibility to better meet community needs and the three MTW statutory objectives of housing choice, cost-effectiveness, and self-sufficiency. The second cohort of PHAs will test the efficacy of various rent reform proposals.

## Major Initiative: Promote Economic Opportunity<sup>105</sup>

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

🎯 **Agency Priority Goal for FY20-21: By September 30, 2021, promote economic opportunity for HUD-assisted residents by encouraging self-sufficiency and financial stability, as measured by:**

1. **Tracking tenant-earned income and positive exit trends of control groups for the Rent Reform Demonstration and Family Self-Sufficiency Demonstration (non-elderly non-disabled tenants at several PHAs across the country) based on survey data;**
2. **The impact estimates on tenant-earned income and positive exits due to implementation of higher minimum rents and triennial recertification through surveys conducted as part of the Rent Reform Demonstration; and**
3. **The impact estimates on tenant-earned income, asset accumulation, and positive exits due to receipt of Family Self-Sufficiency Program case management services and financial incentives based on survey data from the Family Self-Sufficiency Demonstration.**

### INITIATIVE

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

#### LEADING THIS INITIATIVE

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

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

### 2019 APR PROGRESS UPDATE

During FY19, subject matter experts developed survey questions to be administered to participants of two program demonstrations. The target recipients of these questions are residents who move out of HUD-assisted housing at some point during the study period. By leveraging these random-assignment experiments, The Department expects to learn more about the: 1) variety of exit outcomes; 2) ways to ask tenants about exits; and 3) conditions during program participation that may influence exit decisions. HUD will use the evidence it collects to inform enhancements to the Department’s administrative data systems.

### STRATEGIES AND MAJOR MILESTONES

#### Strategies

#### Major Milestones

<sup>105</sup> The name of this initiative has changed from Track Positive Exits to Promote Economic Opportunity to align with the updated Agency Priority Goal statement.

**Use current demonstrations**, including the Rent Reform Demonstration and the Family Self-Sufficiency Demonstration, **to examine exit outcomes and inform strategies** for improving administrative collection of exit data.<sup>106</sup>

**9/30/2019:** Include a short standard panel of exit survey questions in survey instruments submitted to OMB for Paperwork Reduction Act review in support of the Rent Reform Demonstration. – *Achieved as of 12/1/18.*

**9/30/2020:** Conduct exit surveys, analyze results, and develop suggestions for strengthening measurement of positive exits in administrative data collections.<sup>107</sup>

**9/30/2020:** Prepare a memo that identifies implications of Rent Reform Demonstration survey results for enhancing measurement of positive exits in administrative data collections.

**12/30/2020:** Submit the survey instrument for the Family Self-Sufficiency Demonstration to OMB for Paperwork Reduction Act review with a short panel of exit survey questions.

**9/30/2021:** Complete the survey of participants of the Family Self-Sufficiency Demonstration.

**3/30/2022:** Prepare a memo that proposes longer-term strategy for tracking positive exits that responds to implications of survey evidence from the Rent Reform Demonstration and the Family Self-Sufficiency Demonstration programs.

### OTHER INDICATOR

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

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

This measure tracks the percentage of households that leave the Housing Choice Voucher (HCV) program with their income-based rental subsidies at or near zero. Such low subsidies imply that household incomes have increased to the extent that market-based housing is within reach. This measure will serve as a proxy for positive exits as HUD secures the new data on all Section 8, Public Housing, and Multifamily programs. For this measure, “work-able household” is defined to mean a household containing at least one non-elderly, non-disabled adult member.<sup>108</sup>

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
18.7%	20.0%	20.4%	Tracking Only	Tracking Only	Tracking Only

<sup>106</sup> Information on the Rent Reform Demonstration is available online at: <https://www.huduser.gov/portal/publications/Reducing-Work-Disincentives-Housing-Choice.html>. Information on the Family Self-Sufficiency Demonstration is available online at: [https://www.hud.gov/program\\_offices/public\\_indian\\_housing/programs/hcv/fss](https://www.hud.gov/program_offices/public_indian_housing/programs/hcv/fss)

<sup>107</sup> This milestone has been broken into four milestones to account for different completion dates. This milestone will be removed to avoid redundancy.

<sup>108</sup> Elderly is defined as 65 or older; disabled uses the same definition as program certification rules.



## EVIDENCE BUILDING

HUD's administrative data systems for public and assisted housing are populated by PHAs and private housing providers. The tenant data provide basic information about earnings that can be used to assess economic progress of work-able households and individuals, but minimal information about causes of exits and no information about outcomes after exit. Numerous program participants leave assistance after short spells; those leaving in 2015 had stayed a median of 4.8 years in the HCV program and 3.0 years in public housing and assisted multifamily housing.<sup>109</sup> An examination of positive and negative reasons for exit among Moving to Opportunity participants found both positive reasons such as income growth and homeownership and negative reasons such as involuntary relocation and eviction.<sup>110</sup>

Several evaluations that included an active tracking component for leavers have examined exits and outcomes for programs serving formerly homeless individuals, including those leaving transitional housing,<sup>111</sup> disabled individuals leaving permanent supportive housing,<sup>112</sup> and veterans leaving HUD-VASH supportive housing.<sup>113</sup> PD&R's 2004 "Where Are They Now?" study pilot tested methods of passively tracking leavers using public databases and surveys to assess outcomes. The study revealed that passive tracking with resources available at the time was insufficient to reliably provide current contact information.<sup>114</sup>

The "Assessment of Economic Opportunity Metrics" is a HUD-funded effort, completed in the first quarter of CY19, to develop and evaluate performance metrics that combine administrative data with survey data to assess self-sufficiency conditions of work-able residents relative to the context of their local labor markets.<sup>115</sup> Such enhanced metrics, available at national and local levels of detail, have potential to inform monitoring and initiatives to support progress toward positive exits.

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<sup>109</sup> <https://www.huduser.gov/portal/publications/length-of-stay.html>.

<sup>110</sup> <https://www.huduser.gov/portal/publications/What-Happens-to-Housing-Assistance-Leavers.html>.

<sup>111</sup> <https://www.huduser.gov/portal/publications/pdf/LifeAfterTransition.pdf>.

<sup>112</sup> <https://www.huduser.gov/portal/publications/homeless/permhsgstudy.html>.

<sup>113</sup> <https://www.huduser.gov/portal/sites/default/files/pdf/HUD-VASH-Exit-Study.pdf>.

<sup>114</sup> <https://www.huduser.gov/portal/Publications/pdf/WhereAreTheyNow.pdf>.

<sup>115</sup> <https://www.huduser.gov/portal/publications/MDRT-Economic-Opportunity-Metrics.html>

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

Identify and incentivize the reduction of barriers to the supply of available affordable housing.

### OBJECTIVE

HUD’s strategy to achieve the objective to identify and reduce barriers to affordable housing has been reformed to align with Executive Order 13878, “Establishing a White House Council on Eliminating Regulatory Barriers to Affordable Housing.”<sup>116</sup> The Secretary of HUD chairs this Council and will work with other key federal agencies to achieve this objective. Building on past administrations’ efforts to address the barriers to affordable housing (including the America’s Affordable Communities Initiative), HUD will engage Federal, State, local, and tribal partners to identify and reduce these barriers.

### LEADING THIS OBJECTIVE

**Objective Lead**  
 Seth Appleton  
*Assistant Secretary*  
 Office of Policy Development and Research

HUD has established an internal working group, drawn from key program offices, to review how the Department can incentivize the reduction of barriers to affordable housing development. Senior HUD officials will engage leaders representing the Department’s diverse stakeholders to discuss and promote successful practices for reducing regulatory burdens. Engagements will focus on practices that have the potential to increase the supply of available affordable housing or decrease housing development costs. The White House Council on Eliminating Regulatory Barriers to Affordable Housing will submit a report to the White House that will contain recommendations for reducing barriers to affordable housing, and HUD will create a work plan to implement the recommendations.

### 2019 APR PROGRESS UPDATE

In June 2019, the President issued Executive Order 13878, “Establishing the White House Council on Eliminating Barriers to Affordable Housing,” which designated the HUD Secretary as the Council Chair. HUD has worked to support the implementation of Executive Order 13878 in a number of ways. The Department reformed and expanded an internal HUD working group; drafted a Request for Information<sup>117</sup> (RFI) from the public; planned roundtables with stakeholder groups<sup>118</sup> and Federal agencies;<sup>119</sup> and procured the assistance of researchers to develop recommendations to the President on affordable housing barrier reduction.

### STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p><b>Develop a Plan</b> to identify barriers to affordable housing</p>	<p><b>9/5/2019:</b> Met with other White House Council Agencies and stakeholder groups to plan activities to further the Executive Order — <i>Achieved as of 9/5/19.</i></p>

<sup>116</sup> <https://www.whitehouse.gov/presidential-actions/executive-order-establishing-white-house-council-eliminating-regulatory-barriers-affordable-housing/>

<sup>117</sup> <https://www.regulations.gov/document?D=HUD-2019-0092-0001>

<sup>118</sup> Stakeholders include Native American groups, practitioners (financial, construction, real estate), local government officials, researchers, policymakers and advocates.

<sup>119</sup> The Federal agencies include HUD, The Department of the Treasury, The Department of Agriculture, The Department of Labor, The Department of Transportation, The Department of Energy, and the Environmental Protection Agency.

	<p><b>10/1/2019:</b> Complete a draft workplan — <i>Achieved as of 8/15/2019.</i></p> <p><b>5/30/2020:</b> Develop research plan to analyze and implement policy recommendations around regulatory reform to assist States and Local communities in reducing barriers to affordable housing.</p>
<p><b>Increase Public Awareness</b> about effective strategies to reduce governmental regulatory barriers</p>	<p><b>9/30/2019:</b> Launch America’s Affordable Communities Initiative.<sup>120</sup> -- <i>Removed</i></p> <p><b>3/31/2020:</b> Conduct Listening Sessions with stakeholder groups.</p>
<p><b>Engage the Public</b> on Reducing State and Local Barriers to Affordable Housing and Urban Development</p>	<p><b>3/31/2019:</b> Review Public Comments from Prior Notices. — <i>Achieved as of 4/15/2019.</i></p> <p><b>12/31/2019:</b> Publish RFI Federal Register notice to obtain public feedback on local regulatory barriers. – <i>Achieved as of 11/26/2019</i><sup>121</sup></p> <p><b>1/15/2020:</b> Conduct 3 roundtables to engage State and local stakeholders. – <i>Achieved as of 1/22/2020</i></p> <p><b>3/31/2020:</b> Update Regulatory Barriers Clearinghouse. – <i>Delayed to 12/31/2020</i><sup>122</sup></p>
<p><b>Develop Recommendations</b> for reducing barriers to affordable housing for the White House</p>	<p><b>4/30/2020:</b> Synthesize and evaluate recommendations from roundtables, RFI, and research for policy recommendation.</p> <p><b>6/30/2020:</b> Develop report on recommendations for White House.</p> <p><b>9/30/2020:</b> Follow-up report on White House recommendations and develop research agenda for 30<sup>th</sup> Anniversary of Kemp Commission report.</p>

<sup>120</sup> This milestone will be removed because the Objective’s focus has shifted from launching America’s Affordable Communities Initiative to implementing Executive Order 13878.

<sup>121</sup> [https://www.hud.gov/press/press\\_releases\\_media\\_advisories/HUD\\_No\\_19\\_171](https://www.hud.gov/press/press_releases_media_advisories/HUD_No_19_171)

<sup>122</sup> Milestone completion date will be delayed from 3/31/2020 to 12/31/2020 to review and implement what is to be learned from the report that will be submitted to the White House in June 2020.

### KEY PERFORMANCE INDICATORS

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

► **Reduction in federal regulatory barriers<sup>123</sup>**

This measure will track the number of regulatory revisions implemented by HUD in the next 18 months.

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	N/A	N/A	N/A	Tracking Only	Tracking Only

► **AACI Adoption<sup>124</sup>**

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	N/A	N/A	100	200	N/A

### OTHER INDICATORS

► **Incentives to Federal programs<sup>125</sup>**

This measure will track the addition of incentives to Federal programs to encourage jurisdictions to remove barriers.

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	N/A	N/A	N/A	Tracking Only	Tracking Only

► **Number of jurisdictions that have adopted a plan to consolidate the permitting process<sup>126</sup>**

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

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

<sup>123</sup> This is a new indicator. FY20 will establish the baseline.

<sup>124</sup> This indicator will be removed because the Objective's focus has shifted from launching America's Affordable Communities Initiative to implementing Executive Order 13878.

<sup>125</sup> This is a new indicator. FY20 will establish the baseline.

<sup>126</sup> This indicator will be removed because the Objective's focus has shifted. The Objective no longer needs to track the number of jurisdictions that have adopted a plan to consolidate the permitting process.

## EVIDENCE BUILDING

In supporting the White House Council on Eliminating Regulatory Barriers to Affordable Housing and its own mission, HUD draws on a considerable body of research on the topic of regulatory barriers to affordable housing. Research suggests that local zoning restrictions can contribute up to 30 percent of the cost of building a home, contributing significantly to the rise in housing prices in communities around the country.<sup>127</sup>

Researchers have called on HUD to invest in the collection of both quantitative and qualitative data on regulatory practices throughout the nation, the reasons for establishing barriers, and the effects of local housing shortages on local and regional economic competitiveness,<sup>128</sup> further supporting our increased efforts in the area. In 2019, PD&R commissioned a review of the research literature focusing on efforts to quantify the costs associated with zoning, building, and land use regulations. A separate research effort is investigating the type, incidence, and scope of local regulatory barriers that prohibit or restrict the use of various types of factory-built housing, the impacts of such barriers, and case studies of community efforts to reduce or mitigate such barriers.

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<sup>127</sup> <https://www.nahbclassic.org/generic.aspx?sectionID=734&genericContentID=250611>

<sup>128</sup> <https://www.huduser.gov/periodicals/cityscape/vol8num1/cityscapev8num1.pdf#page=11>.

## 6. Strategic Objective: Develop EnVision Centers

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

### OBJECTIVE

The EnVision Center Demonstration supports the delivery of integrated services from philanthropic organizations, private industry, and all levels of government. The objective to Develop EnVision Centers will increase the opportunity for low-income families to achieve self-sufficiency. The Initiative supports and develops “one-stop” or “single-site” service centers. The differentiating factor that makes EnVision Centers uniquely effective is deliberate effort at the Federal level to coordinate delivery of mutually reinforcing self-sufficiency and economic development programs. EnVision Centers may be established by many different types of organizations including, but not limited to: local governments, public housing authorities, non-profit organizations, and tribal governments.

### LEADING THIS OBJECTIVE

**Objective Lead**  
 Benjamin DeMarzo  
*Assistant Deputy Secretary*  
 Office of Field Policy and  
 Management

Each EnVision Center is guided by the Four Pillars of Self-Sufficiency: 1) Economic Empowerment, 2) Educational Advancement, 3) Health and Wellness, and 4) Character and Leadership. Programs from across the Federal government can be delivered in an integrated way under the Four Pillars.

### 2019 APR PROGRESS UPDATE

The EnVision Centers Demonstration aims to enhance collaboration within HUD, other Federal agencies, and with the White House Opportunity and Revitalization Council (WHORC).<sup>129</sup> In FY19, the Department finalized the goals and target outcomes for the EnVision Center Initiative. HUD developed a succinct, streamlined EnVision Center Operations Guide, with several useful templates.<sup>130</sup> Finally, HUD developed additional criteria for assessing EnVision Center action plans, with the goal of further streamlining the application process.<sup>131</sup> Additionally, HUD designated a grand total of 14 EnVision Centers in FY19.

### STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p><b>Assess and strengthen the Envision Center Model</b> to ensure program feasibility, ease of use, and understanding.</p>	<p><b>5/1/2019</b> Develop standard templates for demonstration sites with a detailed operations guide. – <i>Achieved as of 5/30/19</i></p> <p><b>8/30/2019:</b> Designate nine EnVision Center locations after completion of application assessment. – <i>Achieved as of 6/30/2019</i><sup>132</sup></p> <p><b>6/30/2020:</b> Achieve designation of 60 EnVision Centers.</p>

<sup>129</sup> Federal HUD Envision Center Initiative partners include the Departments of Labor, Health and Human Services, and Education.

<sup>130</sup> <https://www.huduser.gov/portal/sites/default/files/pdf/EnVision-Center-Operations-Guide-Effective-11-06-2019.pdf>

<sup>131</sup> <https://www.huduser.gov/portal/sites/default/files/pdf/ec-Action-Plan-Template-OMB-Approved-2019.pdf>

<sup>132</sup> Nine (9) EnVision Center locations designated after completion of application assessment: Spokane, WA; aSteam, KS; aSteam, MO; Life Remodeled, MI; Philadelphia, PA; Choctaw Nation, OK; Martin Luther King, Jr. Community Center, TX; Inkster, MI; and Hickory, NC.

**Continue to leverage partnerships** with other Federal (Departments of Labor, Health and Human Services, and Education) and local agencies, non-profits, and private businesses to increase participation by HUD-assisted households.

**5/11/2019:** Develop an interagency working group to identify the best programs to integrate in EnVision Centers. – *Delayed to 9/30/2021*<sup>133</sup>

**Improve external communications** with EnVision Center partners and communities.

**12/31/2019:** Develop an EnVision Center website.<sup>134</sup>

**9/30/2021:** Update EnVision Center mobile app.

### KEY PERFORMANCE INDICATORS

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

► **Increase the number of designated EnVision Centers**<sup>135</sup>

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	N/A	14	9	60 <sup>136</sup>	100

► **First time acceptance rate of EnVision Center applications**<sup>137</sup>

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	N/A	60%	40%	60%	N/A

<sup>133</sup> Developed interagency partnership with IRS. Achieved 9/30/2019.

<sup>134</sup> The EnVision Center website can be accessed at: <https://hud.gov/envisioncenters>

<sup>135</sup> HUD has changed this indicator from "Increase the number of physical EnVision Centers" in the FY20 APP/FY18 APR to more accurately represent HUD's process of designating an EnVision Center once its application has been approved.

<sup>136</sup> Target increased from 17 to 60 based on interest in the demonstration program. The increased number of demonstration sites will result in additional data to measure the success of the demonstration.

<sup>137</sup> HUD is removing this indicator as it is changing its focus to building capacity with its partners and the number of people served by EnVision Centers.



► **Building capacity with designated EnVision Centers**<sup>138</sup>

This metric will track the number of meetings FPM staff held with designated EnVision Centers to enhance their ability to implement centralized services at their sites. Technical assistance may include in-person or virtual engagements.

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	N/A	N/A	N/A	450	550

► **Envision Center application preparation time.**<sup>139</sup>

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
No data	No data	No data	6	4	N/A

► **Time to certify.**<sup>140</sup>

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
No data	No data	No data	60	45	N/A

**OTHER INDICATORS**

► **Number of partners**<sup>141</sup>

This metric will track the number of partners providing services throughout all EnVision Centers.

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	N/A	N/A	N/A	Tracking	Tracking

<sup>138</sup> This is a new indicator for FY21; FY20 will establish the baseline.

<sup>139</sup> HUD is removing this indicator because HUD systems currently do not provide accurate information on this metric.

<sup>140</sup> HUD is removing this indicator as it is changing its focus to building capacity with its partners and the number of people served by EnVision Centers.

<sup>141</sup> This is a new indicator for FY21; FY20 will establish the baseline.

► **Number of people served<sup>142</sup>**

This metric will track the number of people served throughout all EnVision Centers.

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	N/A	N/A	N/A	Tracking	Tracking

**EVIDENCE BUILDING**

Recognizing that housing assistance alone is insufficient for many to realize long-term economic independence, the Secretary launched the EnVision Centers network to serve as a centralized hub to connect people to supports in four main areas: economic empowerment, educational advancement, health and wellness, and character and leadership. The centers will bring in a range of public, private, and nonprofit partners, including PHAs, to efficiently and effectively coordinate needed services and supports. In February 2018, the Urban Institute released a brief that included nine specific recommendations for EnVision Centers based on research on past programs, including setting realistic expectations and timelines for building assets, using a trauma-informed approach for mental health care, and using two-generation strategies, among others.<sup>143</sup> PD&R conducted an initial, in-house assessment of the characteristics and progress of EnVision Centers to inform the design of a program evaluation as mandated by Congress in the FY19 appropriation.

<sup>142</sup> This is a new indicator for FY21; FY20 will establish the baseline.

<sup>143</sup> Susan J. Popkin. 2018. "EnVision Centers: Insights from Research on Past Efforts to Promote Self-Sufficiency among HUD-Assisted Households," <https://www.urban.org/research/publication/envision-centers-insights-research-past-efforts-promote-self-sufficiency-among-hud-assisted-households>.

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

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

### OBJECTIVE

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

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

### 2019 APR PROGRESS UPDATE

Throughout FY19, HUD improved oversight and transparency of its disaster recovery grantee programs, worked towards increasing the stock of resilient homes, and ensured homes are supported by more resilient infrastructure. Specifically, HUD has developed a new pre- and post-award risk evaluation protocol to identify specific risks associated with each CDBG-DR grantee and to apply corresponding grant conditions in its CDBG-DR grant agreements to mitigate the identified risk(s). HUD has also improved oversight of grantee CDBG-DR expenditures by updating the Disaster Recovery Grant Reporting (DRGR) System to require the highest-risk grantees that received funds for disasters that occurred in 2017 to upload all voucher documentation for each withdrawal.<sup>144</sup> Additionally, the Office of Disaster Recovery and Special Issues (DRSI) collaborated with the Departmental Enforcement Center (DEC) to review voucher documentation for these grantees. DRSI has and will continue to provide training to DEC staff to ensure uniformity throughout the review process.

In FY18, Congress appropriated funds specifically for disaster mitigation activities.<sup>145</sup> In FY19, HUD allocated \$16 billion in mitigation funding to grantees for disasters that occurred in 2015-17. HUD coordinated with multiple Federal agencies, including FEMA and SBA, to develop requirements to govern the use of Community

### LEADING THIS OBJECTIVE

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

<sup>144</sup> The DRGR System can be accessed at the following link: <https://www.hudexchange.info/programs/drggr/>.

<sup>145</sup> Mitigation activities 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..

Development Block Grant mitigation funds.<sup>146</sup> The Department also published two Federal Register notices, which allocated forty-eight percent of the \$16 billion in mitigation funds.<sup>147</sup> HUD further supported grantees' disaster recovery efforts by providing them with 2,377 hours of technical assistance. Efforts were bolstered by the assignment of technical assistance providers to Puerto Rico and the U.S. Virgin Islands to support the launching of recovery efforts. HUD expects to begin seeing outcomes of these investments as increases in rehabilitated and reconstructed homes.

Other notable FY19 accomplishments include the:

- Hiring of additional staff to improve technical assistance for and oversight of disaster recovery grants;
- Addition of more training opportunities for disaster recovery grant managers and new staff; and<sup>148</sup>
- Closure of 50 percent of the grants awarded in 2008, by closing two additional grants.<sup>149</sup>

### **Cross-Agency Priority Goal: Modernize Infrastructure Permitting**

HUD has participated in this CAP Goal as a member of the Federal Permitting Improvement Steering Council. The Department has managed two projects under this initiative, which were designated in accordance with Title 41 of the Fixing America's Surface Transportation Act (FAST-41). The projects are the Rebuild by Design East Side Coastal Resiliency Project (ESCR) and the Rebuild by Design Hudson River Project.<sup>150</sup> During FY19, HUD improved oversight and transparency of its Disaster Recovery grantee programs by drafting elevation procedures in consultation with the FAST-41 Permitting Office.<sup>151</sup> HUD also worked closely with the Office of Management and Budget (OMB) and the Council on Environmental Quality (CEQ) on guidance<sup>152</sup> to consolidate the process for assumption of the Secretary of HUD's National Environmental Policy Act (NEPA) responsibilities.

Additional FY19 achievements include:

- Creation of Citizens Advisory Groups to promote stakeholder coordination throughout the various phases of the Rebuild by Design and Natural Disaster Resiliency grants;<sup>153</sup>
- Increased transparency with the publication of environmental reviews on HUD Exchange and project sponsors' local online project pages;<sup>154</sup> and

<sup>146</sup> CDBG mitigation funds are used by grantees for assistance in areas impacted by recent disasters to carry out long-term strategic and high-impact activities to reduce disaster risks and future losses.

<sup>147</sup> HUD expects grantees to use mitigation funds to increase mitigation planning, enhance the stock of resilient homes, buyout homes in harm's way, and to develop more resilient infrastructure. More information on the 2 Notices can be found in the following links: <https://www.federalregister.gov/documents/2019/09/10/2019-19506/allocations-common-application-waivers-and-alternative-requirements-for-community-development-block> and <https://www.federalregister.gov/documents/2019/08/30/2019-18607/allocations-common-application-waivers-and-alternative-requirements-for-community-development-block>.

<sup>148</sup> Trainings included a CDBG-DR Field Clinic for grant managers located in field offices and the newly initiated CDBG-DR Quarterly Training Series.

<sup>149</sup> HUD will continue providing technical assistance to grantees to close the remaining 2008 disaster recovery grants.

<sup>150</sup> Information on the East Side Coastal Resiliency Project and the Hudson River Project is available online at their respective websites: <http://www1.nyc.gov/site/escr/index.page> and <http://www.nj.gov/dep/floodresilience/rbd-hudsonriver.htm>. Both projects were established as part of Hurricane Sandy rebuilding efforts.

<sup>151</sup> The Elevation Procedures reiterates the Responsible Entity's (RE) role with respect to complying with the National Environmental Policy Act of 1969 (NEPA). HUD regulations at 24 C.F.R. Part 58151, which allows the assumption of authority to perform the environmental reviews by REs, and HUD's role to provide technical assistance, guidance and monitor the REs for environmental compliance. More information on NEPA can be found here: <https://www.hudexchange.info/programs/environmental-review/>. More information on FAST-41 Permitting office can be found here: <https://www.permits.performance.gov/about/fast-41>.

<sup>152</sup> Guidance on the Applicability of E.O. 13087 to Responsible Entities Assuming Department of Housing and Urban Development Environmental Review Responsibilities (June 28, 2019) (Guidance). More information on this guidance can be found here: <https://www.whitehouse.gov/wp-content/uploads/2019/06/M-19-20.pdf>

<sup>153</sup> Information on Rebuild by Design and Natural Disaster Resiliency is available online at the following links:

<https://www.hudexchange.info/programs/cdbg-dr/rebuild-by-design/> and <https://www.hudexchange.info/programs/cdbg-dr/resilient-recovery/>

<sup>154</sup> A list of the environmental reviews can be found here: <https://www.hudexchange.info/programs/environmental-review/environmental-impact-statements/>

- Streamlining of environmental assessment processes with improved predictability through HUD’s web-based Assessment Tools for Environmental Compliance (ATEC).<sup>155</sup>

**STRATEGIES AND MAJOR MILESTONES**

Strategies	Major Milestones
<b>Improve oversight</b> of disaster funds <sup>156</sup>	<p><b>9/30/2020:</b> Closeout at least 60 percent of the 2008 grants.</p> <p><b>9/30/2020:</b> Updates to DRGR to support voucher review and approval.</p> <p><b>12/31/2020:</b> Integrate the published plan, DRGR action plan, and quarterly progress reports to make each document easier to understand.</p> <p><b>12/31/2020:</b> Centralize all technical assistance management functions into the Disaster Recovery Grant Reporting System.</p>
<b>Reduce the impacts of future disasters and increase the stock of resilient housing</b> <sup>157</sup>	<p><b>9/30/2020:</b> Provide at least one on-site technical assistance engagement to each CDBG-MIT grantee. Facilitate joint HUD-FEMA review and feedback on CDBG-MIT grantee action plans and covered project reviews.<b>9/30/2025:</b> Assess the impacts of CDBG-DR funds in increasing the stock of resilient housing.</p> <p><b>9/30/2025:</b> Assess the impacts of CDBG-DR funds in reducing the number of households living in high-risk areas.</p>
<p><b><u>CAP Goal: Modernize Infrastructure Permitting</u></b> by improving the Federal environmental review and authorization process. Enable infrastructure project sponsors to start construction sooner, create jobs earlier, and fix our Nation’s infrastructure faster. Efforts will ensure potential impacts on environmental and community resources are integrated into planning processes.</p>	<p><b><u>Standardize Interagency Coordination</u></b></p> <p><b>12/31/2018:</b> Begin using permitting timetables for all major infrastructure projects. – <i>Achieved as of 7/30/2016</i><sup>158</sup></p> <p><b>12/31/2018:</b> Begin implementing processes for engaging senior agency leadership. – <i>Achieved as of 7/30/2016</i><sup>159</sup></p>

<sup>155</sup> <https://www.hudexchange.info/trainings/courses/assessment-tools-for-environmental-compliance1/>

<sup>156</sup> This strategy was previously worded, in the HUD FY18 APR and FY20 APP, as: “Consolidate monitoring processes by upgrading the Disaster Recovery Grant Reporting System.” It has been rewritten to reflect the broader range of oversight improvement activities HUD is undertaking.

<sup>157</sup> This strategy was previously worded, in the HUD FY18 APR and FY20 APP, as the strategies to “Increase the stock of resilient housing” and “Increase the number of households who are no longer living in harm’s way.” They have been rewritten and consolidated to reflect the broader coverage of disaster mitigation activities HUD supports.

<sup>158</sup> HUD only has two major infrastructure projects under this CAP Goal’s purview. These are the East Side Coastal Resiliency Project and the Hudson River Project.

<sup>159</sup> HUD began implementing processes for engaging senior agency leadership when it began participating in the Federal Permitting Improvement Steering Council in 2016.

**9/30/2019:** Issue guidance to grantees to implement the One Federal Decision framework through funding notices. – *Achieved as of 9/2/2018*<sup>160</sup>

*Improve Predictability & Transparency*

**12/31/2018:** Begin tracking certain infrastructure projects on the Permitting Dashboard. – *Achieved as of 8/30/2016*

**KEY PERFORMANCE INDICATORS**

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

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

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

FY17 Actual	FY18 Actual	FY19 Actual <sup>161</sup>	FY19 Target	FY20 Target	FY21 Target
N/A	33%	35%	28%	33% <sup>162</sup>	30%

**OTHER INDICATORS<sup>163</sup>**

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

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	N/A	N/A	Tracking Only	Tracking Only	Tracking Only

<sup>160</sup> Guidance on the One Federal Decision Framework is available online at: <https://www.federalregister.gov/documents/2018/02/09/2018-02693/allocations-common-application-waivers-and-alternative-requirements-for-2017-disaster-community>.

<sup>161</sup> HUD is still baselining this measure and targets will be adjusted.

<sup>162</sup> FY20 target increased from 23% to 33% because rate at which a grantee must draw funds to remain on pace is accelerated, especially with large grants. Further, the pool of grantees changes constantly, with new grantees entering the pool and older grantees closing out.

<sup>163</sup> These indicators are 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 which is why the *Other Indicator* data is still N/A. HUD will begin tracking and reporting *Other Indicator* data in the FY20 APR.

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

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	N/A	N/A	Tracking Only	Tracking Only	Tracking Only

▶ **Number of housing buyouts**

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	N/A	N/A	Tracking Only	Tracking Only	Tracking Only

**EVIDENCE BUILDING**

With natural disasters becoming more frequent and more costly, improving the resilience of America’s communities is an important area of focus for research and policy. Resilience relates to the ability of systems and places to mitigate the risk of, withstand, and quickly recover from extreme events, and the social capital of communities is an important aspect of resilience.<sup>164</sup> In FY20, HUD expects to release a report on accelerating housing recovery after severe disasters, based on an examination of housing recovery activities funded by CDBG-DR during 2005 to 2015. Another ongoing research effort, “National Disaster Resilience Competition Case Studies,” has the potential to help communities save public resources, modernize infrastructure, and improve access to opportunity for vulnerable populations through cost-benefit analyses and guidebooks for future recovery grants.

<sup>164</sup> “The Research Basis for Disaster Resilience” 2015, <https://www.huduser.gov/portal/periodicals/em/winter15/highlight2.html>.



## 8. Strategic Objective: Promote Section 3

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

### OBJECTIVE

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

### LEADING THIS OBJECTIVE

**Objective Lead**  
Benjamin DeMarzo  
*Assistant Deputy Secretary*  
Office of Field Policy and  
Management

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

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

### 2019 APR PROGRESS UPDATE

HUD is strengthening its implementation of an existing statutory requirement to: 1) increase the impact of the Section 3 requirements for low- and very-low-income persons, 2) increase compliance with Section 3 requirements, and 3) reduce regulatory burden. Section 3 is being strengthened through a targeted effort to streamline implementation at both the Federal and local levels. To accomplish this, the Section 3 Rulemaking Task Force worked to design a cohesive and achievable structure for Section 3. HUD published the proposed Section 3 Rule for comment on April 4, 2019.<sup>165</sup> Proposed benchmarks for defining a presumption of compliance in creating job opportunities for low-income residents were also published on April 4, 2019.<sup>166</sup> The 60-day comment periods for the Proposed Rule and Benchmarks ended June 3, 2019. HUD anticipates publication of the Final Rule in Spring 2020. In addition to changes in the rule, improvements in the operational structure and technology portions of Section 3 are simultaneously underway. This includes additional technical assistance and trainings to Section 3 funding recipients and enhancements to SPEARS that improve compliance and enforcement.

The proposed rule should create: additional full-time employment opportunities to defined Section 3 workers; increase flexibility for workers and employers to tailor work schedules to their needs; improve compliance with Section 3 requirements; reduce the estimated time dedicated to Section 3 recordkeeping; and increase income for residents of HUD-assisted housing, which will reduce HUD rental assistance payments.

<sup>165</sup> The Proposed Rule is titled "Enhancing and Streamlining the Implementation of Section 3 Requirements for Creating Economic Opportunities for Low- and Very Low-Income Persons and Eligible Businesses." It is available online at: <https://www.federalregister.gov/documents/2019/04/04/2019-06495/enhancing-and-streamlining-the-implementation-of-section-3-requirements-for-creating-economic>.

<sup>166</sup> The proposed benchmarks may be viewed online at: <https://www.federalregister.gov/documents/2019/04/04/2019-06564/section-3-benchmarks-for-creating-economic-opportunities-for-low--and-very-low-income-persons-and>.

## STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<b>Revise the Section 3 Rule</b> through collaborative internal and external engagement.	<b>4/1/2019:</b> Publication of Section 3 Proposed Rule. – <i>Achieved as of 4/4/2019</i> <b>12/28/2019:</b> Publication of Section 3 Final Rule. – <i>Delayed to 3/31/2020<sup>167</sup></i>
<b>Finalize implementation of Section 3 Operations</b> via Technical Assistance, Webinars, Guidance by FPM, PIH, CPD, OLHCHH, and Housing.	<b>3/27/2020:</b> Completion of targeted technical assistance campaign for Final Rule. – <i>Delayed to 5/30/2020<sup>168</sup></i>
<b>Begin process of IT evaluation and reporting systems</b> to implement the new Section 3 rule enhancements.	<b>3/27/2020:</b> Roll out IT enhancements for the evaluation and reporting system for Section 3 to implement the new rule. – <i>Delayed to 9/30/2020<sup>169</sup></i>
<b>Continue implementation of the Section 3 Final Rule.</b>	<b>9/30/2021:</b> Continue training grantees on new rule. <b>9/30/2021:</b> Continue implementation of new benchmarks.

## KEY PERFORMANCE INDICATORS

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

► **Percentage of Section 3 residents hired**

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

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target <sup>170</sup>
47.0%	47.4%	43.2%	50.0%	50.0%	50.0%

<sup>167</sup> The original completion date was postponed to incorporate additional review from HUD program offices.

<sup>168</sup> The original completion date has been postponed in accordance with the new rule publication date.

<sup>169</sup> The original completion date has been postponed in accordance with the new rule publication date.

<sup>170</sup> FY21 target will potentially change after final rule publication.

▶ **Percentage of construction contract funding awarded to Section 3 businesses<sup>171</sup>**

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

Note: The regulatory target for Section 3 business construction contracts is 10 percent of the total dollar amount of construction contracts.

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target <sup>172</sup>
13.0%	10.7%	10.4%	10.0%	10.0%	10.0%

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

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target <sup>173</sup>
8.0%	10.0%	9.5%	7.0%	9.0% <sup>174</sup>	9.0%

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
3,587	4,564	5,374	4,400	5,200 <sup>175</sup>	5,300

**EVIDENCE BUILDING**

A 1996 implementation evaluation of Section 3 identified some of the core challenges that PHAs face in implementing the program, including the types of jobs available and the residents’ preparation for work.<sup>176</sup> A key aspect of building evidence for making Section 3 more effective will be addressing administrative data collection challenges and weaknesses to support better monitoring. A process evaluation of the current Section 3 program occurred as part of the rulemaking process for the proposed new Section 3 Rule and was completed in November 2018. A regulatory impact analysis being developed for the Section 3 rulemaking will estimate costs and benefits of the regulatory enhancements.

<sup>171</sup> While the 10 percent target was exceeded in the past three fiscal years, FY17 showed the greatest increase by 3 percent. The near-term goal of Section 3 is to consistently achieve the existing regulatory target while we put in place the tools to encourage higher levels of performance on Section 3-related contracting.

<sup>172</sup> FY21 target will potentially change after final rule publication.

<sup>173</sup> FY21 target will potentially change after final rule publication.

<sup>174</sup> The FY20 target was increased from 7% to 9% to remain consistent with FY19 actuals.

<sup>175</sup> The FY20 target was increased from 5,000 to 5,200 to remain consistent with FY19 actuals.

<sup>176</sup> <https://www.huduser.gov/portal/publications/pubasst/lesson3.html>

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

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

### OBJECTIVE

Opportunity Zones facilitate investment in distressed communities to allow low-income areas to tap into the gains of a prospering economy. An Opportunity Zone is defined as “an economically-distressed community where new investments, under certain conditions, may be eligible for preferential tax treatment.”<sup>177</sup> To qualify as an Opportunity Zone, a locality/census tract must be designated by the State/territory and certified by the Secretary of the Treasury. Each State/territory had the ability to designate up to 25 percent of its low-income census tracts. More than 8,700 Opportunity Zones have been designated, and nearly 35 million Americans live within these census tracts. Based on data from the 2011-2015 American Community Survey, the designated census tracts had an average poverty rate of over 32 percent, compared with a rate of 17 percent for the average U.S. census tract. Moreover, the unemployment rate is nearly 1.6 times higher than the average census tract.

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

While the Department of the Treasury is responsible for writing the tax rules governing Opportunity Zones, there are many ways that HUD programs can provide a boost for these neighborhoods. HUD aims to ensure (to the maximum extent permitted by law) that Opportunity Zones receive prioritized support regarding grants, financing, and other assistance.

### 2019 APR PROGRESS UPDATE

HUD took a comprehensive approach towards focusing program attention and resources on Opportunity Zones throughout FY19. HUD supported Opportunity Zones by assigning specialized, senior FHA underwriters to review select multifamily housing, assisted living facility, and nursing home mortgage insurance applications. These efforts were furthered by a reduction in FHA Mortgage Insurance loan application fees. The fiscal year also saw the publication of the Rental Assistance Demonstration (RAD) Revision 4 Notice which, among various other updates, allows for limited rent increases of up to \$100 per unit per month for public housing conversions to Project Based Rental Assistance (PBRA) units in Opportunity Zones. The Notice also provides that, if a waiting list forms, the priority selection of applications for properties located in Opportunity Zones is established.

Opportunity Zones continued to grow as a focus of HUD’s grants management. The Department adjusted the scoring of many of its Notices of Funding Availability (NOFAs) by adding two preference points for Opportunity Zones.<sup>178</sup> Furthermore, HUD updated its technical assistance for distressed cities; guidance on submitting consolidated plans and annual action plans; and Neighborhood Stabilization Program Closeout Notice to include operating information pertaining to Opportunity Zones.

### LEADING THIS OBJECTIVE

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

<sup>177</sup> <https://www.irs.gov/newsroom/opportunity-zones-frequently-asked-questions#general>

<sup>178</sup> As of 9/30/2019, HUD has published Opportunity Zone Preference Points in one FY18 NOFA and eleven FY19 NOFAs. The two additional points increase the maximum score a grantee application can receive to 102 points.

Under the leadership of Secretary Ben Carson and White House Opportunity and Revitalization Council (WHORC) Executive Director Scott Turner, Council staff traveled nationwide to broaden Opportunity Zone engagement.<sup>179</sup> To learn about the communities’ needs, they visited urban, suburban, rural, and tribal areas of more than 40 American cities in the period between the tour’s launch in April 2019 to September 2019. During these visits, Secretary Carson and Executive Director Turner have met with community members, state and local officials, faith leaders, investors, entrepreneurs, and other relevant stakeholders. HUD’s FY19 efforts closed with the launch of OpportunityZones.gov on the first day of FY20.<sup>180</sup> HUD led the FY19 effort to develop this interagency website as a repository of Federal-wide Opportunity Zone information, news, and updates. The website will continue to bolster Opportunity Zone outreach efforts into FY20 and beyond, as demonstrated by the more than 21,000 views within its first four days online.

## STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p><b>Integrate support for Opportunity Zone investment into HUD programs.</b><sup>181</sup></p>	<p><b>2/1/2019:</b> Establish an internal, cross-office working group focused on integrating Opportunity Zones into HUD programs and providing data support. – <i>Achieved as of 11/30/2018.</i></p> <p><b>9/30/2019:</b> Conduct analysis of FHA Multifamily programs to determine where policies can encourage development in Opportunity Zones. – <i>Achieved as of 9/30/2019.</i></p> <p><b>9/30/2019:</b> Identify potential Rental Assistance Demonstration (RAD) properties in Opportunity Zones to bolster development. – <i>Achieved as of 6/30/2019.</i></p> <p><b>9/30/2019:</b> Designate specialized senior underwriters for FHA Multifamily Housing projects in Opportunity Zones. – <i>Achieved as of 9/30/2019.</i></p> <p><b>12/16/2019:</b> Increase from \$35,000 to \$50,000 the amount those seeking to buy or rehabilitate homes in Opportunity Zones can utilize through the FHA Limited 203(k) Program to finance rehabilitation costs. – <i>Achieved as of 12/16/2019.</i></p>
<p><b>Integrate Opportunity Zone investment into HUD rules, regulations, and guidance.</b><sup>182</sup></p>	<p><b>9/30/2019:</b> Create administrative regulatory relief packages, where possible, to target Opportunity Zones.<sup>183</sup> – <i>Achieved as of 8/9/2019.</i></p> <p><b>9/30/2019:</b> Draft each NOFA to support Opportunity Zones and include preference points for Opportunity Zones where applicable.<sup>184</sup> – <i>Achieved as of 9/30/2019.</i></p>

<sup>179</sup> Executive Order 13853 established the White House Opportunity and Revitalization Council (WHORC).

<sup>180</sup> The Opportunity Zones website is available at the following link: [www.OpportunityZones.gov](http://www.OpportunityZones.gov).

<sup>181</sup> Planned activities for this strategy have been achieved. As such, the strategy will no longer appear in future versions of the HUD Annual Performance Plan and Report.

<sup>182</sup> Planned activities for this strategy have been achieved. As such, the strategy will no longer appear in future versions of the HUD Annual Performance Plan and Report.

<sup>183</sup> On August 9, 2019, the Department announced that all Opportunity Zones were included under FHA’s Section 220, a program that insures lenders against loss on mortgage default.

<sup>184</sup> While not all NOFAs include preference points for Opportunity Zones, applicants are encouraged to explore opportunities in these areas.

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

**10/31/2019:** Launch the OpportunityZones.gov website. – *Achieved as of 10/01/2019.*

**12/1/2019:** Update program-specific NOFAs to support Opportunity Zones, where applicable, on a case-by-case basis. – *Achieved as of 9/30/2019.*

**Improve and measure the effectiveness of Opportunity Zones.**

**12/31/2019:** Issue a report to the President listing recommended changes to: 1) Federal statutes, regulations, policies, and programs that would encourage public and private investment in urban and economically distressed communities, including Opportunity Zones; 2) Federal statutes, regulations, policies, and programs that would help State, local, and tribal governments to better identify, use, and administer Federal resources in urban and economically distressed communities, including Opportunity Zones; and 3) Help meet both of these objectives. – *Achieved as of 12/20/2019<sup>185</sup>*

**4/30/2020:** Issue a report to the President outlining best practices that can guide public and private investment in Opportunity Zones.

**9/30/2020:** Evaluate FY19-FY20 investment and HUD NOFA preference point data to determine the effectiveness of HUD’s Opportunity Zone Strategy.

**9/30/2020:** Provide research findings on HUD’s Opportunity Zone Strategy to the Council of Economic Advisers and White House Opportunity and Revitalization Council.

**KEY PERFORMANCE INDICATORS**

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

► **Percentage of RAD Conversions within Opportunity Zones<sup>186</sup>**

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	34%	52%	30%	30%	30%

<sup>185</sup> Executive Order 13853 requires the Council to produce this report.

<sup>186</sup> The objective to *Bolster Growth in Opportunity Zones* did not exist until FY19. As such, any previous year actuals, before FY18, are not available since they were not tracked. The tracking of data began with end-year actuals for FY18. No FY18 target was established as this metric did not exist in the FY18 Annual Performance Plan.

## **EVIDENCE BUILDING**

Opportunity Zones represent an important avenue to improve the lives of HUD-assisted tenants. Currently, there are approximately 380,000 Public Housing units and approximately 340,000 Project-Based Rental Assistance units within Opportunity Zones. Nearly a third of the more than 100,000 rental units preserved through HUD's Rental Assistance Demonstration (RAD) are located in Opportunity Zones. The Office of Policy Development and Research has a long history of evaluating broadly similar place-based initiatives. In the spring/summer 2019 edition of Evidence Matters, PD&R outlined the experiences and results from evaluations of Enterprise Zones and Empowerment Zones initiatives. As HUD works to build evidence around the newly created Opportunity Zone Initiative, future evaluations will have two major tasks: 1) identifying an appropriate set of comparison communities and census tracts; and 2) identifying data that can be used to track neighborhood change such as employment rates, poverty rates, job creation and businesses formation, changes in land prices, age of homeownership stock, homeownership rates, home values, rent levels, and vacancy rates.



## Strategic Goal II: Protect Taxpayer Funds

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

### GOAL

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

### LEADING THIS GOAL

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

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

1. Improve Financial Controls through Financial Transformation
  - a. *Major Initiative:* Modernize Grants Management

To lead Departmental efforts, HUD has established the Agency-Wide Integrity Task Force. A CFO-chaired central steering committee consists of the heads of HUD’s component offices. Eight project management offices beneath the steering committee will execute Department-wide efforts to achieve the goal’s objectives.<sup>187</sup>

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<sup>187</sup> Eight project management offices beneath the steering committee execute Department-wide efforts to: Improve Financial Controls through Financial Transformation; Modernize Grants Management; Strengthen Enterprise and Fraud Risk Management; Streamline Acquisition Management; Improve Hiring Processes; Reform Regulations; Utilize the Technology Modernization Fund; and Advance HUD’s Service Delivery Using IT Centers of Excellence. HUD currently manages four IT CoEs, with GSA support, focused on: Data Analytics, Cloud Adoption, Customer Experience, and Contact Centers.

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

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

### OBJECTIVE

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

To ensure the Department can garner a clean audit, HUD will: execute the CFO's Financial Transformation Plan;<sup>188</sup> improve internal controls; develop and document standard operating procedures; strengthen cash management; and update internal controls for disaster recovery funds.

### 2019 APR PROGRESS UPDATE

In FY19, HUD's Agency-Wide Integrity Task Force continued its effort to strengthen HUD's financial stewardship of taxpayer funds through automation, policy development and improving transparency to the public. Through the oversight of the Task Force, HUD successfully completed the following activities: built a new automated Budget Clearance System for reviewing and processing Departmental clearance requests; established a Department-wide Data Quality plan; developed and implemented Department-wide funds control business process, procedure, and policy changes that streamlined and clarified outdated practices; created and issued HUD's Front-End Risk Assessment policy, the Fraud Risk Management policy and the Statement of Assurance (SOA) annual plan; and produced the Budget in Brief, a 40-page public document that communicates HUD's budget to the media and public.<sup>189</sup>

HUD continues to make achievements towards updating its financial controls infrastructure and management practices by increasing awareness of enterprise and fraud risk management activities in grant operations, through educational outreach and ongoing collaboration within program offices of the Department. The OCFO has successfully dedicated resources to review the Department's disaster grantees' operations and provide recommendations for implementation of best practices to strengthen internal controls over the flow of funds.

In addition to the advancements made by the Agency-Wide Integrity Task Force, HUD achieved 100% compliance for DATA Act, OMB A-123, and the Department of Treasury's Administrative Resource Center's (ARC) Complementary User Entity Controls. The Task Force also oversaw: the processing and certification of over \$6 billion in SPS payments and collections during the shutdown to ensure proper recordation of transactions; recovery of \$55 million in expired Homeless Assistance Grant funding; and implementation of a digital processing system for all HUD allotments, which resulted in a central electronic repository for all documents and approvals

### LEADING THIS OBJECTIVE

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

<sup>188</sup> The CFO's Financial Transformation Plan is a comprehensive, bottom-up remediation plan that incorporates the plans of all relevant financial operations components within HUD.

<sup>189</sup> The HUD Budget in Brief is available online at: <https://www.hud.gov/budget>.

related to allotments, significant reduction in transaction time, consistency across allotments, and improved accuracy.

Other notable improvements include:

- The updating and development of more than 60 financial policies and procedures (an increase of 83% in documentation over the prior year);
- Successful automation of a grant process that formerly took 6 months and 2,100 hours of employee time to complete and reduced it to a 65-hour process, saving over 2,000 FTE hours, significantly reducing cycle time to 4 weeks, and reducing overall level of effort by 97%, which allowed employees to be redeployed to higher value work; and
- Developed and performed the first HUD payroll fraud data analytics project, which confirmed HUD's effectiveness in payroll controls and created stronger tools for future review by using automation to perform analytic reviews of payroll transactions.

#### **Cross-Agency Priority Goal: Share Quality Services**

HUD continues to work on creating a mission-driven government with modern technology and services that enable the workforce to better serve the American Taxpayer. Throughout FY19 HUD provided input and analysis to OCFO and OCHCO to inform negotiations with shared service providers, which helped to lower the costs of shared services by \$2.7M, from \$39.1M in FY18 to \$36.4M in FY19.

HUD will continue to strengthen efforts through further automation and a shift to higher-value work. An example includes exploring the use of Administrative Resource Center's (ARC) OneStream software product for Budget Formulation, Managerial Cost Accounting, Working Capital Fund and Subledger Reconciliation system requirements. By using ARC's OneStream automated Financial Reporting System Tool, real time data can be used to generate Financial Statements and many of the Financial Statement Notes.

In addition to the automated software, internal control checks and validations were developed to improve the integrity of the financial reports. Also, the differences between the subledger and general ledger have been reconciled. With ARC taking over most of the transactional functions, accounting staff are now able to work more on higher value and more technical tasks, such as controlling funding of program dollars; servicing functions related to grantees and recipients; and processing of cash remittance as it relates to loan servicing, program overpayments, sustained audit findings, court-enforced restitution payments, and civil penalties.

#### **Cross-Agency Priority Goal: Get Payments Right**

Over the course of FY19, HUD made great progress toward strengthening its stewardship of taxpayers' funds through various improvement initiatives. Efforts resulted in the reconciliation of \$13.8 million in differences between HUD's Subledger and General Ledger (a reduction of 30% of the \$45.5 million to approximately \$31.7 million). The Department also made improvements to its internal controls measures by developing and incorporating an Open Obligation Review Policy to the Agency Wide review process. Departmental trainings and bi-weekly meetings were conducted for the Open Obligations Review Policy, with a focus on improving communication department-wide and timely certification of Open Obligations. The trainings and bi-weekly meetings successfully attracted over 100 attendees.<sup>190</sup>

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<sup>190</sup> In FY19, HUD demonstrated considerable progress in complying with the Improper Payments Elimination and Recovery Improvement Act (IPERIA). Progress includes: automated the analysis of HUD's disbursement data to update the inventory of programs for risk assessment; updated HUD's Risk Assessment Plan for recording and capturing qualitative risk assessment results along with completing risk assessments for 17 programs that were due for assessment in the three-year IPERIA risk assessment cycle; refined the recapture audit process and

Additionally, HUD proactively communicated the Getting Payments Right initiative and engaged stakeholders, such as OMB and HUD OIG, to facilitate buy-in on strategy, the responsiveness of data requested and provided, and an understanding of the progress made to date. These actions rendered positive results in no new audit recommendation during FY 2019 and in HUD meeting the goals established for the Getting Payments Right initiative. Furthermore, HUD’s Accounting, Payment and Collection Division continues to work to make the process of audit confirmations a paperless one, to provide for more efficiency with the use of electronic signatures and PDF screen prints without the use of scanners. These efforts have resulted in a 65 percent paperless process with a goal to become automated and completely paperless in the future.

**STRATEGIES AND MAJOR MILESTONES**

<b>Strategies</b>	<b>Major Milestones</b>
<p><b>Re-establish governance processes</b> for HUD-wide financial management</p>	<p><b>12/31/2018:</b> Achieve 100% compliance with the Digital Accountability and Transparency Act of 2014 (DATA Act). – <i>Achieved as of 11/14/2018.</i><sup>191</sup></p> <p><b>6/30/2019:</b> Establish a final policy and procedures on purchases of furniture and other covered purchases for Presidentially Appointed Officials. –<i>Achieved as of 09/30/2019.</i><sup>192</sup></p>
<p><b>Standardize, improve, and document financial reporting processes.</b></p>	<p><b>11/15/2018:</b> Reduced the number of OIG-defined material weaknesses concerning HUD operations from nine to five. – <i>Achieved as of 11/15/2018.</i></p> <p><b>12/31/2018:</b> Establish a HUD-wide Training Program for the Financial Statement Closeout Process. – <i>Achieved as of 8/23/2018.</i></p> <p><b>12/31/2018:</b> Identify and issue 50 standard operating procedure guides (SOPs) documenting HUD’s financial reporting processes. – <i>Achieved as of 10/10/2018.</i><sup>193</sup></p> <p><b>9/30/2019:</b> Identify and issue 88 additional standard operating procedure guides (SOPs) documenting HUD’s financial reporting processes. – <i>Achieved as of 8/19/19.</i><sup>194</sup></p> <p><b>9/30/2019:</b> Address OIG-identified material weaknesses by automating cash management</p>

developed cost-benefit analysis for over 40 programs without payment recapture audit plans; submitted and received OMB approval for non-statistical estimation methodology for FHA – Single Family Insurance Claims; executed the approved methodology for FHA – Single Family Insurance Claims and Ginnie Mae Contractor Payments, which results showed 5% of improper payments for Ginnie Mae compared to 22% the year before; applied for and received reporting relief from OMB for Sandy funds; reached compliance with 4 of the 6 IPERIA requirements and no new findings/recommendations were issued in FY19.

<sup>191</sup> The 11/14/2018 achieved date is a correction from the FY20 APP/FY18 APR.

<sup>192</sup> HUD implemented internal policy and procedures. As an internal control the Department established a mandatory review and pre-approval process for all purchases that may fall within the jurisdiction of the government-wide limitation on the furnishings and redecoration of the office suites of Presidentially Appointed Officials. This internal control will remain in effect until the Department receives government-wide guidance and issues a final policy and procedures.

<sup>193</sup> HUD identified and issued a total of 159 updated SOPs documenting the Department’s financial reporting processes.

<sup>194</sup> HUD identified and issued an additional 88 updated SOPs documenting the Department’s financial reporting processes since 10/10/2018.

activities in the HCV Program.<sup>195</sup> *Delayed to 9/30/2020*

**Resolve Office of the Inspector General (OIG) and GAO findings.**<sup>196</sup> Determine and correct the overarching issues driving audit findings and material weaknesses.

**9/30/2019:** Earn a qualified or unqualified opinion from the OIG on HUD’s ability to account for Ginnie Mae non-pooled loans. –*Delayed to 2/28/2020.*<sup>197</sup>

**9/30/2020:** Execute remediation plans to eliminate all material weaknesses identified by the OIG and GAO.

**Update internal controls** to optimize the flow of disaster recovery funds.

**12/31/2018:** Integrate internal controls into the Federal Notices of Award. – *Achieved as of 11/30/2018.*

**9/30/2019:** Develop a program to monitor how controls are being implemented by grantees. – *Achieved as of 9/30/2019.*

**9/30/2019:** Deliver gap analysis on Puerto Rico, US Virgin Islands, Florida, and Texas comparing OIG’s grantee control checklist to the flow of funds controls. – *Achieved as of 9/30/2019.*<sup>198</sup>

**9/30/2019:** Implement and evaluate a pilot DO NOT PAY analytics tool. – *Delayed to 9/30/2021.*<sup>199</sup>

**9/30/2019:** Increase awareness of enterprise and fraud risk management activities in grants operations through educational outreach and ongoing collaboration within program offices of the Department. – *Achieved as of 9/30/2019.*<sup>200</sup>

**9/30/2020:** Integrate internal controls into the Federal Notices of Awards published in FY20.

**12/31/2020:** Provide recommendations for implementation of best practices to strengthen internal controls and flow of funds.<sup>201</sup>

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

**Improve HUD’s budget processes**

**11/30/2018:** Develop a digital budget clearance system for reviewing and processing Departmental clearance requests. – *Achieved as of 11/30/2018.*

<sup>195</sup> HUD will improve its precision in calculating Housing Assistance Payment (HAP) need. Reductions in manual processes will improve compliance with Federal Financial Management Improvement Act of 1996 and Treasury policies. This is the first phase of what is expected to be a multi-phased solution to improve cash management by more precisely identifying HAP needs.

<sup>196</sup> This strategy has been reworked from the FY19 APP strategy to “Coordinate with the Office of the Inspector General (OIG).” The strategy has been refined to go beyond improving coordination with the OIG to resolving audit findings to ensure HUD receives a clean financial audit.

<sup>197</sup> Delays were the result of an OIG request to extend the amount of time allowed provide an audit opinion.

<sup>198</sup> A gap analysis report was produced based on the OIG’s internal control checklist. Recommendations were provided for strengthening grantees’ internal controls within their policies and procedures. These recommendations were provided to CPD for follow-up, except for Texas which is in-progress.

<sup>199</sup> Efforts began with the Puerto Rico Disaster Grant and are ongoing. HUD plans to be able to evaluate outcomes by the end of FY21.

<sup>200</sup> Efforts begun in the Office of Community Planning and Development and will continue HUD-wide throughout FY20-21.

<sup>201</sup> Recommendations began with Puerto Rico and the U.S. Virgin Islands. Activities will continue as grants for future disasters are made available.

**3/31/2019:** Produce the FY20 Budget in Brief. – *Achieved as of 3/31/2019.*<sup>202</sup>

**6/30/2019:** Implement a digital processing system for all HUD allotments. – *Achieved as of 6/30/2019.*

**9/30/2019:** Implement two-year salary and expense funds to meet annual HUD-wide hiring targets. – *Achieved as of 9/30/2019.*

**9/30/2020:** Establish a credit services management branch within the Office of the Assistant CFO for Budget.

**9/30/2021:** Implement a new budget formulation system using a customizable, off-the-shelf solution.

### Strengthen Enterprise and Fraud Risk Management (EFRM).

*Establish risk as an inherent part of the Department's strategic, budgeting, and operational models.*

**11/11/2018:** Establish budget and risk management analyst positions in HUD's Budget Office. – *Achieved as of 11/13/2018.*

**2/29/2020:** Complete rewrite of Departmental Management Control Program Handbook (1840.1).

**4/30/2020:** Integrate enterprise risk management into FY 2022 Budget Formulation.

*Establish a governance process to oversee key EFRM decisions, including initiating a Risk Management Council (RMC).*

**3/15/2019:** Obtain Risk Management Council delegation of authority and a signed charter from executive leadership. – *Achieved as of 3/6/2019.*

*Maintain updated enterprise risk profile to promote department-wide awareness of top risks and align with the target ERM lifecycle.*

**10/31/2018:** Engage program offices and collect program-level risk profiles to inform the enterprise risk profile for FY18. – *Achieved as of 8/31/2018.*

**5/31/2019:** Establish risk prioritization for top enterprise risks and report to CXO offices for review. – *Achieved as of 4/25/2019.*

**5/31/2019:** Develop Risk Management Council-approved procedures to implement a risk profile refresh update for FY19. – *Achieved as of 4/25/2019.*

<sup>202</sup> The FY20 HUD Budget in Brief is the first such document the Department has provided since 2011. It is focused on providing background information, graphs, and illustrations to communicate HUD's budget to the public. The document is available online at the following link: <https://www.hud.gov/sites/dfiles/CFO/documents/HUD2020BudgetinBrief03072019Final.pdf>.

**6/20/2020:** Complete FY 2020 refresh of the HUD Risk Profile.

Assess Departmental EFRM maturity against Federal requirements and leading EFRM practices.

**8/31/2019:** Establish a model for assessing fraud risk management maturity across HUD. – *Delayed to 4/01/2020.*

**8/31/2019:** Continue ERM maturity assessments and refresh enterprise-wide responses. – *Achieved as of 4/08/2019.*

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

Increase the Availability and Use of Centralized Solutions

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

**9/30/2020:** Expand electronic invoicing for Federal contracts.

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

Reduce the Amount of Monetary Loss

**9/30/2019:** Develop methods to assess fraud using existing data. – *Achieved as of 9/30/2019.*<sup>203</sup>

**9/30/2019:** Implement method to estimate improper payments for a high-risk program. – *Achieved as of 9/30/2019.*<sup>204</sup>

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

**6/30/2021:** Reduce cash loss.

**9/30/2021:** Achieve compliance with IPERIA.

<sup>203</sup> HUD's payroll and travel processes were upgraded, via automation, to allow employees to better focus on detecting fraudulent activities.

<sup>204</sup> HUD implemented new methods for estimating improper payment rates for the FHA and Ginnie Mae.



**KEY PERFORMANCE INDICATORS**

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

▶ **Reduce the number of OIG open recommendations<sup>205</sup>**

Reduce the number of OIG open recommendations that the OIG issued in previous audits.

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Closure Target	FY20 Closure Target	FY21 Closure Target
39%	36%	34%	30%	34%	35%

▶ **Conduct Quarterly Financial Management Council Meetings<sup>206</sup>**

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	4	4	4	4	4

▶ **Decommission Legacy Financial Systems<sup>207</sup>**

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	1	1	2	1	3

<sup>205</sup> Data tracked for this metric has been refocused from the count of resolved recommendations to a percentage reduction in open recommendations.. The change has been made to better account for HUD’s efforts due to the unpredictable variance in annual amounts of recommendations provided by the OIG each year.

<sup>206</sup> This metric first appeared in the FY20 HUD Annual Performance Plan. As such, actuals for FY17 are not available as the metric was not tracked.

<sup>207</sup> This metric first appeared in the FY20 HUD Annual Performance Plan. As such, actuals for FY17 are not available as the metric was not tracked.

► **Timely Certification of Open Obligations Review**

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

	FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
System Certification	50%	85%	38% <sup>208</sup>	90%	100%	100%
Memo Certification- Assistant Secretary or Equivalent	45%	65%	95%	90%	100%	100%

► **Timely completion of necessary deobligations**

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

	FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
ARC (Administrative/S&E)	38%	73%	100%	80%	95% <sup>209</sup>	100%
OCPO (Administrative/S&E)	0%	23%	48%	70%	70% <sup>210</sup>	70%
Accounting (Program Offices)	0%	33%	96%	70%	95% <sup>211</sup>	100%
Systems (Automatic Deobligations) <sup>212</sup>	100%	100%	100%	100%	100%	100%

**EVIDENCE BUILDING**

HUD's largest source of improper payments results from income determination errors in the assisted housing programs. Annual Quality Control studies funded by CFO and conducted by PD&R for 2000–2015 documented HUD's success in reducing gross rental subsidy errors from \$2.238 billion in 2000 to \$747 million in 2015.<sup>213</sup> HUD's pursued rental reform aims to reduce the complexity of rent calculations and mitigate further opportunities

<sup>208</sup> The Federal Government Shutdown impacted performance by the compressing the amount of time to review system certifications, since, deadlines did not change. All reviews were completed but not in a timely matter. The Open Obligations Process was to begin on 1/8/19 but started 2/15/19. FY19 performance was also impacted by the increase of open obligation review periods from one in FY18 to three in FY19. Review Period 1 was the Administrative Obligation Review (18 Program Offices) with 22% of system certifications completed by the 3/29/19 deadline. Review Period 2 was the Program Review (7 Program Offices) with 71% of system certifications completed by the 5/15/19 deadline. Review Period 3 was the Tenant-Based Section 8 Program Review (1 Program Office) with 100% of system certifications completed by the 6/17/19 deadline.

<sup>209</sup> The FY20 Target published in the FY20 APP & FY18 APR was 85%. The FY20 Target was adjusted upwards due to better-than-expected performance.

<sup>210</sup> The FY20 Target published in the FY20 APP & FY18 APR was 85%. The FY20 Target was adjusted to align with current OCPO capacity

<sup>211</sup> The FY20 Target published in the FY20 APP & FY18 APR was 85%. The FY20 Target was adjusted upwards due to better-than-expected performance.

<sup>212</sup> This category is a new addition to this metric, first appearing in this edition of the HUD Annual Performance Plan and Report.

<sup>213</sup> Quality Control studies are available on [www.HUDUSER.gov](http://www.HUDUSER.gov).

for error. Material weaknesses are documented annually by the Office of the Inspector General and included in HUD's Agency Financial Report.<sup>214</sup>

HUD will continue to develop and use impact scores for identifying enterprise risks.<sup>215</sup> Such scores will provide the best opportunity to look across the Department and strengthen evidence-based risk management at the enterprise-level. Additionally, HUD will report on the closure of open OIG audit recommendations that reduce material weaknesses or significant deficiencies. OIG-identified material weaknesses are assessed annually and documented in HUD's Agency Financial Report. Progress and strategies to manage financial risks are also a central component of FHA's Annual Financial Reports.

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<sup>214</sup> HUD's Agency Financial Reports are available at [https://portal.hud.gov/hudportal/HUD?src=/program\\_offices/cfo/reports/cforept](https://portal.hud.gov/hudportal/HUD?src=/program_offices/cfo/reports/cforept).

<sup>215</sup> Impact scores allow the HUD to determine the likelihood and impact top risks could potentially pose to the Department.

## Major Initiative: Modernize Grants Management

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

### SUMMARY

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

### LEADING THIS INITIATIVE

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

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

### 2019 APR PROGRESS UPDATE

HUD's FY19 focus was on standardizing and streamlining the Department's grants processes while increasing availability of quality data.

HUD's Deputy Secretary issued a memo that standardizes the process for issuing NOFAs (a follow-up to the memo issued by the CFO in FY18). HUD also created a NOFA template for FY20 grants that addresses challenges that arose during the FY17, FY18, and FY19 NOFA processes. This will simplify the process of developing NOFAs and aims to help program offices issue NOFAs quicker.

In April 2019, HUD's CFO issued standard policies and procedures for grant closeouts, applying lessons learned through the Grants Oversight and New Efficiency (GONE) Act submission, to aid program offices in closing out grants in a routine manner. These policies were codified in the updated Grants Management Handbook, published in 2019.

HUD completed an initial analysis of competitive grant programs to identify the use of outcome metrics in their programs, and created and distributed best practices, resources, and a dashboard on the use of outcome metrics. HUD also implemented "Funding Slate" in the GrantSolutions system, which enhances and streamlines the process of making a grant award. It collapses several steps into one, allowing leaders to go into the system only once to sign and increasing transparency for grant managers. It also generates financial reports needed for OCFO Accounting to make funds available, de-obligate, and close out grants when needed.

HUD completed an automated financial dashboard that improves the transparency of data for Community Planning and Development (CPD) grant programs while monitoring compliance with statutory and regulatory requirements to spend funds in a timely manner, limit administrative expenses, and spend funds on appropriate activities. HUD added the ability to view programmatic detail, which ties performance outcomes to the dollars spent. HUD also began the process of expanding the dashboard to other grant programs by prototyping an additional office's financial dashboard and consolidating financial data from legacy financial systems.

Finally, HUD continues to strengthen grantee oversight by developing a pilot Risk Tool for CPD. This tool will inform monitoring efforts by improving the consistency of risk scores, combining program-level risk scores for

grantees into a national CPD risk score, introducing innovative data and analytics approaches to risk scoring, and developing interactive visualizations that will support workforce planning, monitoring, and risk assessment.

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

Historically, HUD’s various discretionary grant programs maintained separate and manual performance data collection processes to meet their performance reporting needs and compliance requirements. While this was adequate at a time of paper-based report submissions, as HUD moved toward electronic grants management systems, it became more evident that the manual processes had become antiquated, burdensome, and did not link data amongst various programs with similar target populations.

HUD sought to develop and implement standardized data collection reporting requirements for HUD’s grant programs to help streamline administrative costs and burdensome compliance requirements, allow for more effective analysis and monitoring, and be flexible enough to accommodate the needs of all the various discretionary grant programs. With this objective in mind, HUD systematically surveyed the existing data measures collected across programs and developed Standards for Success.

Standards for Success are standardized performance reporting requirements used to streamline data collection for HUD from both a policy and a systems standpoint. In fiscal year 2017, Standards for Success was first implemented for a limited number of grant programs. Since then, HUD has continually upgraded and expanded Standards for Success to refine the data collected, improve the web-based tool (GrantSolutions inForm) used to collect the data, and increase the number of participants among the included programs. By 2019, all Resident Opportunities and Self-Sufficiency Service Coordinator (ROSS) grants, Multifamily Housing Service Coordinator grants, and Multifamily Housing Budget-Based Service Coordinator Sites are reporting under Standards for Success requirements. With full implementation, these programs can utilize Standards for Success to better analyze their portfolios at the service recipient level, provide better oversight and technical assistance to improve performance, and choose performance outcomes to both drive performance and determine future funding recipients.

**STRATEGIES AND MAJOR MILESTONES**

<b>Strategies<sup>216</sup></b>	<b>Major Milestones</b>
<p><b>Move towards a standardized grants management process and modernize grants management systems.</b><sup>217</sup></p>	<p><b>6/30/2019:</b> Develop current state grants process, financial management, and technology modernization assessment.<sup>218</sup></p> <p><b>9/30/2019:</b> Develop future state grants process, financial management, and technology modernization assessment.<sup>219</sup></p> <p><b>11/15/2019:</b> Implement Funding Slate Announcement Module 2.0, which will standardize the announcement element of the grants process. – <i>Achieved as of 11/4/2019</i></p>

<sup>216</sup> The following strategy has been removed from this edition of the HUD Annual Performance Plan and Report: “Consolidate grants and streamline application processes for programs that experience little change in their pools of grantees from year-to-year. This will reduce staff time spent on processing Notices of Funding Availability by supporting biennial grantee re-certifications.” Removal is due to the achievement of all milestones associated with the strategy in FY18.

<sup>217</sup> The effort to develop a system that is integrated with HUD’s financial system has been discontinued; however, HUD is still working to modernize its grant management systems.

<sup>218</sup> This milestone is being removed as this effort has been discontinued.

<sup>219</sup> This milestone is being removed as this effort has been discontinued.

**12/31/2019:** Establish policy to standardize the process for publishing NOFAs. – *Achieved as of 8/16/2019*

**9/30/2020:** Address issues with Funding Slate for all grant programs currently using GrantSolutions for making awards, in order to onboard at least four more programs, in FY20.

**Establish standard policies and procedures for closing grants** to ensure that HUD closes out grants in a timely manner in the future.

**10/31/2018:** Issue memo from CFO establishing policies and procedures for closing out grants. – *Achieved as of 4/15/2019*

**11/25/2019:** Incorporate Period of Performance start and end dates, and closeout dates, into HUD’s Line of Credit Control System (LOCCS – HUD’s primary grant disbursement system), allowing grantees and HUD staff to easily access this information. – *Achieved as of 11/25/2019*

**12/31/2019:** Update HUD’s Grants Management Handbook to include more detailed policies and procedures for closing out grants. – *Delayed to 2/15/2020*

**Update an enterprise-wide grants monitoring policy** to standardize monitoring across programs and move the Department toward performance-based grants.<sup>220</sup>

**2/28/2019:** Provide a report on monitoring and oversight findings and recommendations to the Grants Management Task Force. – *Achieved as of 2/26/2019*

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

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

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

**12/31/2019:** Expand the dashboard to include other program offices. – *Delayed to 9/30/2020<sup>221</sup>*

**3/31/2020:** Build dashboard for the HOME Program that contains grant award, accomplishments, and other outcome data for each year.

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

**Evaluate competitive grant programs**

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

<sup>220</sup> Planned activities for this strategy have been achieved. As such, the strategy will no longer appear in future versions of the HUD Annual Performance Plan and Report.

<sup>221</sup> HUD will be utilizing the Data Analytics Center of Excellence, in partnership with GSA, to expand the dashboard to other program offices. Although this milestone is delayed to focus on improving the amount of available data, a prototype of the next office’s dashboard was developed and increased resources will be dedicated to this project.

Pilot the Standards for Success (SFS) Initiative

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

**9/30/2019:** Begin using SFS data for scoring purposes – *Achieved as of 8/22/2019<sup>222</sup>*

**9/30/2020:** Include all eligible Multifamily Housing funding recipients into SFS as they qualify throughout the fiscal year.

**KEY PERFORMANCE INDICATORS**

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

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

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
186,306	457	417 <sup>223</sup>	300	100	17

**Cross-Agency Priority Goal: Results-Oriented Accountability for Grants**

▶ **Number of Programs Participating in Standards for Success Reporting**

HUD will track the annual number of grant programs that opt to participate in Standards for Success Reporting.<sup>224</sup>

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
2	2	3	3	4	4

<sup>222</sup> The Resident Opportunities and Self-Sufficiency (ROSS) Program NOFA was issued on 8/22/19.

<sup>223</sup> The grants closed from FY18 to FY19 represented a reduction from \$5.46 million to \$164,000 (the balance for only 4 grants), a 97% decrease in the undisbursed balance.

<sup>224</sup> The Standards for Success Pilot tested the functionality of data collection in GrantSolutions. Now in its third year, the name is being changed to Standards for Success Reporting.



**OTHER INDICATORS**

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

This measure will track how many grant competitions use Notices of Funding Availability that provide recipients with awards distributed over multiple years.<sup>225</sup>

FY17 Actual <sup>226</sup>	FY18 Actual <sup>227</sup>	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
3	3	1	Tracking Only	Tracking Only	Tracking Only

▶ **Number of Programs Using At Least One Outcome Metric for Scoring Purposes<sup>228</sup>**

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
No Data	No Data	11	Tracking Only	Tracking Only	Tracking Only

▶ **Percentage of Metrics that are Outcome Metrics<sup>229</sup>**

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
No Data	No Data	7%	Tracking Only	Tracking Only	Tracking Only

**EVIDENCE BUILDING**

HUD commissioned a white paper in 2015 that outlines the business case for streamlining and standardizing grants management processes.<sup>230</sup> According to this paper, the approach to mitigate challenges to increasing grant program efficiency and effectiveness include: striking a balance between Federal interests and priorities of grant recipients; implementing flexible and scalable system controls and business rules that can be adapted to evolving requirements; standardizing data collection with stakeholder input and review; and using single points of entry with common enterprise architecture.

<sup>225</sup> Most grant competitions require recipients to reapply for awards on an annual basis.

<sup>226</sup> The Fair Housing Initiatives Program’s Private Enforcement Initiative, Housing Counseling, and ROSS comprised the three programs for FY15-FY17.

<sup>227</sup> This number has been updated from 1 to 3 to reflect the FY18 NOFAs that were issued in FY19. The three programs with multi-year NOFAs for FY18-FY19 are Community Compass, Comprehensive Housing Counseling, and HOPE VI Mainstreet.

<sup>228</sup> This was a new metric in the FY18 APR. It has been moved to the “Other Indicators” section because it is tracking only.

<sup>229</sup> This was a new metric in the FY18 APR. It has been moved to the “Other Indicators” section because it is tracking only.

<sup>230</sup> Cloudburst Consulting Group, Inc., Perun Business Group, Inc. “White Paper: Consolidation and Optimization of Grants Management Systems.” Confidential document. 2015.

Reviews by the Government Accountability Office (GAO) of federal grants management practices have identified the following areas for improvement: streamlining processes, monitoring performance, improving timely closeout, improving overall management, and using evidence to assess effectiveness of grants.<sup>231</sup> Efforts to address these areas have the potential to reduce the amount of time staff spend on grants, speed up the time to award, and reduce errors made during the process.

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<sup>231</sup> [https://www.gao.gov/key\\_issues/management\\_of\\_federal\\_grants\\_to\\_state\\_local/issue\\_summary](https://www.gao.gov/key_issues/management_of_federal_grants_to_state_local/issue_summary).

## Strategic Goal III: Streamline Operations

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

### GOAL

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

### LEADING THIS GOAL

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

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

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

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

HUD’s Strategic Goal to Streamline Operations supports the President’s Management Agenda goal to Shift From Low-Value to High-Value Work.

### GOAL

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

The Goal has been refocused to center on three strategies:

1. Eliminate Outdated Reporting Requirements
2. Reduce Unnecessary Agency Costs and Compliance Requirements
3. Accelerate Robotics Process Automation (RPA) Adoption

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

### **Focus Area: Digital Services**

HUD will continue its drive towards automating manual, repetitive processes as part of the Department’s efforts to shift from low- to high-value work. HUD has a significant number of manual processes that are time-consuming, repetitive, and a suboptimal use of employee efforts. Such processes are prime candidates for burden reduction through a process known as Robotic Process Automation (RPA).<sup>232</sup> HUD hopes to use Robotic Process Automation to: 1) reduce the number of manual steps within HUD business processes; 2) grow employee bandwidth; 3) increase the accuracy of data entry; and 4) improve transaction processing timeliness. The end goal is to redirect employee focus towards their higher value job responsibilities through the reduction of time spent completing repetitive activities.

The Department is proposing the creation of a Digital Services Program Management Office (DSPMO) in FY21 to facilitate HUD-wide access and adoption of process automation. The DSPMO will provide a marketplace for offices to purchase digital services fitted to their different levels of need and technologies. Initial services will center on the continued rollout of RPA. Furthermore, the DSPMO will: 1) establish an enterprise-wide strategy and governance for digital services; 2) streamline and expedite IT and procurement approvals; 3) improve efficiency by reducing funding hurdles for emerging IT services; and 4) improve the time-to-market for RPA implementation.

<sup>232</sup> Robotic Process Automation is the use of specialized computer programs, known as “bots,” to automate and standardize repeatable business processes.

### LEADING THIS OBJECTIVE

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

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

## 2019 APR PROGRESS UPDATE

HUD's partnership with OMB in leading efforts to shift from low- to high-value work has focused on improving the Department's internal operations and encouraging other Federal agencies to do the same. HUD has developed a new website to publish stories that showcase successful initiatives.<sup>233</sup> The HUD.gov-based site highlights the Department's ongoing process improvement and focus on mission-critical assignments. These case studies provide insights into the steps that HUD is undertaking to protect taxpayer funds and shift resources to higher value activities through process automation and streamlining. Successes driven by the integration of CAP Goal values into HUD operations include HUD's:

- **Robotics Process Automation Program:** HUD prepares yearly financial statements that provide a snapshot of how funding was used through its grant accrual validation process. The cycle to complete the process initially took six and a half months, or approximately 2,100 hours of employee time. To streamline the cycle, HUD set up a bot to replicate the steps that employees used to perform manually. The Department was then able to condense the process down to just three to four weeks. Improvements also decreased processing time by 97 percent and saved over 2,000 hours of HUD employees' time. HUD built on this success by completing an additional five robotics projects in FY19 that led to savings of 4,573 hours of employees' time.<sup>234</sup>
- **Financial Transformation Plan:** HUD continues to build upon the success of its Department-wide FY17 Financial Transformation Plan. HUD began its financial transformation by reducing the number of financial management material weaknesses from nine to five, and seven significant deficiencies to four, within one year. The Department closed out four more material weaknesses in FY19, leaving just one weakness to be addressed during FY20.
- **Regulatory Reform Activities:** HUD estimates net cost savings of \$805.2 million through the FY18-19 streamlining, clarifying, and updating of HUD's regulations.
- **Office of Special Needs Assistance Programs (SNAPS) FY19 "CoC Re-Imagining" Initiative:** HUD continued efforts to further streamline the annual Homelessness Continuum of Care (CoC) Program. The goal of the Initiative is to make the CoC Program competition less time-consuming for communities, project recipients, and HUD employees. Several improvements to the FY18 CoC Program Competition, where the benefits were realized in FY19, resulted in the execution of over 1,600 fewer grant agreements between the FY14 and FY18 NOFA competitions.<sup>235</sup>

These FY19 successes and ongoing shifts to higher-value work not only save HUD employees time but allow our customers to better access services and rest assured Federal funds are spent more responsibly.

<sup>233</sup> The stories are available at [https://www.hud.gov/program\\_offices/spm/hudsuccesstories](https://www.hud.gov/program_offices/spm/hudsuccesstories).

<sup>234</sup> HUD is in the process of calculating the hours saved for two of the completed projects and expects this savings figure to increase significantly.

<sup>235</sup> HUD executed 12 grant agreements for 202 separate projects. The decrease was achieved by the simplification of the FY18 CoC Program Competition award process. Improvements include the: 1) streamlining of how CoCs applied for grants to expand existing programs through the merger of the expansion grant with the existing renewal grant; 2) updating of the list of issues and conditions to streamline the process of executing grants that were conditionally awarded; and 3) awarding of new Unified Funding Agencies (UFAs) to which HUD awards all projects in a jurisdiction with two grants (one grant is for all new projects and the second is for all renewal, CoC planning, and UFA costs projects).

## STRATEGIES AND DEPARTMENT-SPECIFIC MILESTONES

Strategies	Major Milestones
<p><b>Reduce Unnecessary Agency Costs and Compliance Requirements to Increase High-Value Work</b> – Major Federal agencies are undertaking their own burden reduction efforts and will regularly report on progress.</p>	<p><b>6/30/2019:</b> Provide first progress updates. – <i>Achieved as of 5/23/2019</i></p> <p><b>9/30/2019:</b> Provide regular biannual progress updates. – <i>Achieved as of 9/30/2019</i></p> <p><b>3/30/2020:</b> Provide regular biannual progress updates.</p> <p><b>9/30/2020:</b> Provide regular biannual progress updates.</p>
<p><u>Supporting Strategy:</u> <b>Create Ongoing Capabilities for Reducing Burden</b></p>	<p><b>9/30/2019:</b> Provide agency best practices on Performance.gov. – <i>Achieved as of 10/3/2019</i><sup>236</sup></p>
<p><b>Implement a Digital Services Program Management Office</b> to increase access to Labor-Saving Digital Services</p>	<p><b>3/31/2019:</b> Establish a development framework for RPA development across HUD Offices. – <i>Achieved as of 3/31/2019</i></p> <p><b>9/30/2019:</b> Establish Pilot RPA Projects to demonstrate proof of concept and potential labor hours saved. – <i>Achieved as of 9/30/2019</i></p> <p><b>12/31/2020:</b> Establish a security framework for RPA development across HUD Offices.</p> <p><b>6/30/2020:</b> Establish a governance framework for RPA development across HUD Offices.</p> <p><b>6/30/2020:</b> Move Pilot RPA Projects into Production.</p> <p><b>9/30/2021:</b> Begin tracking and reporting on RPA outcomes HUD-wide.</p> <p><b>TBD:</b> Establish a DSPMO Office to oversee enterprise-wide access and implementation of RPA.<sup>237</sup></p> <p><b>TBD:</b> Begin development of RPA projects HUD-wide.<sup>238</sup></p>

## KEY PERFORMANCE INDICATORS

Federal Agencies will provide regular updates on their efforts to reduce the burden of agency-implemented administrative requirements, regulations, and internal reporting obligations.

<sup>236</sup> The Burden Reduction Report, which outlines how agencies are shifting resources from outdated and redundant requirements and processes to accomplishing mission outcomes, was published by OMB and posted on Performance.gov only, instead of MAX.gov. The decision to not post on MAX.gov was made to minimize the duplication of efforts by focusing on the public-facing website, Performance.gov.

<sup>237</sup> This milestone is contingent upon enactment of the FY21 President’s Budget.

<sup>238</sup> This milestone is contingent upon enactment of the FY21 President’s Budget.

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

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

### OBJECTIVE

HUD will examine interdependencies among its programs, customer needs, and employee expertise to determine the optimal provision of its services. Alignment of program management will prevent gaps and overlaps in responsibility while streamlining coordination. HUD will also examine and better align delegations of authority to improve program effectiveness. HUD will explore ways to strengthen communication among program offices in Headquarters and the Field, as the Field is key to HUD’s success.

### LEADING THIS OBJECTIVE

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

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

HUD plans to improve service delivery further by developing a diverse, skilled, and accountable workforce that effectively meets Departmental business needs. HUD will slow attrition and increase hiring by using the human capital strategies detailed in the HUD Human Capital Operating Plan (HCOP).<sup>239</sup> Managers will be held accountable for: providing employee feedback; addressing performance and conduct deficiencies in a timely manner; fulfilling their Equal Employment Opportunity (EEO) responsibilities; and ensuring meaningful differentiation in employee ratings based on relative performance. HUD will foster an enhanced culture of accountability and performance to better serve the American public by providing employees with continuous learning and developmental opportunities, clear performance expectations, and opportunities for collaboration.

### 2019 APR PROGRESS UPDATE

During FY19, HUD provided briefings on the results of its biennial Skills Gap Assessment to its program offices.<sup>240</sup> The comprehensive data analyses given to offices was used to develop individualized human capital plans for each office. Results of HUD’s Skills Assessments have informed the types of courseware HUD procures and delivers to address skills gaps. HUD also began using the latest assessment to identify for roadmaps focused on strengthening employees’ leadership, core, and cross-cutting technical skills.

<sup>239</sup> The HCOP outlines how HUD plans to: diversify hiring approaches; develop client-centric approaches and partnerships; streamline processes; develop managers through learning and training opportunities; expand the use of data and analytics; and facilitate a stronger and more accountable performance culture.

<sup>240</sup> The FY18 Skills Gap Assessment tracked the progress HUD made toward closing skills gaps between FY16 and FY18. Employees and supervisors completed separate surveys based on their position – HUD-specific Mission-Critical Occupations (MCOs), Federal MCOs, or non-MCOs. All participants submitted responses to questions designed to evaluate the ten (10) HUD core skills. Questions related to MCO-specific technical skills were responded to by employees and supervisors in HUD and Federal MCOs. Detailed findings were disseminated and briefed to each HUD Program Office. Overall, core and technical proficiency gaps decreased for 67% of the MCOs from FY16 to FY18. This is an improvement over the previous biennial assessment which saw the number of significant technical proficiency gaps decrease for 63% of the MCOs. Looking at all employees, average self-rated proficiency increased by 0.28 or more for all core skills, from FY16 to FY18; but from FY14 to FY16, average self-rated proficiency only changed by 0.07 or less for all core skills. This improvement in employees’ perception of proficiency, from FY16-FY18, is one indication of HUD’s successful training efforts to improve core skills. However, of 162 skills assessed, proficiency gaps improved in 20 skills, from FY16-FY18. This contrasts with the 38 skills which saw improvement during the FY14-FY16 time period. Proficiency gaps emerged or worsened for 47 skills, from FY16-FY18, compared to 26 skills, from FY14-FY16. There was no significant change in the proficiency gap in 95 skills, from FY16-FY18, compared to a total of 98 skills from FY14 to FY16.



HUD completed four Field Quality Management Reviews (FQMRs) of its regional and field offices. The Federal government shutdown caused a delay in the FY19 review start, which was moved from January to April 2019. The FQMR pre-site visit electronic employee surveys were administered in each site to obtain and analyze feedback on leadership, internal and external communications and coordination, employee relations and development, and resource management areas. The FQMR initiative was placed on hold in July 2019 for reassessment and future plan determination.

## STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p><b>Develop talent management strategies</b> to support workforce reshaping initiatives, knowledge transfer through succession planning, training, and leverage human capital analytics.<sup>241</sup></p>	<p><b>2/28/2019</b> Present position management review recommendations. – <i>Achieved as of 9/10/2018.</i></p> <p><b>3/29/2019:</b> Operationalize a HUD-wide customer relationship management governance committee. – <i>Not achieved.</i><sup>242</sup></p> <p><b>9/30/2019</b> Complete strategic workforce planning studies on at least 75% of mission-critical occupations. – <i>Achieved as of 7/2/2019.</i></p> <p><b>9/30/2019:</b> Increase non-traditional training opportunities by 5%. – <i>Achieved as of 9/4/2019.</i></p>
<p><b>Improve the hiring and human capital functions,</b> to reduce the average time-to-hire and improve managers’ satisfaction with the quality of hires.<sup>243</sup></p>	<p><b>9/30/2019:</b> Reduce the time of Job Analysis from 39 days to 19 days. – <i>Not Achieved.</i><sup>244</sup></p> <p><b>9/30/2019:</b> Reduce the time of Draft Announcement from 21 days to 10 days. – <i>Not Achieved.</i><sup>245</sup></p>
<p><b>Ensure HUD attracts, trains, and retains an efficient workforce</b> with an accountability structure that accomplishes its mission.</p>	<p><u><i>Continue deployment of HUD’s repeatable Strategic Workforce and Succession Planning (SWP) process, in program offices across the Department.</i></u></p> <p><b>9/30/2020:</b> Complete SWP studies in two (2) program offices (initial or repeat) to assess SWP effectiveness, gaps, and occupational trends.</p> <p><b>9/30/2021:</b> Complete SWP studies in two (2) program offices (initial or repeat) to assess SWP effectiveness, gaps, and occupational trends.</p>

<sup>241</sup> Planned activities for this strategy have been achieved. As such, the strategy will no longer appear in future versions of the HUD Annual Performance Plan and Report.

<sup>242</sup> The Department was not able to create a HUD-wide governance committee, composed of multiple program offices, due to resource constraints. To address this issue, HUD operationalized a CRM solution for front-line customer service covering all regional and field offices. As part of this solution, the Department established a group of super-users to inform workflows and various policies for HUD’s CRM system. Moving forward, these efforts will eventually be aligned and consumed by HUD-GSA Center of Excellence-supported efforts. Future efforts will further streamline HUD’s many call centers towards one centralized effort.

<sup>243</sup> Strategy language has been updated from the previous version of the HUD Annual Performance Plan and Annual Performance Report to reflect HUD’s current focus. Previous language for this strategy was as follows; “Improve the hiring and human capital functions, to reduce average time-to-hire, improve managers’ satisfaction with the quality of hires, and reduce the time to classify new position descriptions.”

<sup>244</sup> The Department was not able to achieve its goal due to resource constraints and the high volume of hiring. The time of job analysis was 34 days, which serves as the new baseline for FY20. This milestone has been turned into a KPI and listed in the indicator section below.

<sup>245</sup> The Department was not able to achieve its goal due to resource constraints and the high volume of hiring. However, the overall time-to-hire was reduced. Time to draft announcement was 27 days, which serves as the new baseline for FY20. This milestone has been turned into a KPI and listed in the indicator section below.

Streamline employee performance management and dismissal procedures

**9/30/2018:** Draft performance and discipline policies that remove non-statutory barriers to taking disciplinary and performance-based actions. – *Achieved as of 7/13/18.*

**3/30/2019:** Submit draft performance and discipline policies into departmental clearance. – *Achieved as of 2/26/19.*

**5/31/2019:** Respond to comments and reconcile issues on performance and discipline policies, to complete the departmental clearance process. – *Achieved as of 5/28/19.*

**7/30/22:** Resolve bargaining obligations and implement new performance and discipline policies.<sup>246</sup>

**9/30/22:** Conduct Management Training on new policies (projected to commence training 7/30/22).

Focus intense employee engagement improvement efforts on the lowest performing organizations.

**9/30/2020:** Identify the bottom 20% of HUD's 2018 Employee Engagement Index (EEI) and consult with program offices, which will develop plans to target a 20% improvement in their scores by the end of 2020.

**9/30/2021:** Identify the bottom 20% of HUD's 2019 EEI and consult with program offices, which will develop plans to target a 20% improvement in their scores by the end of 2021.

**Conduct Field Quality Management Reviews<sup>247</sup>**

Develop employees' assessment skills, expertise, and site-specific knowledge.

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

**9/30/2019:** Distribute pre-site visit survey results and analyses to each site's FQMR team. – *Achieved as of 6/5/2019.*

Increase awareness of best practices, challenges, and risks.

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

<sup>246</sup> Conferencing with the American Federation of Government Employees (AFGE) commenced on 5/28/19 and is in progress, as of the publication of this document. Talks with the National Federation of Federal Employees (NFFE) are scheduled to commence 7/30/20.

<sup>247</sup> This strategy has been discontinued as it no longer aligns to HUD's activities under this objective. The strategy will no longer appear in future versions of the HUD Annual Performance Plan and Report. As such, the milestones to *Distribute pre-site visit survey results and analyses to each site's FQMR team by 9/30/2020, Produce FQMR findings reports for FY19 sites by 12/31/2019, and Produce FQMR findings reports for FY20 sites by 12/31/2019* have been removed.

### KEY PERFORMANCE INDICATORS

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

► **Percentage of employees trained on the Alternate Dispute Resolution Process<sup>248</sup>**

This measure will seek to increase the percentage of HUD employees, management and non-management, who are educated on how to use the Alternate Dispute Resolution Process to address equal employment issues.

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	N/A	N/A	N/A	25%	50%

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

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

FY16 Actual	FY18 Actual	FY18 Target <sup>249</sup>	FY20 Target <sup>250</sup>	FY22 Target
28	20	27	26	27

► **Average Time-to-Hire**

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
150 days	113 days	102 days <sup>251</sup>	108 days	93 days <sup>252</sup>	88 days

<sup>248</sup> This is a new metric for FY20. ODEEO did not previously track this metric.

<sup>249</sup> The number of skills gaps was based on a targeted decrease of 5% from the FY16 level.

<sup>250</sup> The number of skills gaps is based on a targeted decrease of 5% of the FY18 target.

<sup>251</sup> FY19 time-to-hire data excludes the time lapse in appropriations and furlough created by the Federal Government shutdown.

<sup>252</sup> The FY20 target was reduced from 103, which was reported in last year's Annual Performance Plan and Report, due to HUD's better than expected performance in FY 19.

▶ **Average Time-to-Classify New Position Description<sup>253</sup>**

This measure will track the average number of days needed to classify new position descriptions. HUD will implement improvements in the position description classification process to reduce completion times. Improvements will positively impact the time-to-hire process.

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
35	39	35 days	N/A	26 days	23 days

▶ **Average Time to Complete Job Analysis**

This measure will track the average number of days it takes to complete the Job Analysis process. HUD will analyze current and historical data for the Department and identify process improvements to facilitate efficiencies that streamline this step.

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
74 days	23 days	34 days	N/A	26 days	19 days

▶ **Average Time to Draft Announcements**

This measure will track the average number of days it takes to draft and finalize Job Opportunity Announcements for posting. HUD will analyze current and historical data for the Department and identify process improvements to facilitate efficiencies that streamline this step.

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
31 days	26 days	27 days	N/A	20 days	15 days

▶ **Number of Career Path Tools to Facilitate Reskilling Human Capital Resources<sup>254</sup>**

This measure will track the number of career path tools created by HUD.<sup>255</sup>

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	N/A	4	N/A	6	8

<sup>253</sup> This metric is a new addition, first appearing in this edition of the HUD Annual Performance Plan and Report. As such, FY17-FY18 actuals do not appear as data was not available for previous. Additionally, and FY19 target does not appear as the metric was not established in the previous Annual Performance Plan and Report.

<sup>254</sup> This metric is a new addition, first appearing in this edition of the HUD Annual Performance Plan and Report. As such, FY17-FY18 actuals do not appear as data was not available for previous. Additionally, and FY19 target does not appear as the metric was not established in the previous Annual Performance Plan and Report.

<sup>255</sup> Career-path tools are guides employees can use to develop individualized plans to attain their career goals. They also detail requirements for progression into higher grade levels.

► **Conduct Field Quarterly Management Reviews<sup>256</sup>**

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	4	4	7	N/A	N/A

► **Conduct electronic pre-site visit surveys for Field Quarterly Management Reviews<sup>257</sup>**

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	1	4	4	N/A	N/A

**OTHER INDICATORS**

► **Number of pre-complaint resolutions occurring through traditional counseling, withdrawals, and the Alternate Dispute Resolution Process<sup>258</sup>**

This measure track the number of pre-complaint resolutions occurring through the Alternate Dispute Resolution Process.

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
59	75	34 <sup>259</sup>	Tracking Only	Tracking Only	Tracking Only

<sup>256</sup> HUD is no longer pursuing FQMRs and therefore, this metric will no longer be tracked.

<sup>257</sup> HUD is no longer pursuing FQMRs and therefore, this metric will no longer be tracked

<sup>258</sup> This metric appeared as a key performance indicator in previous versions of the HUD Annual Performance Plan and Report. The metric has been reclassified as an “other indicator” due to a change in HUD’s strategic focus towards equal employment opportunity. The change also reflects HUD’s Office of Departmental Equal Employment Opportunity’s (ODEEO) indirect influence over the number equal employment cases brought forward. The move also reflects the absence of an Equal Employment Opportunity Commission (EEOC) requirement that agencies achieve a minimum annual amount of alternate dispute resolutions.

<sup>259</sup> In the absence of HUD’s complaints tracking system, iComplaints, 27 cases were identified as withdrawn (no complaint filed). The Equal Employment Opportunity Commission (EEOC) provided new guidance last year to address contacts that did not result in pre-complaint activity. In the past, these numbers were included, but should not have been since the aggrieved person elected not to pursue the EEO process. This may also explain the reduction in numbers compared to prior reports. ODEEO’s new case tracking system is currently being migrated with the previous tracking system data and will be available in early January 2020.

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

This measure will track FEVS Employee Engagement Index responses relative to its three (3) indices (Leaders Lead, Supervisors, and Intrinsic Work Experience) and indicators relative to the New IQ for Diversity and Inclusion (“Concerning Fairness,” “Being Supportive,” “Open,” “Cooperative,” and “Empowering”).

	FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
Employee Engagement Index Score	69%	67%	68%	Tracking only	Tracking only	Tracking only
Combined Performance Indicator Score (New IQ)	62% <sup>260</sup>	61%	61%	Tracking only	Tracking only	Tracking only

▶ **Human Capital Performance Management Data**

This measure will track the percentage of annual PACS and EPPES performance and compensation actions (monetary or non-monetary) that are processed within three pay periods of the final date set in the annual Performance Awards Guidance Memorandum.

FY17 Actual	FY18 Actual <sup>261</sup>	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
94%	97%	TBD <sup>262</sup>	Tracking Only	Tracking Only	Tracking Only

▶ **Number of performance-based actions**

This measure will track the number of performance-based actions, including employee improvement plans, conducted by the Department.

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
31	39	74	Tracking Only	Tracking Only	Tracking Only

<sup>260</sup> The FY17 Actual was changed from 63% to 62% to reflect all elements of the combined New IQ Performance Indicator Score; 63% was representative of only 3 of 5 factors.

<sup>261</sup> Metrics on learning opportunities are further detailed in the Human Capital Operation Plan.

<sup>262</sup> Close out of the FY19 performance management cycle is projected for completion by the end of Q1/FY2020.

► **Deliver developmental training opportunities**

This measure will track the developmental training opportunities made available to HUD employees, managers, and senior leaders, to support Succession Management and develop bench strength in the management/leadership pipeline.

	FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
Number of workshops, seminars, and trainings for senior leaders, managers, and supervisors	220	202 <sup>263</sup>	179	Tracking Only	Tracking Only	Tracking Only
Number of HUD LEARN-sponsored employee development opportunities	494	374	152 <sup>264</sup>	Tracking Only	Tracking Only	Tracking Only
Percentage of managers and supervisors who have received performance-related training (Refresher Training only: FY19 and beyond)	8%	99.8%	29% <sup>265</sup>	Tracking Refresher Training Only	Tracking Refresher Training Only	Tracking Refresher Training Only

► **Identify replicable best practices<sup>266</sup>**

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	74	58	Tracking Only	Tracking Only	Tracking Only

<sup>263</sup> In FY 2018, OCHCO hosted 3 conferences: Q1, HUD LEARN Exceptional Leadership Conference (Federal-wide); Q3, Human Capital Conference; and Q4, HUD LEARN Federal Coaching Conference, and each offered multiple training opportunities for participants. The number of workshops for FY2018 and FY2019 includes Treasury Executive Institute (TEI) courses.

<sup>264</sup> FY2019 Continuing Resolution and Furlough impacted the Employee Development schedule. Training did not resume until Q3.

<sup>265</sup> OMB Memo M-17-22 mandated delivery of training on "Managing Poor Performers" to all managers by the end of FY18. HUD has accomplished this goal. As such, there are no mandatory targets to conduct performance management training in FY19 and FY20. HUD, however, will continue to deliver Performance Management Refresher Training to improve accountability.

<sup>266</sup> Exemplary practices are instances of outstanding program or management operations that are unique to the location where it was found; substantive and has obvious value; and replicable by other offices or entities. This metric will no longer be tracked as HUD is no longer pursuing FQMRs.



► **Identify program office operational problems to be resolved**<sup>267</sup>

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	61	51	Tracking Only	Tracking Only	Tracking Only

**EVIDENCE BUILDING**

HUD has a history of using partner satisfaction surveys to measure service delivery outcomes for partner groups such as housing providers, cities, lenders, and grantees.<sup>268</sup> This research showed that levels of satisfaction among partner groups are correlated with the extent to which they perceived HUD as primarily a regulator or primarily assisting. HUD also has measured satisfaction of final customers (assisted renters) through surveys by HUD’s Real Estate Assessment Center (Resident Assessment Subsystem, during 2000–2003),<sup>269</sup> and PD&R surveys of voucher households.<sup>270</sup> HUD’s customer relationship management will be deployed in FY19 and will offer a wealth of real-time, local data on the delivery of HUD services and opportunities for improvement.

Employee satisfaction surveys are the primary tool for tracking employee outcomes. HUD employee surveys<sup>271</sup> have been conducted by the Office of Personnel Management, migrating from Organizational Assessment Surveys to the annual, government-wide Federal Employee Viewpoint Surveys.<sup>272</sup> The Government Accountability Office also conducts the Survey of Organizational Performance and Management Issues among Federal managers.<sup>273</sup> These data are used to identify areas for improvement and monitor progress on workforce changes pursued in this objective.

<sup>267</sup> This metric will no longer be tracked as HUD is no longer pursuing FQMRs.

<sup>268</sup> See “Partner Satisfaction With HUD’s Performance: 2010 Survey Results and Trends Since 2005,” [https://www.huduser.gov/portal/publications/polleg/partnersatis\\_2011.html](https://www.huduser.gov/portal/publications/polleg/partnersatis_2011.html); “Partner Satisfaction with HUD’s Performance” (2006), <https://www.huduser.gov/portal/publications/polleg/partnersatis.html>; “How’s HUD Doing: Agency Performance as Judged by Its Partners” (2001), [https://www.huduser.gov/portal/publications/polleg/how\\_hud.html](https://www.huduser.gov/portal/publications/polleg/how_hud.html); and indicator E.16 in HUD FY 2008 Performance and Accountability Report.

<sup>269</sup> See for example indicators 1.2.4.5 and 5.1.3 of HUD FY 2001 Annual Performance Report.

<sup>270</sup> Unpublished report by Gray et al., 2008, “Tell Us About Your Home: Three Years of Surveying Housing Quality and Satisfaction in the Section 8 Housing Choice Voucher Program,” HUD-PD&R.

<sup>271</sup> See for example indicator 5.1.1 in HUD FY 2001 Performance and Accountability Report.

<sup>272</sup> For the EVS, see <https://www.opm.gov/policy-data-oversight/data-analysis-documentation/employee-surveys/>.

<sup>273</sup> The 2017 OAPMI survey results for HUD are found at <https://www.gao.gov/special.pubs/gao-17-776sp/resultshud.htm>.

## Major Initiative: Streamline Acquisition Management

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

### INITIATIVE

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

### LEADING THIS INITIATIVE

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

### 2019 APR PROGRESS UPDATE

**Cross-Agency Priority Goal: *Category Management – Leveraging Common Contracts and Best Practices to Drive Savings and Efficiencies***

HUD has integrated Category Management into its strategic acquisition planning process. The Office of the Chief Procurement Officer (OCPO) has provided training to both program offices and contracting staff. OCPO meets with program offices during the development of the strategic acquisition plan to look for opportunities to use Best-In-Class (BIC) contracting vehicles to drive savings and efficiency. The Department exceeded its goal for Spend Under Management (SUM) during FY2019. On October 7, 2019, HUD established an additional policy on category management and the use of mandatory contract vehicles. The policy also establishes an order of precedence which reinforces the use of government-wide and enterprise-wide vehicles over standalone contractual instruments.

**Cross-Agency Priority Goal: *Improve Management of Major Acquisitions***

The Department continues to leverage the Program Management Improvement Accountability Act (PMIAA) to improve program and project management practices. HUD LEARN continues to offer career pathing tools (0340 Project Manager) and nontraditional opportunities to its workforce to strengthen skills and competencies in project management. LEARN conducted a Departmental Skills Assessment (DSA) for the enterprise during Q3 and Q4 of FY2018 and briefed program office senior leaders during Q3 of FY2019. In FY2019, HUD continued to provide learning opportunities specifically focused on project management and increased its outreach by offering courses to staff on the west coast where time differences limited access to this type of training.

HUD has also begun to implement its first PMIAA portfolio review. HUD's new Chief Procurement Officer was designated as the new Program Management Improvement Officer (PMIO), replacing the previous PMIO, who retired earlier this year. The new PMIO has played a key role in the development of acquisition specific portfolio review criteria. The portfolio review will occur in early FY2020. Concurrently, HUD has identified key strategic goals it will focus on in its selection of FY2020 portfolios to review. The Department has embedded this annual

portfolio review process into its Agency-Wide Integrity Task Force, specifically through its Acquisitions subcommittee. This aligns PMIAA and acquisition management initiatives with the Department’s enterprise-wide PMO, the Agency-Wide Integrity Task Force.

**STRATEGIES AND MAJOR MILESTONES**

Strategies	Major Milestones
<p><b>Implement a customer survey process</b> to obtain ongoing feedback on acquisitions accomplishments/issues.</p>	<p><b>10/30/2018:</b> Obtain approval of new surveys. – <i>Achieved as of 9/12/2018.</i></p> <p><b>12/30/2018:</b> Implement customer surveys. – <i>Achieved as of 11/30/2018<sup>274</sup></i></p>
<p><b>Implement a pilot project</b> to reduce time to conduct technical evaluation of all acquisition proposals.</p>	<p><b>9/30/2019:</b> Identify project(s) for pilot. – <i>Achieved as of 10/31/2018</i></p> <p><b>9/30/2020:</b> Complete pilot solicitation and evaluation process. – <i>Achieved as of 9/30/2019</i></p>
<p><b>Complete organizational assessment of OCPO.</b></p>	<p><b>12/31/2018:</b> Identify methods for improving operations to deliver services better. – <i>Achieved as of 12/31/2018</i></p>
<p><b><u>CAP Goal: Category Management – Leveraging Common Contracts and Best Practices to Drive Savings and Efficiencies</u></b> to buy common goods and services as an enterprise to eliminate redundancies; increase efficiency; and deliver more value and savings from the government’s acquisition programs.</p>	<p><u>Establish annual goals to increase the use of BICs and align spend to category management principles, consistent with statutory socio-economic responsibilities.</u></p> <p><b>3/01/2019:</b> HUD established SUM goal of \$300 million and BIC obligation goal of \$100 million based on OMB agency specific annual BIC goals. – <i>Achieved as of 9/30/2019</i></p> <p><u>Develop effective supplier management strategies to improve communication with industry partners, especially those that support mission critical functions, and/or have multiple relationships for similar requirements across the enterprise.</u></p> <p><b>7/29/2019:</b> HUD designated dedicated industry liaison to ensure among other things that help is provided to program and acquisition personnel regarding development of strategies for engaging potential vendors that can provide capabilities necessary to achieve HUD missions as well as timely response to general vendor (to include new entrants and small businesses) requests. – <i>Achieved as of 7/29/2019</i></p> <p><u>Implement strategies that eliminate inefficient purchasing and consumption behaviors, and adopt standardized business practices, such as buying standard equipment for firefighters.</u></p>

<sup>274</sup> The survey was suspended for review and implemented on 10/1/2019. Delays were the result of to the Federal Government shutdown and the onboarding associated with the appointment of a new Chief Procurement Officer.

**9/30/2019:** In order to further improve inefficient purchasing and consumption behaviors, HUD instituted an order of preference for the use of best in class vehicles and HUD mandatory solutions. This will ensure that BIC vehicles or solutions are properly prioritized when multiple vehicles can fulfil the requirement. – *Achieved as of 10/7/2019*

*Train employees in category management principles and practices.*

**7/17/2019:** HUD provided Category Management training covering principles and practices to members of the HUD acquisition workforce. In addition to the foregoing, individual members of the HUD acquisition workforce also took supplementary training on FAI Training Application System (FAITAS) throughout FY 2019. Furthermore, multiple individual training session on Category Management have been scheduled for FY 2020. – *Achieved as of 9/30/2019*

***Improve Acquisition Systems, Processes & Management*** to make acquisition planning truly strategic so that planned contract actions supporting the mission requirements of HUD will meet or beat delivery schedules, provide exceptional customer service, and achieve savings or cost avoidance for the taxpayer.

*Improve Strategic Acquisition Planning*

**6/30/2020:** Begin the strategic acquisition planning process for FY 2021 earlier so that all acquisition plans are approved prior to the start of the 4<sup>th</sup> Quarter of FY 2020.

*Early Engagement of the Program Team & Integrated Acquisition Team*

**9/30/2021:** Identify the leader and membership of the program and integrated acquisition teams early in the requirements development process to ensure program success.

*Re-engineer Source Selection Process*

**9/30/2021:** Provide professional technical support and automated tools to facilitate a more effective and efficient source selection process. Develop a process to ensure Technical Evaluation Panels (TEPs) complete their evaluation and issue their final report in the time frame outlined in the acquisition plan.

*Increase the Award of Major Contracts by the Target Award Date*

**9/30/2021:** Improve the acquisition lifecycle from identification of requirement through contract award so that major planned contracts are awarded by the Target Award Date established in the acquisition plan.

**CAP Goal: *Improve Management of Major Acquisitions*** to ensure contracts supporting priority projects will meet or beat delivery schedules,

*Strengthen Talent Capabilities*

**9/30/2019:** In order to strengthen the bench depth for acquisition Program / Project Managers (P/PMs), HUD invested in multiple P/PM training sessions to

provide exceptional customer service, and achieve savings or cost avoidance for the taxpayer.

increase the population of P/PMs available to manage acquisition programs/projects. This effort led to a 65% increase in the population of P/PMs available to support acquisition programs / projects compared to FY 2018. – *Achieved as of 9/30/2019*

Strengthen Agency Governance

**9/30/2019:** HUD has built a foundation of P/PMs within its workforce. – *Achieved as of 9/30/2019*

Track Investments Using Portfolio Management Principles (Implement PMIAA)

**9/30/2020:** HUD developed its process for PMIAA portfolio reviews and met with OMB to discuss process. OCPO will finalize its first PMIAA portfolio review in FY20.

**KEY PERFORMANCE INDICATORS**

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

► **Acquisition Survey Satisfaction**

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	N/A	N/A	N/A	80%	85%

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

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	84.3%	77%	88.5%	90%	91.5%

► **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).

FY17 Actual	FY18 Actual	FY19 Actual <sup>275</sup>	FY19 Target	FY20 Target	FY21 Target
N/A	48%	33%	60%	75%	75%

<sup>275</sup> When the FY19 Annual Strategic Acquisition Plan (ASAP) was published in September 2018, many of the submission dates for acquisition requirements were in the first two quarters of the fiscal year. The 35-day Federal Government shutdown from December 2018-January 2019 caused late submission of first and second quarter acquisition requirements.

► **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.

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	77%	78%	80%	83%	86%

**EVIDENCE BUILDING**

The Office of Federal Procurement Policy (OFPP) has required Federal agencies to implement customer satisfaction surveys to obtain industry and internal feedback to strengthen their acquisition function.<sup>276</sup> Additional evidence about HUD’s acquisition management is found in the OCPO scorecards being established on HUD.gov.<sup>277</sup> For functions such as procurement, scorecards and other performance management tools being implemented as part of this strategic objective provide the best opportunity to strengthen evidence-based management for improving timeliness and quality of acquisition activities.

<sup>276</sup> <https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/procurement/memo/acquisition-360-improving-acquisition-process-timely-feedback-external-internal-stakeholders.pdf>.

<sup>277</sup> [http://hudatwork.hud.gov/HUD/cpo/acquisition\\_scorecard/](http://hudatwork.hud.gov/HUD/cpo/acquisition_scorecard/)

## 12. Strategic Objective: Modernize Information Technology

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

### OBJECTIVE

HUD has identified a number of operations that would benefit from the modernization of Departmental IT systems and processes.<sup>278</sup> Operations will be strengthened with improved access to data through an Enterprise Data Management Program. This program will facilitate data sharing across HUD programs for both internal and external stakeholders. HUD will also provide access to data business intelligence tools (including artificial intelligence, machine learning, and robotics process automation) to improve mission execution. This will allow HUD to make stronger data-driven decisions and shift resources towards more high-value work. HUD will improve system designs by implementing enterprise services that can be leveraged across the Department to reduce duplicative systems and allow older systems to be decommissioned. HUD will continue to partner with GSA in developing Centers of Excellence (CoE) to improve the experience of internal and external users of HUD systems. Finally, HUD will invest in making additional technologies available to staff to ensure effective and efficient use of resources for the accomplishment of the Department's mission.

### LEADING THIS OBJECTIVE

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

### 2019 APR PROGRESS UPDATE

HUD achieved a number of FY19 successes as it continued efforts to modernize its information technology. HUD completed Phase 1 of the operational improvements it is pursuing through the CoE Partnership with GSA.<sup>279</sup> By the end of FY19, HUD launched Phase 2 by initiating development of proofs of concept and plans for its CoE-supported efforts to improve HUD's data analytics, cloud adoption, customers' experience, and contact centers. HUD became the first Cabinet-level agency to successfully perform a complete, wall-to-wall disaster recovery test of its IT environment.<sup>280</sup> The test successfully demonstrated the gains HUD has made towards securing its IT operations to allow critical operations to continue in the event of a disaster.

HUD also continued progress towards providing improved, modernized tools and working environments to support staff. The Department began rolling out WiFi in the Field, beginning with the Richmond, VA and San Francisco, CA offices. This initiative will continue into FY20. HUD's nine additional regional offices are scheduled to be upgraded first, with each region's constituent field locations to follow. WiFi upgrades were also accompanied by broadband internet improvements that improved the network speeds. These changes have led to improved efficiency and better real-time data access.

<sup>278</sup> Operational categories have been established through the HUD-GSA Center of Excellence Program. Each is being addressed by category-specific project management offices within the Agency-Wide Integrity Task Force. The PMOs are focused on improving HUD's cloud adoption / information security; contact centers; customer experience; data analytics; and reskilling of employees. Phase 1 of CoE efforts, often referred to as the "discovery" phase, laid the foundation for PMOs' modernization strategies. The phase provided detailed preparation, planning, strategic prioritization of projects for Phase 2.

<sup>279</sup> The HUD-GSA CoE Program accelerates modernization efforts aimed at improving customer experience, using enhanced services, data access, and skilled employees. HUD currently manages four IT CoEs, with GSA support, focused on: Data Analytics, Cloud Adoption, Customer Experience, and Contact Centers.

<sup>280</sup> The effort involved HUD shifting all data center services and production applications to a back-up data center. Once the shift was completed, the Department ran a live production environment for a full week before restoring services to HUD's primary site.



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

HUD completed the application of the Technology Business Management Framework to HUD IT funding as part of the Department's continued adoption of modern commercial technologies. The Framework allowed HUD to more effectively target IT spending on projects with the greatest impact on Departmental operations. It also improved transparency in IT management and reporting. Consistent with Secretarial direction, HUD also initiated the targeted consolidation of HUD IT staff into the Office of the Chief Information Officer.<sup>281</sup> HUD met all Technology Management Fund (TMF) milestones required by this goal as it continued work to migrate the IT system off the Unisys mainframe. Furthermore, FY19 featured the establishment of a central HUD Security Operations Center (SOC). The SOC operates as an internal service for identifying, managing, and reporting cyber incidents at the Department.

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

HUD leveraged data as a strategic asset by reassessing how data is being used throughout the Department. HUD continued work on key data governance documents including the Department's Data Governance Charter, Data Governance Policy Guidelines, Data Governance Policy Procedures, and Business Processes Glossary. HUD also continued expansion of the Department's Enterprise Data Management (EDM) System. The EDM System grew with the addition of new data sources from the Office of Community Planning and Development.<sup>282</sup> As the System continues to expand, HUD looks to leverage the data stored within it to provide better data analysis to management.

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

In FY19, HUD established a Customer Experience Advisory Board to support coordination and leveraging of best practices across the Department. HUD initiated the process of establishing a Chief Customer Experience Officer (CXO) to lead and coordinate Departmental customer experience initiatives. HUD continued to use Customer Relationship Management (CRM) applications to support a variety of mission functions across its 65 field and regional offices. The Department also continued to improve its call centers by providing employees with trainings on customer relationship management, knowledge management, and advanced analytics. Alignment of preexisting CRM activities with CoE efforts also began in FY19. HUD expects this alignment to further centralize HUD's many disparate call centers into one effort by end of FY21 Q1.

**High Impact Service Provider Update**

FHA's Office of Single Family Housing, represents HUD on the interagency team supporting this CAP Goal as one of 25 Federal high impact service providers (HISP).<sup>283</sup> Single Family Housing strives to continually deliver world-class customer service to its external partners through the FHA Resource Center, which is managed by the Philadelphia Homeownership Center (PHOC). Beginning in FY19, the PHOC collaborated with the FHA Resource Center team and Single Family Housing's National Servicing Center Division (NSC) to improve NSC's Home Equity Conversion Mortgage (HECM) customer service responses. The NSC wanted to address shortcomings with their customer service contractor. To do so, it turned to the FHA Resource Center to more efficiently redirect incoming HECM customer inquiries; providing higher-quality services to their clients as a result. The team spent

<sup>281</sup> Consolidations include the 2210 job series which refers to the Information Technology Management Series classified by OPM. More information on the 2210 job series can be found online at: <https://www.opm.gov/policy-data-oversight/classification-qualifications/general-schedule-qualification-standards/0300/gs-2210-information-technology-management-series/>.

<sup>282</sup> The CPD Financial Dashboard was automated in FY19 Q3 for the following grant programs: Community Development Block Grant (CDBG), CDBG-Disaster Recovery; Continuum of Care approach to assistance to the homeless (CoC); Housing Opportunities for Persons with Aids (HOPWA) (competitive and non-competitive); Neighborhood Stabilization Program (NSP1 and NSP3); Emergency Solutions Grants Program (ESG); Housing Trust Fund (HTF); Community Builders (CB); Rural Innovation Funds (RIF); and Pay for Success Permanent Supportive Housing Demonstration PFS. ESG automation was included in FY19 Q4. Automation of the HOME is scheduled for FY20Q1.

<sup>283</sup> A full listing of HISPs and their activities in support of this CAP Goal is available online at: <https://www.performance.gov/cx/?>.

several months preparing for the transition which included setting up data sharing capabilities, meeting on a regular basis, and providing onsite training. The work of the PHOC, FHA Resource Center, and NSC demonstrated FHA's strong commitment to collaboration and continuous improvement. The transition of NSC's customer service inquiries to the FHA Resource Center has allowed FHA to ultimately have a one-stop-shop for all Single Family customer service inquiries.

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

HUD fully aligned IT spending to the Technology Business Management (TBM) IT Cost Pools and Towers in FY19.<sup>284</sup> Alignment was furthered by Departmental use of the data model and cost pool alignment to improve IT management and reporting. HUD also continued to identify ways to use data to improve Departmental outcomes by incorporating cost transparency into its financial and acquisition processes.

**STRATEGIES AND MAJOR MILESTONES**

Strategies	Major Milestones
<p><b>Improve utilization of data</b> by streamlining HUD's data collection processes, creating common data definitions, and ensuring only necessary data are collected and reported.</p>	<p><b>6/28/2019:</b> Establish a cloud-based data warehouse for HUD's Office of Single-Family Housing. – <i>Delayed to 9/30/2020</i><sup>285</sup></p>
<p><b>Promote innovative IT service delivery</b>, including modernizing IT infrastructure to enable on-the-ground staff to enhance program execution.</p>	<p><b>9/30/2019:</b> Implement three enterprise-wide IT solutions to streamline HUD processes. – <i>Achieved as of 9/30/2019</i></p> <p><b>9/30/2020:</b> Implement two enterprise-wide IT solutions to streamline HUD processes.</p>
<p><b>Equip employees with the tools they need to succeed.</b></p>	<p><b>9/30/2019:</b> Implement WiFi at HUD Regional and designated Field Offices; 33% completion or above – <i>Delayed to 9/30/2020</i><sup>286</sup></p>
<p><b><u>CAP Goal: Modernize IT to Increase Productivity and Security</u></b> to enhance mission delivery and productivity. HUD will drive value by increasing efficiencies of IT spending while potentially reducing costs and enhancing citizen engagement and satisfaction with the services provided.</p>	<p><b><u>Enhance Federal IT and Digital Services</u></b></p> <p><b>9/30/2019:</b> 100% of TMF project repayment schedules are on time. – <i>Achieved as of 7/22/2019</i></p> <p><b>9/30/2019:</b> 100% of TMF project completion schedules are on time. – <i>Achieved as of 9/30/2019</i></p> <p><b>9/30/2020:</b> 100% of TMF project repayment schedules are on time.</p> <p><b>9/30/2020:</b> 100% of TMF project completion schedules are on time.</p>

<sup>284</sup> Technology Business Management (TBM) focuses on using best practices to manage IT like a business. TBM emphasizes the importance of providing leaders with the quality data needed to make well-informed decisions.

<sup>285</sup> This milestone has been delayed to ensure all processes, procedures, agreements, and notifications are in place. HUD plans to deliver this capability in FY 2020 as part of data analytics projects being supported by HUD-GSA CoEs.

<sup>286</sup> The milestone was delayed due to the Federal Government shutdown, which occurred during December 2018 and January 2019, and changes in HUD IT network priorities.

Reduce Cybersecurity Risks to the Federal Mission

**9/30/2019:** Complete development of the Cybersecurity Framework Dashboard which will be utilized to monitor and report the Department's Cybersecurity Framework Compliance and Tier Progression. – *Achieved as of 9/30/2019*<sup>287</sup>

**9/30/2019:** Develop a Strategic Plan for the Implementation of Continuous Monitoring and Ongoing Authorization. – *Delayed to 7/31/2020*<sup>288</sup>

**9/30/2019:** Complete an agency-wide Phishing Exercise to increase the Department's workforce's ability to recognize Phishing Attacks. – *Achieved as of 9/30/2019*

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

**9/30/2020:** Develop a comprehensive HUD Cybersecurity Strategy and Implementation Plan

Build a Modern IT Workforce

**3/30/2019:** Engage industry and academia to develop Federal workforce planning strategies that include initiatives to recruit, reskill and redeploy the existing workforce to achieve mission results. These recommendations will be presented to the CIO no later than third quarter FY19. – *Delayed to 9/30/2020*

**9/30/2019:** Each agency CIO and CHCO must jointly identify two position or skills gap priorities into the agency's Human Capital Operating Plan, which will be shared with OMB. – *Achieved as of 9/30/2019*

**9/30/2019:** Develop a market-informed pay and compensation strategy for cybersecurity and other mission critical IT positions to improve recruitment and retention. – *Delayed to 9/30/2021*

**9/30/2020:** Implement identified actions to address two identified skills gaps.

**CAP Goal:** *Leverage Data as a Strategic Asset* to grow the economy, increase the effectiveness of the

Enterprise Data Governance

<sup>287</sup> The milestone was delayed due to the Federal Government shutdown, which occurred during December 2018 and January 2019, and issues with maintaining contract support.

<sup>288</sup> The milestone was delayed due to the Federal Government shutdown, which occurred during December 2018 and January 2019, and issues with maintaining contract support.

Federal Government, facilitate oversight, and promote transparency. Efforts will focus on improving mission delivery, customer service, and more effectively stewarding resources while respecting privacy and confidentiality.

**9/30/2019:** Publish Data Governance Charter – *Delayed to 9/30/2020*<sup>289</sup>

**9/30/2019:** Publish Data Governance Policy Guideline and Procedure – *Delayed to 9/30/2020*<sup>290</sup>

Access, Use, and Augmentation

**9/30/2019:** Draft and Publish Enterprise Data Management Policy – *Delayed to 9/30/2020*<sup>291</sup>

**9/30/2019:** Publish Business Glossary Processes – *Delayed to 9/30/2020*<sup>292</sup>

Decision-Making and Accountability

**9/30/2019:** Update Data Quality Management Handbook – *Delayed to 9/30/2020*<sup>293</sup>

**9/30/2019:** Incorporate DATA Act into Data Governance working group – *Achieved as of 11/20/2019*

**9/30/2020:** Establish a Chief Data Officer to lead data efforts HUD-wide.

Commercialization, Innovation, and Public Use

**9/30/2019:** Automate CPD Grant Financial Dashboard – *Achieved as of 5/30/2019*

**9/30/2019:** Automate DATA Act reporting – *Achieved as of 11/20/2019*

**9/30/2019:** Enhance current eGIS datasets for public use – *Achieved as of 9/30/2019*

**9/30/2020:** Enhance current eGIS datasets for public use

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

Improve Digital Services

**6/1/2019:** Complete assessment of effectiveness of HUD customer experience through GSA Centers of

<sup>289</sup> Delays were due to the integration of the milestone’s activities into projects managed through the Center of Excellence Initiative. Additionally, management of this function will be transferred from OCIO to PD&R in FY 2020.  
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accessibility between HUD and the citizens it serves.

Excellence with recommendations. – *Achieved as of 9/30/2019*

*Modernize Customer Experience for the 21st Century*

**6/1/2019:** Complete enterprise data analytics capability assessment with recommendations. – *Achieved as of 9/30/2019*

**6/1/2019:** Complete assessments of HUD Grants lifecycle with recommendations for improvement. – *Achieved as of 9/30/2019*

*Celebrate Success*

**Ongoing:** Continuously provide awards to recognize outstanding staff.

*Keep a Customer Focus*

**9/30/2019:** Enhance IT investment governance process to ensure transparency. – *Achieved as of 9/30/2019*

**9/30/2020:** Stand up a Customer Experience Office led by a Chief Customer Experience Officer

**03/31/2021:** Centralize HUD's numerous customer call centers into one centralized effort.

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

*Increase Granularity in the Current IT Portfolio*

**9/30/2019:** Adopt TBM standard IT Tower and Cost Pool to report categorized IT costs across the entire spend of the IT Portfolio – *Achieved as of 9/30/2019*

*Develop Implementation Guidelines and Enabling Mechanisms*

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

*Adopt and Implement TBM*

**3/31/2019:** Establish and deliver a multi-year strategy to implement TBM – *Achieved as of 3/31/2019*

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

**KEY PERFORMANCE INDICATORS**

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

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

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
2	0 <sup>294</sup>	1	1	4	1

▶ **Average of Employee IT Survey Satisfaction Score<sup>295</sup>**

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
86%	95%	88%	80%	85%	90%

▶ **Number of Enterprise IT Solutions Implemented**

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

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
4	3	3	3	2	3

**EVIDENCE BUILDING**

Recent reports by the Government Accountability Office have highlighted opportunities for Chief Information Officers (CIOs) to improve information technology acquisitions and operations,<sup>296</sup> and for HUD, noted that cost estimating practice needs to be strengthened.<sup>297</sup> This evidence is used in the formulation and ongoing management of HUD’s IT modernization

<sup>294</sup> HUD delayed progress to achieve this area to perform an application assessment and develop a roadmap for application development. HUD completed the roadmap and finalized plans to accomplish the goal in FY19.

<sup>295</sup> End-user services are transitioning. Reduced targets are reflective of this transition.

<sup>296</sup> “Opportunities for Improving Acquisitions and Operations” (2017), <https://www.gao.gov/products/GAO-17-251SP>, “Further Implementation of Recommendations Is Needed to Better Manage Acquisitions and Operations” (2018), <https://www.gao.gov/products/GAO-18-460T>.

<sup>297</sup> “Information Technology: HUD Needs to Address Significant Weaknesses in Its Cost Estimating Practices” (2017), <https://www.gao.gov/products/GAO-17-281>.



## 13. Strategic Objective: Reform Regulations

Empower our partners and customers by reducing burdensome regulations.

### OBJECTIVE

HUD will empower our partners and customers by reducing burdensome regulations in the development, provision, and maintenance of affordable housing. Outdated, redundant, or unnecessarily burdensome regulations may make program participation difficult and costly. The Department cannot afford to leave such burdensome regulatory policies in place.

HUD will use an iterative process, informed by its stakeholders, to streamline and eliminate burdensome regulations. The Department will establish a Regulatory Reform Task Force, comprised of representatives from the Office of General Counsel (OGC) and HUD's major programs to support this effort. The Task Force will be responsible for identifying, reviewing, and streamlining regulations that are out-of-date or too costly. This work will answer the call of Executive Order 13771, "Reducing Regulation and Controlling Regulatory Costs."

The Department has made it a priority to make informed decisions about priorities, budgets, and program operations by adequately aligning Departmental resources with appropriate regulatory solutions. HUD will pursue program staffing and oversight improvements to minimize ineffective enforcement of existing, reformed, or new regulations. Meanwhile, HUD will continue to address audit findings and other compliance issues while Department-wide staffing and funding solutions are developed.

### 2019 APR PROGRESS UPDATE

On April 4, 2019 the Department published its "Enhancing and Streamlining the Implementation of 'Section 3' Requirements for Creating Economic Opportunities for Low- and Very Low-Income Persons and Eligible Businesses" proposed rule.<sup>298</sup> HUD's proposed rule would change the tracking and reporting for Section 3 to focus on labor hours instead of the number of new hires organizations made. This will make Section 3 compliance easier since reporting of labor hours is more consistent with business practices for most construction contractors working on HUD assisted or insured projects. The rule would also create a "Targeted Section 3 Worker" designation. A "Targeted Section 3 Worker" designation would reflect both statutory and policy priorities by being defined as a subset of all low- and very-low income workers and priority businesses. This would address a long-standing criticism that spatially-targeted subsidies transfer jobs away from other areas without creating job opportunities for the neediest individuals in the targeted area.

Based on HUD's regulatory impact analysis, anticipated net impacts of the proposed rule: "Enhancing and Streamlining the Implementation of 'Section 3' Requirements for Creating Economic Opportunities for Low- and Very Low-Income Persons and Eligible Businesses" include:

1. An additional transfer of between 3,900 and 13,200 full-time employment opportunities to defined Section 3 workers;
2. Increased flexibility for workers and employers to tailor work schedules to their needs;
3. Improved compliance with Section 3 requirements;

<sup>298</sup> The purpose of Section 3 is to ensure that employment, training, contracting, and other economic opportunities generated by certain HUD financial assistance are directed to low- and very low-income persons. A particular focus is given to individuals who receive government assistance for housing, and to businesses to provide economic opportunities to low- and very low-income persons. The notice can be found at: <https://www.federalregister.gov/documents/2019/04/04/2019-06495/enhancing-and-streamlining-the-implementation-of-section-3-requirements-for-creating-economic>.

### LEADING THIS OBJECTIVE

**Objective Lead**  
Paul Compton  
*General Counsel*  
Department of Housing and Urban  
Development



4. A 68 percent reduction in the estimated time dedicated to Section 3 recordkeeping (for a total cost savings to employers of approximately \$2.4 million annually);
5. Increased income for residents of HUD-assisted housing;
6. A modest reduction of HUD rental assistance payments as a result of higher tenant incomes; and
7. The potential for some improvements in hiring practices that will benefit workers and contractors.

On April 5, 2019, HUD published the Removal of Obsolete and superseded Guidance Documents notice, announcing the Department had completed a comprehensive review of all administrative guidance and identified certain guidance documents deemed unnecessary and obsolete.<sup>299</sup> The review resulted in the removal of approximately 660 sub-regulatory guidance documents from HUD's program websites. The removal of this dated material will reduce compliance burdens, promote regulatory analysis, and facilitate fair notice and administrative due process.<sup>300</sup> The removal of this material will make it easier for the public to find and focus efforts on the guidance that is current.

On August 14, 2019 HUD published its "Project Approval for Single Family Condominium" (FR-5715) final rule.<sup>301</sup> This rule codifies new and more flexible procedures for approving condominium projects within 24 C.F.R. part 203, "Single-Family Mortgage Insurance." Pursuant to these regulations, HUD has two methods for providing FHA mortgage insurance. First, HUD can approve a project that meets certain standards for FHA insurance. Individual units within the project then become eligible for FHA mortgage insurance as long as FHA's underwriting standards are met. Second, the rule allows HUD to insure mortgages on a limited number of single units in projects that have not undergone the approval process but meet certain minimum standards.<sup>302</sup> While this rule imposes costs on some entities, HUD expects these to be offset by greater savings to other entities, resulting in net cost savings. HUD expects a \$900,000 economy-wide cost savings, or net economic benefit from this rule, each year, for perpetuity. The net present value of these cost savings is valued at about \$12.9 million.<sup>303</sup>

## STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p><b>Develop and implement a package of regulatory and proposed statutory updates</b> to alleviate costly, non-value-add policies.</p>	<p><b>9/30/2019:</b> Develop and implement an annual package of regulatory and proposed statutory updates. – <i>Achieved as of 9/30/2019.</i></p> <p><b>9/30/2020:</b> Develop and implement an annual package of regulatory and proposed statutory updates.</p> <p><b>9/30/2021:</b> Develop and implement an annual package of regulatory and proposed statutory updates.</p>

<sup>299</sup> The notice was published as part of HUD's continuing effort to implement Executive Orders 13771, "Reducing Regulation and Controlling Regulatory Costs (<https://www.federalregister.gov/documents/2017/02/03/2017-02451/reducing-regulation-and-controlling-regulatory-costs>)," and 13777, "Enforcing the Regulatory Reform Agenda (<https://www.federalregister.gov/documents/2017/03/01/2017-04107/enforcing-the-regulatory-reform-agenda>)." The notice can be found here: <https://www.govinfo.gov/content/pkg/FR-2019-04-05/pdf/2019-06757.pdf>

<sup>300</sup> This is the first phase of document removal; HUD anticipates a second phase of removal of obsolete guidance.

<sup>301</sup> This rule was determined to be an EO 13771 deregulatory action. This notice can be found here:

<https://www.federalregister.gov/documents/2019/08/15/2019-17213/project-approval-for-single-family-condominiums>.

<sup>302</sup> Mortgages insured under these conditions are known as "single unit approvals."

<sup>303</sup> Cost savings are annualized over an infinite time horizon, in 2016 dollars, and discounted to 2016.

### KEY PERFORMANCE INDICATORS

To help achieve this objective, HUD has established the following performance indicators:<sup>304</sup>

▶ **Number of EO 13771 regulatory actions**

HUD will track the number of new regulatory actions, which impose new costs on the public, it issues each fiscal year.

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	1	1	2	2	1

▶ **EO 13771 deregulatory actions issued**

HUD will track how many cost-saving deregulatory actions it issues each fiscal year.

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target <sup>305</sup>	FY21 Target
N/A	9	3	13	4	5

▶ **Number of evaluations to identify potential EO 13771 deregulatory actions that included opportunity for public input and/or peer review**

HUD will track the amount of evaluations which integrate public input or peer reviews into HUD assessments.

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	2	14	13	13	13

▶ **Number of EO 13771 deregulatory actions issued that address recommendations by the Regulatory Reform Task Force<sup>306</sup>**

HUD will track the amount of cost-saving deregulatory actions are published during each fiscal year.

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	9	3	14	N/A	N/A

<sup>304</sup> Actuals do not exist for fiscal years prior to FY18 as EO 13771 and HUD's tracking of regulatory actions in accordance with it did not take effect until FY18.

<sup>305</sup> This target is based on deregulatory actions announced during the issuance of the Fall 2019 Edition of the Unified Agenda of Federal Regulatory and Deregulatory Actions and is subject to change.

<sup>306</sup> This metric will no longer be tracked or continued as it no longer aligns to HUD's activities under this objective.

▶ **Number of EO 13771 deregulatory actions recommended by the Regulatory Reform Task Force to the agency head, consistent with applicable law<sup>307</sup>**

HUD will track the annual amount of cost-saving deregulatory actions are referred to the Secretary of HUD for issuance.

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target	FY20 Target	FY21 Target
N/A	16	3	N/A	N/A	N/A

▶ **Total incremental cost of all EO 13771 regulatory and deregulatory actions**

HUD will track the total estimated net cost-savings of regulatory and deregulatory actions issued during each fiscal year.

FY17 Actual	FY18 Actual	FY19 Actual	FY19 Target <sup>308</sup>	FY20 Target	FY21 Target
N/A	\$(507)m	\$(298.2)m	\$(490.7)	\$(332)m	TBD <sup>309</sup>

**EVIDENCE BUILDING**

Evidence is central to the regulatory process. PD&R prepares regulatory impact analyses (RIAs) for proposed rules that are intended to identify a systemic problem requiring intervention, define the desired outcome of intervention, describe alternative approaches to achieve the desired outcome, and compare the benefits and costs of each alternative.

<sup>307</sup> This metric will no longer be tracked or continued as it no longer aligns to HUD's activities under this objective.

<sup>308</sup> This preliminary estimate is based on HUD's OMB-approved cost cap, which estimated the actions listed in the *Fall 2018 Edition of the Unified Agenda of Federal Regulatory and Deregulatory Actions* would result in costs savings of \$490.7 million. It is subject to revision as rules are developed and issued.

<sup>309</sup> HUD has not completed data analysis on all the rules for FY21 in order to give an accurate incremental cost allowance target for FY21. The FY21 target will be available at the end of summer 2020.

# Cross-Agency Priority Goals

Established by the GPRA Modernization Act of 2010, Cross-Agency Priority (CAP) Goals are a tool used by the Administration to accelerate progress on a limited number of Presidential priority areas where implementation requires active collaboration between multiple agencies, overcoming organizational barriers to achieve better performance than one agency can achieve on its own.

Set or revised at least every four years, CAP Goals include outcome-oriented goals that cover a limited number of crosscutting policy areas as well as management goals focused on administrative improvements across the Federal Government. A series of fourteen Administration-wide CAP Goals have been established to improve the management of Federal finances, human capital, information technology, acquisitions, and regulations. Each goal features: clearly-named accountable officials; data-driven reviews that incorporated a broad range of quantitative and qualitative inputs; and reporting to the public through a common website as a framework to drive performance improvements on cross-government collaboration and tackle government-wide management challenges affecting most agencies.

Summaries of HUD's activities in support of each CAP Goal are available in the preceding *Strategic Objective* sections of this document. Each Goal has been mapped to the HUD Strategic Objective designed to support its aims. A list of each CAP Goal and its related Objective is available below.

#	Cross-Agency Priority Goal	Related Strategic Objective(s)	Page
1	<b>Modernize IT to Increase Productivity and Security</b>	Modernize Information Technology	103
2	<b>Leverage Data as a Strategic Asset</b>	Modernize Information Technology	103
3	<b>Develop a Workforce for the 21st Century</b>	N/A <sup>310</sup>	N/A
4	<b>Improve Customer Experiences with Federal Services</b>	Modernize Information Technology	103
5	<b>Share Quality Services</b>	Improve Financial Controls through Financial Transformation	70
6	<b>Shift from Low-Value to High-Value Work</b>	Improve Financial Controls through Financial Transformation; Organize and Deliver Services More Effectively; Modernize Information Technology; and Reform Regulations	86
7	<b>Category Management</b>	Organize and Deliver Services More Effectively	98
8	<b>Achieve Results-Oriented Accountability For Grants</b>	Improve Financial Controls through Financial Transformation	79
9	<b>Get Payments Right</b>	Improve Financial Controls through Financial Transformation	70
10	<b>Improve Outcomes Through Federal IT Spending Transparency</b>	Modernize Information Technology	103

<sup>310</sup> HUD does not directly participate in this CAP Goal. The Department will continue to follow the guidance provided OMB and the lead agencies designated for this CAP Goal.

11	<b>Improve Management of Major Acquisitions</b>	Organize and Deliver Services More Effectively	98
12	<b>Modernize Infrastructure Permitting</b>	Support Effectiveness and Accountability in Long-Term Disaster Recovery	57
13	<b>Security Clearance, Suitability, and Credentialing Reform</b>	N/A <sup>311</sup>	N/A
14	<b>Improve Transfer of Federally-Funded Technologies from Lab-to-Market</b>	N/A <sup>312</sup>	N/A

For further CAP Goal information, please visit <https://www.performance.gov/>.

<sup>311</sup> HUD does not directly participate in this CAP Goal. The Department will continue to follow the guidance provided OMB and the lead agencies designated for this CAP Goal.

<sup>312</sup> HUD does not participate in this CAP Goal as the Department does not conduct technology-related research and development.

## Section Three: **Additional Information**

## Major Management Priorities and Challenges

Major management priorities and challenges are addressed by the strategic goals to *Protect Taxpayer Funds* and *Streamline Operations*. Please see the HUD management objectives (*Improve Financial Controls through Financial Transformation, Organize and Deliver Services More Effectively, Modernize Information Technology, and Reform Regulations*) for information on the management priorities and challenges HUD will be pursuing as part of the *Protect Taxpayer Funds* and *Streamline Operations* goals.



## Acronym List

<b>Acronym</b>	<b>Definition</b>	<b>Acronym</b>	<b>Definition</b>
<b>AACI</b>	America's Affordable Communities Initiative	<b>DATA</b>	Digital Accountability and Transparency Act
<b>AC</b>	Alternative Construction	<b>DEC</b>	Departmental Enforcement Center
<b>AEOTF</b>	Advancing Economic Opportunity Task Force	<b>DOL</b>	United States Department of Labor
<b>AFGE</b>	American Federation of Government Employees	<b>DOT</b>	Declaration of Trust
<b>APP</b>	Annual Performance Plan	<b>DPA</b>	Down Payment Assistance
<b>APR</b>	Annual Performance Report	<b>DRGR</b>	Disaster Recovery Grant Reporting
<b>ARC</b>	Administrative Resource Center	<b>DRSI</b>	Disaster Recovery and Special Issues
<b>AUS</b>	Automated Underwriting System	<b>DSA</b>	Departmental Skills Assessment
<b>AWITF</b>	Agency-Wide Integrity Task Force	<b>DSPMO</b>	Digital Services Program Management Office
<b>BIC</b>	Best In-Class	<b>DTI</b>	Debt-to-Income
<b>BLL</b>	Blood Lead Level	<b>EBLL</b>	Elevated Blood Lead Level
<b>CAP</b>	Cross-Agency Priority	<b>EDM</b>	Enterprise Data Management
<b>CB</b>	Community Builders	<b>EEI</b>	Employee Engagement Index
<b>CBDG</b>	Community Development Block Grant	<b>EEO</b>	Equal Employment Opportunity
<b>CDBG-DR</b>	Community Development Block Grant – Disaster Recovery	<b>EEOC</b>	Equal Employment Opportunity Commission
<b>CDC</b>	Centers for Disease Control and Prevention	<b>EEOD</b>	Equal Employment Opportunity and Diversity
<b>CEQ</b>	Council on Environmental Quality	<b>EFRM</b>	Enterprise and Fraud Risk Management
<b>CFO</b>	Chief Financial Officer	<b>EO</b>	Executive Order
<b>CoC</b>	Continuum of Care	<b>EPA</b>	Environmental Protection Agency
<b>CoE</b>	Center of Excellence	<b>EPPEs</b>	Employee Performance Planning and Evaluation System
<b>CPD</b>	Community Planning and Development	<b>ERM</b>	Enterprise Risk Management
<b>CRM</b>	Customer Relationship Management	<b>ESG</b>	Emergency Solutions Grants
<b>CSO</b>	Chief Strategy Officer	<b>FAI</b>	Federal Acquisition Institute
<b>CXO</b>	Chief Customer Experience Officer	<b>FAITAS</b>	Federal Acquisition Institute Training Application System

<b>Acronym</b>	<b>Definition</b>	<b>Acronym</b>	<b>Definition</b>
<b>FAST</b>	Fixing America's Surface Transportation	<b>HOPWA</b>	Housing Opportunities for Persons with Acquired Immunodeficiency Syndrome (AIDS)
<b>FEMA</b>	Federal Emergency Management Agency	<b>HTF</b>	Housing Trust Fund
<b>FEVS</b>	Federal Employee Viewpoint Survey	<b>HUD</b>	United States Department of Housing and Urban Development
<b>FHA</b>	Federal Housing Administration	<b>IPERIA</b>	Improper Payments Elimination and Recovery Improvement Act
<b>FHEO</b>	Office of Fair Housing and Equal Opportunity	<b>IRS</b>	Internal Revenue Service
<b>FOD</b>	Field Office Directors	<b>IT</b>	Information Technology
<b>FPM</b>	Office of Field Policy and Management	<b>LOCCS</b>	Line of Control Credit System
<b>FQMR</b>	Field Quality and Management Reviews	<b>LSHR</b>	Lead Safe Housing Rule
<b>FSS</b>	Family Self-Sufficiency	<b>MHCC</b>	Manufactured Housing Consensus Committee
<b>FTE</b>	Full-Time Equivalent	<b>MMI</b>	Mutual Mortgage Insurance
<b>FY</b>	Fiscal Year	<b>MMIF</b>	Mutual Mortgage Insurance Fund
<b>GAO</b>	United States Government Accountability Office	<b>MTW</b>	Moving to Work
<b>Ginnie Mae</b>	Government National Mortgage Association	<b>NEPA</b>	National Environmental Policy Act
<b>GONE</b>	Grants Oversight and New Efficiency	<b>NFFE</b>	National Federation of Federal Employees
<b>GPRA</b>	Government Performance and Results Act	<b>NOFA</b>	Notice of Funding Availability
<b>GSA</b>	General Services Administration	<b>NSC</b>	National Servicing Center
<b>HAP</b>	Housing Assistance Payment	<b>NYCHA</b>	New York City Housing Authority
<b>HCOP</b>	Human Capital Operating Plan	<b>OCHCO</b>	Office of the Chief Human Capital Officer
<b>HCV</b>	Housing Choice Vouchers	<b>OCIO</b>	Office of the Chief Information Officer
<b>HECM</b>	Home Equity Conversion Mortgage	<b>OCPO</b>	Office of the Chief Procurement Officer
<b>HHS</b>	United States Department of Health and Human Services	<b>OFCO</b>	Office of the Chief Financial Officer
<b>HIC</b>	Housing Inventory Count	<b>OFPP</b>	Office of Federal Procurement Policy
<b>HISP</b>	High Impact Service Provider	<b>OIG</b>	Office of Inspector General

<b>Acronym</b>	<b>Definition</b>	<b>Acronym</b>	<b>Definition</b>
<b>HMIS</b>	Homeless Management Information system	<b>RMC</b>	Risk Management Council
<b>OLHCHH</b>	Office of Lead Hazard Control and Healthy Homes	<b>RFI</b>	Request for Information
<b>OMB</b>	Office of Management and Budget	<b>ROSS</b>	Resident Opportunities and Self-Sufficiencies
<b>PACS</b>	Performance Accountability and Communication System	<b>RPA</b>	Robotic Process Automation
<b>PALT</b>	Procurement Acquisition Lead Times	<b>SBA</b>	Small Business Administration
<b>PBRA</b>	Project-Based Rental Assistance	<b>SFS</b>	Standards for Success
<b>PBV</b>	Project-Based Voucher	<b>SNAPS</b>	Special Needs Assistance Programs
<b>PD&amp;R</b>	Office of Policy Development and Research	<b>SOC</b>	Security Operations Center
<b>PDF</b>	Portable Document Format	<b>SPEARS</b>	Section 3 Performance Evaluation and Registry System
<b>PFS</b>	Pay for Success	<b>SUM</b>	Spend Under Management
<b>PFS</b>	Pay for Success	<b>SWP</b>	Strategic Workforce and Succession Planning
<b>PHA</b>	Public Housing Agency	<b>TA</b>	Technical Assistance
<b>PHOC</b>	Philadelphia Homeownership Center	<b>TAD</b>	Target Award Date
<b>PIC</b>	PIH Information Center	<b>TBD</b>	To Be Determined
<b>PIH</b>	Office of Public and Indian Housing	<b>TBM</b>	Technology Business Management
<b>PIT</b>	Point-in-Time	<b>TMF</b>	Technology Modernization Fund
<b>PMIAA</b>	Program Management Improvement Accountability Act	<b>TOTAL</b>	Technology Open to Approved Lenders
<b>PMIO</b>	Program Management Improvement Officer	<b>TRACS</b>	Tenant Rental Assistance Certification System
<b>PSH</b>	Permanent Supportive Housing	<b>TRRD</b>	Target Requisition Release Date
<b>PSH</b>	Permanent Supportive Housing	<b>UFA</b>	Unified Funding Agency
<b>RA</b>	Regional Administrator	<b>VA</b>	United States Department of Veterans Affairs
<b>RAD</b>	Rental Assistance Demonstration	<b>VASH</b>	Department of Veterans Affairs Supportive Housing
<b>REAC</b>	Real Estate Assessment Center	<b>VITA</b>	Volunteer Income Tax Assistance
<b>RIF</b>	Rural Innovation Funds	<b>WHORC</b>	White House Opportunity and Revitalization Council

## Data Sources, Limitations and Advantages, and Validation

This section lists the following information for each metric in the APP:

- Description
- Data source
- Unit of measurement
- Dimension
- Calculation method
- Frequency
- Direction
- Data quality (limitations/advantages of the data)
- Validation, verification, and improvement of measure
- Sequence

### Strategic Objective: Support Fair, Sustainable Homeownership and Financial Viability

#### Capital Reserve Ratio

- **Description:** The capital ratio compares the “economic net worth” of the Mutual Mortgage Insurance (MMI) Fund to the dollar balance of active, insured loans, at a point in time. Economic net worth is defined as a net asset position, where the present value of expected future revenues and net claim expenses is added to current balance sheet positions. The capital ratio computation is part of an annual valuation of the outstanding portfolio of insured loans at the end of each fiscal year.
- **Data source:** FHA Single Family Data Warehouse Meta Tables
- **Unit of measurement:** Comparative between net asset position to balance of loans
- **Dimension:** Ratio
- **Calculation method:** The Net Present Value of future cash flows plus capital resources divided by insurance-in-force
- **Frequency:** Annual; HUD will investigate ways of showing on a quarterly basis how the business is tracking against the most recent actuarial forecast.
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** The data originate in the Single-Family Insurance System-Claims Subsystem, and for convenience are reported from FHA Single Family Housing Enterprise Data Warehouse.
- **Validation, verification, and improvement of measure:** No data limitations are known to affect this indicator. The loan servicers enter the FHA data, and the FHA monitors the data entry.

Sequence: 1

#### Early Payment Default Rate

- **Description:** This measure is reflective of the credit quality of new endorsements and serves as an important early indicator of mortgage performance. HUD will support sustainable loans that borrowers can afford. Early Payment Defaults (EPDs) occur when a borrower becomes 90 days delinquent on their FHA-insured mortgage within the first six payments.
- **Data source:** FHA Single Family Data Warehouse Meta Tables
- **Unit of measurement:** Percent of mortgages endorsed
- **Dimension:** Percent
- **Calculation method:** Percent of mortgages endorsed with a 90-day delinquency in the first six months of required mortgage payments divided by all mortgages endorsed for the same period
- **Frequency:** Quarterly
- **Direction:** N/A - Tracking Only
- **Data quality (limitations/advantages of the data):** 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, verification, and improvement of measure:** No data limitations are known to affect this indicator. The loan servicers enter the FHA data, and the FHA monitors the data entry.

Sequence: 2

#### Percentage of new FHA mortgages that are first-time homebuyers

- **Description:** This measure computes the percentage of FHA single-family purchase originations for which the borrower is a first-time homebuyer.
- **Data source:** Single-Family Data Warehouse and American Housing Survey
- **Unit of measurement:** Share of FHA originations that belong to first-time homebuyers
- **Dimension:** Percent

- **Calculation method:** Percent of FHA originations made to first-time homebuyers.
- **Frequency:** Quarterly
- **Direction:** N/A - Tracking Only
- **Data quality (limitations/advantages of the data):** 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, verification, and improvement of measure:** American Housing Survey is available every 2 years.

Sequence: 3

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

- **Description:** This measure tracks the FHA share of the mortgage market. HUD monitors FHA's role in the housing market and the potential crowding out of private capital. HUD does not maintain any market share goals, and only tracks these data points for informational purposes.
- **Data source:** FHA Single Family Data Warehouse, CoreLogic TrueStandings; Mortgage Bankers Association of America
- **Unit of measurement:** Percent of FHA Mortgage Originations
- **Dimension:** Percentage
- **Calculation method:** Purchase, refinance and total share of specified mortgage market over share of entire market
- **Frequency:** Quarterly; Revised Annually
- **Direction:** N/A - Tracking Only
- **Data quality (limitations/advantages of the data):** HUD rely upon the Mortgage Bankers Association of America for total volumes and CoreLogic for average loan amounts (used to derive loan counts).
- **Validation, verification, and improvement of measure:** HUD discussed data quality with Mortgage Bankers Association of America and with CoreLogic and have open communications to express any concerns.

Sequence: 4

***Higher Risk Loans***

***High Risk Loans - Share of FHA purchase loans with (DTI) >50%***

- **Description:** HUD will monitor the percentage of loans with higher risk features. Metrics include the share of FHA-insured home purchase loans with debt to income (DTI) >50% or with down payment assistance (DPA) and the share of FHA refinances that include cashouts
- **Data source:** Single Family Data Warehouse
- **Unit of measurement:** Percent of all non-streamline single family forward FHA purchase and non-streamline refinance loans with debt to income (DTI) >50%
- **Dimension:** Percentage
- **Calculation method:** Share of all non-streamline single family forward FHA purchase and non-streamline refinance loans with debt to income (DTI) >50%
- **Frequency:** Quarterly
- **Direction:** N/A - Tracking Only
- **Data quality (limitations/advantages of the data):** FHA is dependent on lender to enter correct data.
- **Validation, verification, and improvement of measure:** No data limitations are known to affect this indicator. The loan servicers enter the FHA data, and the FHA monitors the data entry.
- **Sequence:** 5a

***Share of FHA purchase loans with Downpayment Assistance (DPA) (including secondary financing)***

- **Description:** HUD will monitor the percentage of loans with higher risk loan program features: Metrics include the share of FHA purchase loans that have associated DPA.
- **Data source:** Single Family Data Warehouse
- **Unit of measurement:** Percent of FHA purchase loans with DPA
- **Dimension:** Percentage
- **Calculation method:** Share of FHA purchase loans with DPA over all FHA single family forward purchase endorsements
- **Frequency:** Quarterly
- **Direction:** N/A - Tracking Only
- **Data quality (limitations/advantages of the data):** FHA is dependent on lender to enter correct data.

- **Validation, verification, and improvement of measure:** There are known limitations on collection of DPA data as FHA is dependent on lender to enter the correct data at time of closing/endorsement. FHA does not track DPA provider by name and risk management has suggested the system owners do so as soon as possible.
- **Sequence:** 5b

**Higher Risk Loans - Share of FHA refinance loans with cash outs**

- **Description:** HUD will monitor the percentage of loans with higher risk loan program features: Metrics include the share of FHA non-streamline refinance endorsements that include cash outs.
- **Data source:** Single Family Data Warehouse
- **Unit of measurement:** Percent of FHA non-streamline refinance endorsements that include cash outs
- **Dimension:** Percentage
- **Calculation method:** Share of cash out refinance loans over all FHA single family forward non-streamline refinance endorsements
- **Frequency:** Quarterly
- **Direction:** N/A - Tracking Only
- **Data quality (limitations/advantages of the data):** FHA is dependent on lender to enter correct data.
- **Validation, verification, and improvement of measure:** No data limitations are known to affect this indicator. The loan servicers enter the FHA data, and the FHA monitors the data entry.
- **Sequence:** 5c

**Alternative Construction Letters**

- **Description:** HUD will monitor the number of Alternative Construction (AC) letters issued by the Office of Manufactured Housing Programs. Data shows the number of letters which are in effect in each fiscal year. It is not limited to new letters. A manufacturer submits a request for Alternative Construction to HUD when the construction would be prohibited by the existing Federal Manufactured Home Construction and Safety Standards. HUD issues AC letters to manufacturers to allow such alternative construction when it is equivalent to or superior to that required by the Standards. A reduction in the number of alternative construction letters is indicative of a reduced regulatory burden on the manufactured housing industry.
- **Data source:** A manufacturer proposes to HUD a request for Alternative Construction (AC) when the construction would be prohibited by the Standards. HUD issues AC letters to manufacturers to allow such alternative construction when it is equivalent to or superior to that required by the Standards. HUD maintains records of such AC letters or approvals issued by the Department.
- **Unit of measurement:** Number of current Alternative Construction Letters issued by HUD that are in effect.
- **Dimension:** Count
- **Calculation method:** Total letters issued includes all active AC letters that are currently in effect for Housing Manufacturers.
- **Frequency:** Upon request from a manufacturer.
- **Direction:** N/A - Tracking Only
- **Data quality (limitations/advantages of the data):** N/A
- **Validation, verification, and improvement of measure:** When HUD updates its Manufactured Housing Construction Standards on a regular basis, the number of Alternative Construction requests should decrease accordingly for the items covered. This helps keep pace with innovation and the use of new technology in manufactured homes.

Sequence: 6

**Strategic Objective: Reduce Homelessness**

**Length of homelessness**

- **Description:** Average length of time persons experience homelessness. At this time, only persons experiencing sheltered homelessness are included in this measure; future data submissions will include persons experiencing unsheltered homelessness as well.
- **Data source:** Data collected in each Continuum of Care's (CoC's) Homeless Management Information Systems (HMIS). Data is reported as "System Performance Measures" into the Homelessness Data Exchange (HDX).
- **Unit of measurement:** Days
- **Dimension:** Weighted Rate
- **Calculation method:** Each CoC is required to collect data and report to HUD annually on specific system performance measures. These measures are based on a set of programming specifications HUD provided to communities to ensure consistency: <https://www.hudexchange.info/resource/4483/system-performance-measures-tools/>.

- **Frequency:** Annually
- **Direction:** Decrease
- **Data quality (limitations/advantages of the data):** Data is relatively comprehensive as CoCs must report data regardless of funding source. The data is limited by how many projects report their data in Homeless Management Information System (HMIS) and how accurate their data quality is. HUD requires each CoC to track null and missing value information as well as other data quality concerns. The rates of data quality issues per each response element that impacts the system performance measures is submitted to HUD at the time that the measures are submitted. HUD reviews this and includes the data quality piece in its larger evaluation of the system performance measures.
- **Validation, verification, and improvement of measure:** HUD includes the system performance measures in its annual CoC Program Competition, along with data quality and HMIS bed coverage information. This creates incentives to have accurate data as well as to show improved outcomes. Because this process is relatively new (only 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.

**Sequence:** 7

***Number of people experiencing homelessness***

- **Description:** Total number of people experiencing homelessness based on a count that occurs on a single night, usually in January.
- **Data source:** Point-in-Time (PIT) count reported in the Homelessness Data Exchange (HDX)
- **Unit of measurement:** Homeless persons on a single night, usually in January
- **Dimension:** Count
- **Calculation method:** A count of homeless persons on a single night, usually in January
- **Frequency:** Although many jurisdictions count annually, 24 CFR 578.7(c)(2) only requires that the counts be done "biennially"
- **Direction:** Decrease
- **Data quality (limitations/advantages of the data):** HUD establishes PIT count guidance annually that states the minimum amount of data that all Continuums of Care (CoCs) must collect and report to HUD. There are additional reporting tools that provide guidance on HUD's reporting requirements and standards.
- **Validation, verification, and improvement of measure:** When CoCs submit their data in the HDX, there are also several validations in HDX itself to ensure consistency in reporting. After the data are submitted, HUD's contractors analyze the data again and call communities if there are further discrepancies that need to be explained or corrected.

**Sequence:** 8

***Number of people experiencing unsheltered homelessness***

- **Description:** Total number of people experiencing unsheltered homelessness based on a count that occurs on a single night, usually in January.
- **Data source:** Point-in-Time (PIT) count reported in the Homelessness Data Exchange (HDX)
- **Unit of measurement:** Homeless persons in specified situation on a single night, usually in January
- **Dimension:** Count
- **Calculation method:** A count of homeless persons on a single night, usually in January
- **Frequency:** Although many jurisdictions count annually, 24 CFR 578.7(c)(2) only requires that the counts be done "biennially"
- **Direction:** Decrease
- **Data quality (limitations/advantages of the data):** HUD establishes PIT count guidance annually that states the minimum amount of data that all Continuums of Care (CoCs) must collect and report to HUD. There are additional reporting tools that provide guidance on HUD's reporting requirements and standards.
- **Validation, verification, and improvement of measure:** When CoCs submit their data in the HDX there are also several validations in HDX itself to ensure consistency in reporting. After the data are submitted, HUD's contractors analyze the data again and call communities if there are further discrepancies that need to be explained or corrected.

**Sequence:** 9

***Returns to homelessness***

- **Description:** National average percentage of people returning to homelessness within 6 months in CoCs.
- **Data source:** Data collected in each Continuum of Care's (CoC's) Homeless Management Information Systems (HMIS). Data is reported as "System Performance Measures" into the Homelessness Data Exchange (HDX).
- **Unit of measurement:** Persons
- **Dimension:** Weighted Percentage



- **Calculation method:** Each Continuum of Care (CoC) is required to collect data and report to HUD annually on specific system performance measures. These measures are based on a set of programming specifications HUD provided to communities to ensure consistency: <https://www.hudexchange.info/resource/4483/system-performance-measures-tools/>.
- **Frequency:** Annually
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Data is relatively comprehensive as CoCs must report data regardless of funding source. The data limited by how many projects report their data in HMIS and how accurate their data quality is. HUD requires each CoC to track null and missing value information as well as other data quality concerns. The rates of data quality issues per each response element that impacts the system performance measures is submitted to HUD at the time that the measures are submitted. HUD reviews this and includes the data quality piece in its larger evaluation of the system performance measures.
- **Validation, verification, and improvement of measure:** HUD includes the system performance measures in its annual CoC Program Competition, along with data quality and HMIS bed coverage information. This creates incentives to have accurate data as well as to show improved outcomes. Because this process is relatively new (only 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.

Sequence: 10

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

- **Description:** Proportion of permanent supportive housing units serving people experiencing chronically homeless.
- **Data source:** Continuum of Care (CoC) Application
- **Unit of measurement:** Percentage of permanent supportive housing beds serving specified individuals and families
- **Dimension:** Percentage
- **Calculation method:** HUD conducts an annual competition for CoC Program funding. HUD encourages CoCs to use existing permanent supportive housing beds/units to serve persons experiencing chronic homelessness, either through dedicating existing or new beds or by prioritizing existing beds for persons experiencing chronic homelessness. This measure reflects the proportion of all beds/units funded in the competition that are either dedicated or prioritized to serve individuals and families experiencing chronic homelessness.
- **Frequency:** Annually
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Eligible CoC applicants apply for funding for permanent supportive housing, with prioritized or dedicated beds for the chronically homeless.
- **Validation, verification, and improvement of measure:** HUD staff review each project carefully to ensure the project complies with HUD requirements and reviews the application carefully to verify that the data in the application is accurate.

Sequence: 11

***Percentage of exits from Continuum of Care (CoC)-funded permanent supportive housing to rental assistance with other subsidies***

- **Description:** Exits from CoC-funded proportion of permanent supportive housing to less service-intensive housing subsidies.
- **Data source:** The Homeless Assistance Application and Grants Management System, e-snaps
- **Unit of measurement:** Number of exits from CoC-funded permanent supportive housing to a subsidized unit
- **Dimension:** Count
- **Calculation method:** HUD's CoC grant recipients are required to report on their grants 90 days after the grant's operating end date. HUD aggregates the data into an annual total.
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** CoC Program recipients are required to upload their data directly from HMIS. This prevents clerical error and when data errors arise the reporting system notifies the recipients that an error exists in the data and the nature of the error. The data in HMIS is tied to other reporting like system performance measures which creates incentives for communities to ensure the data in HMIS is accurate.
- **Validation, verification, and improvement of measure:** CoC Program recipients are required to upload their data directly from HMIS. This prevents clerical error and when data errors arise the reporting system notifies the recipients that an error exists in the data and the nature of the error. The reporting tool does not accept data when there are errors. This forces recipients to

correct the data in their local HMIS and only allows recipients to submit data that meets a minimum level of data quality and consistency.

**Sequence:** 12

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

**Public and Indian Housing**

***Percentage of admissions to Housing Choice Vouchers (HCV) who were homeless at admission***

- **Description:** Percentage of households admitted into HCV who were experiencing homelessness at point of entry into the program.
- **Data source:** Integrated Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Percentage of households admitted into HCV who were experiencing homelessness at point of entry into the program.
- **Dimension:** Percentage
- **Calculation method:** Number of homeless households admitted into HCV program divided by number of all households admitted into HCV program
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Public housing agencies (PHAs) self-report the data. PIH continues to work with PHAs to ensure use of a consistent definition of “homeless” across HUD programs.
- **Validation, verification, and improvement of measure:** PIH issued guidance in the form of Notice PIH 2013-15 to help correct the data quality issue.
- **Sequence:** 13a

***Percentage of admissions to Public Housing (PH) who were homeless at admission***

- **Description:** Percentage of households admitted into PH who were experiencing homelessness at point of entry into the program.
- **Data source:** Integrated Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Percentage of households admitted into PH who were experiencing homelessness at point of entry into the program.
- **Dimension:** Percentage
- **Calculation method:** Number of homeless households admitted into PH divided by number of all households admitted into PH
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Public housing agencies (PHAs) self-report the data. PIH continues to work with PHAs to ensure use of a consistent definition of “homeless” across HUD programs.
- **Validation, verification, and improvement of measure:** PIH issued guidance in the form of Notice PIH 2013-15 to help correct the data quality issue.
- **Sequence:** 13b

**Housing**

***Percentage of admissions to Multifamily Housing who were homeless at admission***

- **Description:** Percentage of households admitted into Multifamily Housing who were experiencing homelessness at point of entry into the program.
- **Data source:** Tenant Rental Assistance Certification System (TRACS)
- **Unit of measurement:** Percentage of households admitted into Multifamily Housing who were experiencing homelessness at point of entry into the program.
- **Dimension:** Percentage
- **Calculation method:** Number of homeless households admitted into Multifamily units divided by number of all households admitted into Multifamily units
- **Frequency:** Monthly
- **Direction:** N/A – Tracking Only

- **Data quality (limitations/advantages of the data):** Data collection started in late 2014. Multifamily continues to work with property owners to ensure use of a consistent definition of “homeless” across HUD programs.
- **Validation, verification, and improvement of measure:** N/A
- **Sequence:** 13c

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

- **Description:** Percentage of available beds in rural CoCs for which coverage data are being reported into the Homeless Management Information System (HMIS), as a proxy for these communities’ level of capacity and coordination with other homeless services providers.
- **Data source:** Housing Inventory Count (HIC)
- **Unit of measurement:** Percentage of available beds in rural CoCs for which coverage data are being reported into the HMIS,
- **Dimension:** Percentage
- **Calculation method:** CoCs annually report their inventory of beds dedicated to persons experiencing homelessness. CoCs also report how many of those beds are recorded in HMIS. HUD will divide the number of beds in HMIS by the total beds available for the rural communities.
- **Frequency:** Annually
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** CoCs annually report their inventory of beds dedicated to persons experiencing homelessness, regardless of funding source. While many CoCs can export data about their housing inventory directly from their local HIMS, CoCs that have projects that are not in HMIS must engage the provider through surveys to obtain the data. The more beds reported in HMIS that are reported in the HIC, the greater the ability for the community to coordinate services and track the outcomes of the projects in the CoC. Because providers that target services survivors of domestic violence are not required to enter data into HMIS, their data quality tends to be lower.
- **Validation, verification, and improvement of measure:** HUD’s technical assistance providers work with CoCs to ensure the data is consistent within the HIC and relative to the Point-in-Time (PIT) count data. HUD works with its Federal partners to understand whether they believe the data on their providers is accurate. Further collaboration with Federal partners could improve the data each year.

**Sequence:** 14

#### ***HUD-VA Supportive Housing (HUD-VASH) utilization***

- **Description:** Number of HUD-VASH vouchers currently leased as a proportion of all allocated and active HUD-VASH vouchers.
- **Data source:** Veterans Affairs (VA) Homeless Registry, Integrated Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Percentage of HUD-VASH vouchers currently leased
- **Dimension:** Count
- **Calculation method:** Number of HUD-VASH vouchers currently leased divided by number of active HUD-VASH vouchers allocated through the previous fiscal year
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** This data come from VA’s homeless registry after matching and validation with HUD’s IMS/PIC system. VA data come from self-reports by case managers working directly with Veterans and are subject to human error and delays in reporting.
- **Validation, verification, and improvement of measure:** The number of active, allocated vouchers changes regularly and at inconsistent intervals as a result of variations in fiscal year (FY) appropriations. This makes year-over-year comparisons an incomplete means of measuring progress. The denominator of the calculation used to produce this metric uses data from the end of the previous fiscal year (e.g., the metric for F18 voucher utilization will use active vouchers awarded through FY17) to provide a grace period for leasing in the situation of delayed FY appropriations.

**Sequence:** 15

#### ***Continuum of Care funding metrics for substance abuse treatment***

- **Description:** The percentage of Continuum of Care Program funding that goes to substance abuse treatment efforts.
- **Data source:** Data collected in each Continuum of Care’s (CoC’s) Homeless Management Information Systems (HMIS). Data is reported as “System Performance Measures” into the Homelessness Data Exchange (HDX).
- **Unit of measurement:** Dollars
- **Dimension:** Percentage
- **Calculation method:** Percentage of Continuum of Care Program funding that is spent on substance abuse treatment efforts.

- **Frequency:** Annual
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** HUD does not directly control how money spent as CoC grantees have discretion to use their individual funding to provide a multitude of services allowed under the CoC Program.
- **Validation, verification, and improvement of measure:** HUD's technical assistance providers work with CoCs to ensure the data is consistent and accurate.

Sequence: 16

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

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

### Office of Lead Hazard Control and Healthy Homes

#### **Lead Hazard Control Grants**

- **Description:** Number of housing units made healthy and lead-safe through HUD's Lead Hazard Control Grants.
- **Data source:** Grantee reports to Healthy Homes Grant Management System
- **Unit of measurement:** Housing units
- **Dimension:** Count
- **Calculation method:** Total of units from each grantee
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Units are counted only after payment has been made after lead hazard control work has been done and the units have been cleared for re-occupancy, so grantees have a fiduciary responsibility to report accurately; but some grantees report on a single unit more than once, as they make partial and then final payments.
- **Validation, verification, and improvement of measure:** Reports are validated against financial payments (LOCCS reporting) and verified by remote and on-site monitoring by grant Government Technical Representatives. Having software checks for duplicate counting of units would improve the measure.
- **Sequence:** 17a

#### **Healthy 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
- **Unit of measurement:** Housing units
- **Dimension:** Count
- **Calculation method:** Total of units from each grantee
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Units are counted only after payment has been made after hazard control work has been done and re-occupancy has been allowed, so grantees have a fiduciary responsibility to report accurately; but some grantees report on a single unit more than once, as they make partial and then final payments.
- **Validation, verification, and improvement of measure:** Reports are validated against financial payments (Line of Credit Control System reporting) and verified by remote and on-site monitoring by grant Government Technical Representatives. Having software checks for duplicate counting of units would improve the measure.
- **Sequence:** 17b

#### **Lead Hazard Enforcement**

- **Description:** Number of housing units made healthy and lead-safe through HUD's Lead Disclosure Rule Enforcement.
- **Data source:** Property owner/property manager reports
- **Unit of measurement:** Housing units
- **Dimension:** Count
- **Calculation method:** Total of units from each owner/manager

- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Units are counted only after the owners/managers have documented completing work and the units have been tested 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, verification, and improvement of measure:** Lead hazard control work is validated by consistency checks on records from owners and managers. They are then verified by EPA- or State-certified lead risk assessors. The measure could be improved with routine on-site quality control checking by HUD lead program enforcement and/or its lead enforcement partners.
- **Sequence:** 17c

**Community Planning & Development**

***Lead Safe Housing Rule (LSHR) - HOME-CDBG-HOPWA***

- **Description:** Housing units made lead safe through work under HUD’s Lead Safe Housing Rule.
- **Data source:** Reporting by funding recipients as tracked by the Integrated Disbursement and Information System (IDIS)
- **Unit of measurement:** Housing units
- **Dimension:** Count
- **Calculation method:** Total of units from each funding recipient
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Units are counted only after payment has been made for completing work and allowing re-occupancy, so funding recipients have a fiduciary responsibility to report accurately; routine on-site quality control checking for lead results by HUD lead program enforcement and/or its lead enforcement partners is not conducted.
- **Validation, verification, and improvement of measure:** Reports are validated against financial payments (LOCCS reporting) and verified by remote and on-site monitoring by CPD representatives. Measure would be improved by routine on-site quality control checking for lead results by HUD lead program enforcement and/or its lead enforcement partners.
- **Sequence:** 17d

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

- **Description:** This measure will track the prevalence of children from birth to age 5 exposed to lead in targeted, high-risk communities (i.e., communities where lead hazard control grant work is being conducted), and the overall reduction over time.
- **Data source:** Decennial Censuses, American Housing Surveys, American Community Surveys, HUD Neighborhood Surveys
- **Unit of measurement:** Children from birth to age 5
- **Dimension:** Percentage
- **Calculation method:** Prevalence of children from birth to age 5 exposed to lead in targeted, high-risk communities
- **Frequency:** Annual
- **Direction:** Decrease
- **Data quality (limitations/advantages of the data):** Limitations include precision and accuracy of tracing births, and move-ins, move-outs, and age-outs if children under age 6 at grant startup and annually thereafter. Advantages are in local data specificity.
- **Validation, verification, and improvement of measure:** Bureau of Census validation and verification of Census, ACS, AHS. HUD needs improvement of data quality of other local data.

Sequence: 18

**Strategic Objective: Enhance Rental Assistance**

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

**Rental Assistance Demonstration (RAD)**

- **Description:** Number of Public Housing (PH) units transitioned to the Section 8 platform through the RAD program.
- **Data source:** RAD Resource Desk.
- **Unit of measurement:** Number of PH units

- **Dimension:** Count
- **Calculation method:** Number of units in transactions that closed within the time period as recorded in the RAD Resource Desk.
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** The RAD Resource Desk contains all information on each individual RAD transaction, including the documentation evidencing that a closing has occurred. All transactions should be recorded in IMS/PIC within seven (7) days of closing.
- **Validation, verification, and improvement of measure:** The IMS/PIC system records the current status of all public housing inventory removals. Closings in the RAD Resource Desk are compared monthly to unit removals from the IMS/PIC system to ensure accounting consistency. The Office of Recapitalization maintains the RAD Resource Desk. The IMS/PIC system is maintained by PIH. Both systems are reviewed and updated regularly by Public Housing Agencies (PHAs).
- **Sequence:** 19a

#### Voluntary Conversions

- **Description:** Number of Public Housing (PH) units transitioned from Annual Contributions Contract/ Declaration of Trust (ACC/DOT) through Voluntary Conversion.
- **Data source:** Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Number of PH units
- **Dimension:** Count
- **Calculation method:** Based on units transitioned in transactions that were approved within the time period as recorded in IMS/PIC
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** PHAs begin the process by applying with IMS/PIC. HUD processes the application in IMS/PIC and then, all transactions are recorded in IMS/PIC within seven (7) days of closing by Field Office. HUD also tracks assignments in Assignment Tracker. Timeliness and validity of data are dependent what PHAs submit. We ensure that data is of good quality during the reviews of applications.
- **Validation, verification, and improvement of measure:** The Special Applications Center (SAC) maintains a back-up spreadsheet with all transactions listed and verifies in the IMS/PIC system.
- **Sequence:** 19b

#### Section 18 (Demolition/Disposition)

- **Description:** Number of Public Housing (PH) units approved for transition from Annual Contributions Contract/ Declaration of Trust (ACC/DOT) through demolition or disposition under Section 18.
- **Data source:** Inventory Management System/Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Number of PH units
- **Dimension:** Count
- **Calculation method:** Based on units approved for demolition or disposition that were approved within the time period as recorded in IMS/PIC
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** PHAs begin the process by applying in IMS/PIC. HUD processes the application and then approvals are recorded in IMS/PIC. Once units are actually removed from the ACC/DOT, IMS/PIC is further updated within seven (7) days of the removal action by the Special Applications Center (SAC). Staff ensure that data is valid during the reviews of applications.
- **Validation, verification, and improvement of measure:** The SAC maintains an Assignment Tracker as a back-up spreadsheet with all transactions listed and verifies data in the IMS/PIC system.
- **Sequence:** 19c

#### Declaration of Trust Release

- **Description:** Number of Public Housing units transitioned from Annual Contributions Contract/ Declaration of Trust (ACC/DOT) through release of the Declaration of Trust in which the PHA retains title to the land.
- **Data source:** Inventory Management System/Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Number of PH units

- **Dimension:** Count
  - **Calculation method:** Based on PH units approved for a DOT release within the time period as recorded in IMS/PIC
  - **Frequency:** Quarterly
  - **Direction:** Trending upward
  - **Data quality (limitations/advantages of the data):** PHAs begin the process by applying with IMS/PIC. HUD processes the application in IMS/PIC. Then, all transactions are recorded in IMS/PIC within seven (7) days of closing by Field Office. HUD also tracks assignments in an Assignment Tracker.
  - **Validation, verification, and improvement of measure:** The Special Applications Center (SAC) maintains a back-up spreadsheet with all transactions listed and verifies in the IMS/PIC system.
- Sequence: 19d**

**Public Housing occupancy rate**

- **Description:** This measure will track the percentage of Public Housing units that are occupied so that HUD can ensure optimal occupancy rates for units remaining in the Public Housing program.
- **Data source:** Inventory Management System/Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Percent of occupied PH units
- **Dimension:** Percentage
- **Calculation method:** Occupancy Rate is calculated using a data set of all units under an Annual Contribution Contract (ACC) and the following methodology: number of occupied PH rental units divided by number of habitable units (excluding those uninhabitable for reasons of modernization, other approved uses, approved for removal from inventory, etc.).
  - Occupied PH rental units are units occupied by assisted tenants, units occupied by non-assisted tenants, and special use units.
- **Frequency:** Annual; Fiscal year-end
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** PHAs self-report inventory and occupancy data in HUD’s IMS/PIC using Form HUD 50058. Changes to unit use categories are approved by local HUD field offices. This data is used to calculate Capital Fund and Operating Fund grants. PHAs annually certify the accuracy of PH building and unit counts within IMS/PIC system.
- **Validation, verification, and improvement of measure:** The measurement validation processes applied to the “PH occupied rental units” metric also apply to the PH occupancy rate.

**Sequence: 20**

**Housing Choice Voucher (HCV) budget utilization**

- **Description:** This metric is measured using the calendar year-to-date Housing Assistance Payment (HAP) spending as a percentage of budget authority. Specific budget utilization, voucher utilization, and limited HAP reserve targets optimize the number of households that a PHA can serve given its budget and reserves.
- **Data source:** Voucher Management System (VMS) for HAP spending and HUDCAPS for Budget Authority
- **Unit of measurement:** Housing Assistance Payments (HAP) expended as percent of all budget authority.
- **Dimension:** Percentage
- **Calculation method:** Housing Assistance Payments (HAP) expended on a calendar year to date basis as a percent of budget authority on a calendar year to date basis. Moving to Work PHA budget authority is calculated as 100% expended.
- **Frequency:** Annual; Fiscal year-end
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** VMS data captures information related to leasing and HAP expenses for the HCV program. PHAs enter the information, which is therefore subject to human (data-entry) error. The Department, however, has instituted “hard edits” for entries in the system.
- **Validation, verification, and improvement of measure:** A “hard edit” is generated when a public housing agency enters data that are inconsistent with prior months’ data input. If there is an issue that cannot be resolved successfully, the transaction is rejected, and the public housing agency is required to re-enter the correct information. This process provides additional assurance that the reported data are accurate. The HCV program uses three other means to ensure the accuracy of the data:
  1. HUD has developed a voucher utilization projection tool, which will enable the Department and public housing agencies to forecast voucher utilization and better manage the Voucher program.
  2. The HCV Financial Management Division performs data-validation checks of the VMS data after the monthly database has been submitted to HUD Headquarters for management reporting purposes. Data that appear to be inconsistent with prior months’ data are resolved with the public housing agency. Corrections are entered directly into the VMS to ensure that the data are accurate.

3. The Public and Indian Housing Quality Assurance Division validates the data using onsite and remote VMS reviews. The division staff reviews source documents on site at the public housing agency to determine if the leasing, HAP expenses, and Net Restricted Assets are consistent with data reported in VMS. The Real Estate Assessment Center (REAC) also compares VMS to the Financial Assessment System (FASS) data and rejects it if it is materially different.

**Sequence:** 21

***Number of families served through HUD rental assistance***

- **Description:** This will track the number of rental units occupied by HUD-assisted households.
- **Data source:** Multiple
- **Unit of measurement:** Number of occupied units per program
- **Dimension:** Count
- **Calculation method:** Total count of units supported by rental assistance programs serving households (each household occupies one unit)
- **Frequency:** Varied, see below
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** See sub-metrics below.
- **Validation, verification, and improvement of measure:** See sub-metrics below.

**Public and Indian Housing**

***Tenant-Based Rental Assistance (TBRA)/ Housing Choice Vouchers (HCV)***

- **Description:** This indicator tracks the number of utilized vouchers within PIH's HCV program, including tenant-based and project-based vouchers. This data is reported 70 days after the end of the quarter due to data validation processes.
- **Data source:** Voucher Management System (VMS)
- **Unit of measurement:** Number of utilized TBRA vouchers
- **Dimension:** Count
- **Calculation method:** The number of leased vouchers entered into PIH's Voucher Management System (VMS).
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** VMS captures information related to the leasing and Housing Assistance Payment (HAP) expenses for the HCV program. Public housing agencies (PHAs) enter the information, which is therefore subject to human (data-entry) error. The Department, however, has instituted "hard edits" for entries in the system.
- **Validation, verification, and improvement of measure:** The HCV program uses four other means to ensure the accuracy of the data:
  1. HUD has developed a voucher utilization projection tool, which will enable the Department and public housing agencies to forecast voucher utilization and better manage the Voucher program.
  2. The Housing Choice Voucher Financial Management Division performs data-validation checks of the VMS data after the monthly database has been submitted to HUD Headquarters for management reporting purposes.
  3. Data that appear to be inconsistent with prior months' data are resolved with the public housing agency.
  4. Corrections are entered directly into the VMS System to ensure that the data are accurate.
- **Sequence:** 22a

***Public Housing***

- **Description:** This indicator tracks the number of occupied rental units within PIH's Public Housing (PH) program.
- **Data source:** Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** PH rental units under an Annual Contribution Contract (ACC)
- **Dimension:** Count
- **Calculation method:** The number of occupied PH rental units includes only units that are identified as being under an ACC with HUD. PH units are assigned a unit category and status to note the nature of use within the program. The number of occupied PH rental units is the number of units with the following statuses: "occupied by assisted tenants", "occupied by non-assisted tenants", and "special use".
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only



- **Data quality (limitations/advantages of the data):** Public housing agencies (PHAs) self-report inventory and occupancy data in IMS/PIC using Form HUD 50058. Changes to unit use categories are approved by local HUD field offices. This data is used to calculate Capital Fund and Operating Fund grants. PHAs annually certify the accuracy of public housing building and unit counts within IMS/PIC system.
- **Validation, verification, and improvement of measure:** Through the annual Capital Fund certification process, errors in physical inventory information are identified in IMS/PIC. PHAs are required to correct errors before certifying the accuracy of the data for each development. When a PHA encounters errors that the PHA staff or HUD field office staff cannot correct, the PHA is required to inform the Real Estate Assessment Center Technical Assistance Center help desk and to enter the help desk ticket number and a comment in their certification. The IMS/PIC system unit status data benefited from a major evaluation in 2011. In addition to recent technical efforts to correct system-driven data anomalies, PIH is developing additional tools to further enhance the ability of PHAs and field offices to ensure that the PIC unit status data is accurate.
- **Sequence:** 22b

#### ***PIH Moderate Rehabilitation***

- **Description:** The Moderate Rehabilitation program provides project-based rental assistance for low income families. The program was repealed in 1991 and no new projects are authorized for development. Assistance is limited to properties previously rehabilitated pursuant to a housing assistance payments (HAP) contract between an owner and a public housing agency (PHA).
- **Data source:** Each year, PHAs provide data to the PIH field offices, including which Moderate Rehabilitation contracts will be renewed. The field offices calculate renewal rents and forward all data to the Financial Management Center, which confirms the data and calculates and requests total required renewal and replacement funding.
- **Unit of measurement:** Number of occupied units
- **Dimension:** Count
- **Calculation method:** Count
- **Frequency:** Annual
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Timeliness and validity of data are dependent on multiple entities, including the Moderate Rehabilitation project owners, PIH field offices, and the Financial Management Center. Data is manually entered and validated.
- **Validation, verification, and improvement of measure:** The Financial Management Center reviews the data provided by the field offices and follows-up on incorrect or suspect data before submitting funding requests. A Financial Management Center division director or team leader must approve funding obligation and disbursement based on the number of occupied units. The Office of Housing Voucher Programs is currently working to develop a more streamlined and automated process to verify and improve the validations.
- **Sequence:** 22c

#### ***Office of Native American Programs (ONAP)***

- **Description:** This indicator tracks the additional number of rental units built using funds administered by PIH's Office of Native American Programs (ONAP).
- **Data source:** ONAP Access databases
- **Unit of measurement:** Number of units
- **Dimension:** Count
- **Calculation method:** HUD aggregates the number of ONAP rental units based on each grantee's annual report of the number of affordable units built or acquired using Indian Housing Block Grant Funds.
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** As the data are self-reported, the data are subject to human (data-entry) error. However, ONAP has instituted "hard edits" for entries in the system.
- **Validation, verification, and improvement of measure:** The data are continually reviewed by HUD. When inaccurate data are discovered or suspected, program specialist's follow-up with grantees to resolve.
- **Sequence:** 22d

#### ***Housing***

**Section 8 Project-Based Rental Assistance (PBRA) units**

- **Description:** This sub-metric tracks the number of families receiving rental assistance through the PBRA program.
- **Data source:** Tenant Rental Assistance Certificate System (TRACS) and Integrated Real Estate Management System (iREMS)
- **Unit of measurement:** Households receiving rental assistance through the PBRA program
- **Dimension:** Count
- **Calculation method:** Number of units receiving rental assistance through the PBRA program (there is one household per unit)
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** TRACS has more than 6,000 business rules to ensure data validation. Data fields are required for property and project management purposes. These systems serve two primary customers: HUD staff and business partners called performance-based contract administrators.
- **Validation, verification, and improvement of measure:** The system business rules and operating procedures are defined in HUD Occupancy Handbook 4350.3; HUD's IT system security protocols; and financial requirements established in the Office of Management and Budget's Circular A-127. Often referenced as validation rules, these business rules check for data accuracy, meaningfulness, and security of access logic and controls. TRACS' primary data element is the HUD 50059 tenant certification, which originates from owner/agents, performance-based contract administrators, and traditional contract administrators. HUD's 50059 transmissions are processed via secure system access and a predetermined system script. Invalid data are identified by an error code and are returned to the sender with a descriptive message and procedures to correct the error. This electronic process approximates that of the paper Form HUD 50059. TRACS edits every field, according to the HUD rental assistance program policies.
- **Sequence:** 22e

**Units subsidized by other Multifamily programs (202, 236 and 221(d)(3) BMIR)**

- **Description:** Number of units covered by old Section 202 direct loans, insured under Section 236, receiving interest reduction payments (IRP), or insured under Section 223(d)(3)BMIR..
- **Data source:** Multifamily Portfolio Reporting Database (MPRD) and Integrated Real Estate Management System (iREMS)
- **Unit of measurement:** Number of units subsidized by the old Section 202, 236, IRP, and BMIR programs
- **Dimension:** Count
- **Calculation method:** Count
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Although these units are assumed to be occupied, there is no assurance that this assumption is correct.
- **Validation, verification, and improvement of measure:** The number of units per project in the MPRD comes from iREMS and has been validated multiple times by project managers in field asset management against source documents.
- **Sequence:** 22f

**Project Rental Assistance Contracts in the Section 202 Housing for the Elderly and Section 811 Housing for Persons with Disabilities programs (202/811 PRAC)**

- **Description:** Number of households receiving rental assistance through a 202/811 PRAC.
- **Data source:** Tenant Rental Assistance Certificate System (TRACS) and Integrated Real Estate Management System (iREMS)
- **Unit of measurement:** Number of households receiving rental assistance through a 202/811 PRAC
- **Dimension:** Count
- **Calculation method:** Number of units receiving assistance through a 202/811 PRAC
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only

- **Data quality (limitations/advantages of the data):** TRACS has more than 6,000 business rules to ensure data validation. Data fields are required for property and project management purposes.
- **Validation, verification, and improvement of measure:** The system business rules and operating procedures are defined in HUD Occupancy Handbook 4350.3; HUD's IT system security protocols; and financial requirements established in the Office of Management and Budget's Circular A-127. Often referenced as validation rules, these business rules check for data accuracy, meaningfulness, and security of access logic and controls. TRACS' primary data element is the HUD 50059 tenant certification, which originates from owner/agents. HUD's 50059 transmissions are processed via secure system access and a predetermined system script. Invalid data are identified by an error code and are returned to the sender with a descriptive message and procedures to correct the error. This electronic process approximates that of the paper Form HUD 50059. TRACS edits every field, according to the HUD rental assistance program policies.
- **Sequence:** 22g

**Low-Income Housing Tax Credit (LIHTC)/Insured Tax-Exempt (TE)**

- **Description:** Number of units covered by commitments related to the use of new or existing low-income housing tax credits (LIHTC) tax-exempt bond financing as part of the FHA transaction. The LIHTC program is an indirect Federal subsidy used to finance the development of affordable rental housing for low-income households.
- **Data source:** Office of Housing Development Management Action Plan goals SharePoint site
- **Unit of measurement:** Number of units
- **Dimension:** Count
- **Calculation method:** Number of units covered by commitments related to the use of new or existing low-income housing tax credits (LIHTC) tax-exempt bond financing as part of the FHA transaction
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Complete new LIHTC/TE units are posted on the SharePoint site based on data provided by the HUD Project Managers who have worked on these projects.
- **Validation, verification, and improvement of measure:** HUD field staff provide the data, which is reviewed and verified by Multifamily Hub and Headquarters staff.
- **Sequence:** 22h

**Mortgage Insurance for Residential Care Facilities (Section 232)**

- **Description:** Affordable assisted living facility units for Medicaid-eligible tenants preserved by Section 232 endorsements within a fiscal year.
- **Data source:** Development Application Processing System (DAP); SharePoint
- **Unit of measurement:** Number of Medicaid-eligible assisted living facility units preserved
- **Dimension:** Count
- **Calculation method:** To estimate the number of Medicaid-supported affordable assisted living facility residential units endorsed under Section 232 in a fiscal year, the total national Medicaid percentage is applied as a multiplier to the total volume of Section 232 assisted living facility units endorsed. The national Medicaid percent table is a component of CMS' (Centers for Medicare & Medicaid Services) National Health Expenditure data set that calculates the national percentage of Medicaid spending within the United States each year.
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** The Medicaid percent utilized for this calculation is based upon best-available independent analysis conducted on national data.
- **Validation, verification, and improvement of measure:** The Office of Residential Care Facilities monitors and verifies actual data quarterly.
- **Sequence:** 22i

**Major Initiative: Promote Economic Opportunity**

- **Percentage of work-able households exiting assisted housing with low subsidy needs Description:** This measure tracks the proportion of work-able assisted households that exit tenant-based assisted housing with income-based subsidies at or near zero. Such low subsidies imply that household incomes have increased to the extent that market-based housing is within reach.

This measure will serve as a proxy for positive exits as HUD secure the new data on all Section 8, Public Housing, and Multifamily programs. For this measure, “work-able household” is defined to mean a household containing at least one non-elderly, non-disabled adult member.

- **Data source:** HUD’s Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Percentage of households exiting the Housing Choice Voucher (HCV) program in the calendar year with subsidy at or near zero
- **Dimension:** Percentage
- **Calculation method:** For the HCV program, compute the percentage of households leaving the program whose Housing Assistance Payment (HAP) is at or below 5 percent of gross rent.
- **Frequency:** Annual
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Data on Housing Assistance Payments in the HCV program are very reliable. Data are not available to report this measure for public housing because the program does not use HAPs. Tenant Rental Assistance Certification System (TRACS) data were not ready for reporting at time of publication, so project-based Section 8 assistance is not included. Future reports should include this this after further analysis.
- **Validation, verification, and improvement of measure:** TRACS data need further assessment to determine the feasibility of estimating this metric for project-based programs.

Sequence: 23

**Strategic Objective: Reduce Barriers to Affordable Housing**

*Reduction in federal regulatory barriers*

- **Description:** This measure will track the number of regulatory revisions implemented in the next 18 months.
- **Data source:** TBD
- **Unit of measurement:** TBD
- **Dimension:** Count
- **Calculation method:** Sum
- **Frequency:** TBD
- **Direction:** Tracking Only
- **Data quality (limitations/advantages of the data):** TBD
- **Validation, verification, and improvement of measure:** TBD

Sequence: 24

*Incentives to federal programs*

- **Description:** This measure will track the addition of incentives to federal programs to encourage jurisdictions to remove barriers.
- **Data source:** TBD
- **Unit of measurement:** TBD
- **Dimension:** Count
- **Calculation method:** Sum
- **Frequency:** TBD
- **Direction:** Tracking Only
- **Data quality (limitations/advantages of the data):** TBD
- **Validation, verification, and improvement of measure:** TBD

Sequence: 25

**Strategic Objective: Develop EnVision Centers**

*Increase the number of physical EnVision Centers*

- **Description:** This metric will track the number of Envision Centers in operation
- **Data source:** HUD spreadsheet
- **Unit of measurement:** Envision Center
- **Dimension:** Count
- **Calculation method:** Sum
- **Frequency:** Annually
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Data quality depends on accuracy of site reports; no formal database exists for tracking this data.
- **Validation, verification, and improvement of measure:** Data is reviewed periodically by HUD staff.

Sequence: 26

**First-time acceptance rate of EnVision Center applications**

- **Description:** Percent of accepted applications that did not require HUD to request additional information from applicants.
- **Data source:** HUD spreadsheet
- **Unit of measurement:** Envision Center Applications
- **Dimension:** Percentage
- **Calculation method:** Number of applications accepted by HUD without additional requests for information from the applicant divided by the total number of applications accepted by HUD.
- **Frequency:** Annually
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Data quality depends on HUD's tracking during the application review process.
- **Validation, verification, and improvement of measure:** Periodic review and improvement of the application process, forms, and communication within HUD and with applicants.

**Sequence:** 27

**Building Capacity with EnVision Centers**

- **Description:** Number of meetings FPM staff held with designated EnVision Centers
- **Data source:** Microsoft Forms
- **Unit of measurement:** Meetings
- **Dimension:** Count
- **Calculation method:** Sum
- **Frequency:** Annually
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Data quality depends on HUD's systems.
- **Validation, verification, and improvement of measure:** Periodic review by staff

**Sequence:** 28

**Envision Center application preparation time**

- **Description:** Median count of time (in hours) required for applicant to prepare and submit required documents
- **Data source:** Tracking by EnVision Center site staff; HUD spreadsheet
- **Unit of measurement:** Hour
- **Dimension:** Count
- **Calculation method:** Median of the number of hours required to prepare and submit documents for all applications received in a year.
- **Frequency:** Annually
- **Direction:** Decrease
- **Data quality (limitations/advantages of the data):** Data quality depends on the ability of the site staff to track staff time accurately; no formal database exists for tracking this data.
- **Validation, verification, and improvement of measure:** Statistical validation; working with EnVision Center staff

**Sequence:** 29

**Time to certify**

- **Description:** Median time (in days) required for HUD to certify an EnVision Center application (from receipt of application to date HUD sends a certification letter to applicant).
- **Data source:** HUD spreadsheet
- **Unit of measurement:** Day
- **Dimension:** Count
- **Calculation method:** Median of the number of days required to certify the application for all EnVision Center applications approved each year
- **Frequency:** Annually
- **Direction:** Decrease
- **Data quality (limitations/advantages of the data):** Data quality depends on HUD's internal certification process; no formal database exists for tracking this data.
- **Validation, verification, and improvement of measure:** Statistical validation; training HUD staff and EnVision Center staff on application requirements and process

**Sequence:** 30

**Number of Partners**

- **Description:** Number of partners located at the EnVision Center
- **Data source:** Tracking by EnVision Center site staff; HUD spreadsheet

- **Unit of measurement:** Count
  - **Dimension:** Count
  - **Calculation method:** Sum
  - **Frequency:** Annually
  - **Direction:** Increase
  - **Data quality (limitations/advantages of the data):** Data quality depends on the ability of the site staff to track staff time accurately; no formal database exists for tracking this data.
  - **Validation, verification, and improvement of measure:** working with EnVision Center staff
- Sequence: 31

- Number of People Served**
- **Description:** Number of people served at the EnVision Center
  - **Data source:** Tracking by EnVision Center site staff; HUD spreadsheet
  - **Unit of measurement:** Count
  - **Dimension:** Count
  - **Calculation method:** Sum
  - **Frequency:** Annually
  - **Direction:** Increase
  - **Data quality (limitations/advantages of the data):** Data quality depends on HUD's internal certification process; no formal database exists for tracking this data.
  - **Validation, verification, and improvement of measure:** working with EnVision Center staff
- Sequence: 32

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

- Decrease the percentage of "Slow Spenders" among CDBG-DR recipients for 2015, 2016, and 2017 funds**
- **Description:** HUD will focus grantees on the goal of timely recovery by using TA and oversight actions to decrease the percentage of 2015, 2016, and 2017 CDBG-DR grantees expending funds too slowly to meet applicable fund expenditure requirements (aka "slow spenders"). The Slow Spender Report compares an average of the last three months disbursements to the expected monthly pace. The expected monthly pace is the remaining balance of the grant divided by the months remaining until the targeted closeout date. If a grantee's three-month average of disbursements is less than 90% of the expected monthly pace, they are marked as a slow spender.
  - **Data source:** usaspending.gov
  - **Unit of measurement:** Count of awardees that: (1) submit HUD and awardee signed contract to fulfill the definition of obligation and (2) that expend beyond in the initial appropriation period of performance.
  - **Dimension:** Percent
  - **Calculation method:** Numerator: Sum of all awardees of CDBG-DR grants in FY15, FY16, FY17 that: submit HUD and awardee signed contract to fulfill the definition of obligation and (2) that expend beyond in the initial appropriation period of performance. Denominator: Sum of all CDBG-DR awardees in FY15, FY16, and FY17.
  - **Frequency:** Annual
  - **Direction:** decrease
  - **Data quality (limitations/advantages of the data):** N/A
  - **Validation, verification, and improvement of measure:** N/A
- Sequence: 33

- Number of homes, affected by disaster events in 2017 and later, that were rehabbed, reconstructed, or newly constructed using CDBG-DR funds**
- **Description:** This measure will track the number of homes that were rehabilitated, reconstructed, or constructing using CDBG-DR funds, subject to enhanced program requirements.
  - **Data source:** HUD DRGR System
  - **Unit of measurement:** Home
  - **Dimension:** Count
  - **Calculation method:** Sum
  - **Frequency:** Annual
  - **Direction:** N/A – Tracking Only

<ul style="list-style-type: none"> <li>• <b>Data quality (limitations/advantages of the data):</b> N/A</li> <li>• <b>Validation, verification, and improvement of measure:</b> N/A</li> </ul> <p><b>Sequence:</b> 34</p>
<p><b><i>Number of homes, affected by disaster events in 2017 and later, that are elevated</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This measure will track the number of homes that were elevated using CDBG-DR funds.</li> <li>• <b>Data source:</b> HUD DRGR System</li> <li>• <b>Unit of measurement:</b> Home</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Sum</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> N/A – Tracking Only</li> <li>• <b>Data quality (limitations/advantages of the data):</b> N/A</li> <li>• <b>Validation, verification, and improvement of measure:</b> N/A</li> </ul> <p><b>Sequence:</b> 35</p>
<p><b><i>Number of housing buyouts</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This measure will track the number of housing buyouts (homes purchased resulting in hazard-vulnerable properties permanently restricted from development) financed with CDBG-DR funds provided to grantees recovering from disaster events in 2017 and later.</li> <li>• <b>Data source:</b> HUD DRGR System</li> <li>• <b>Unit of measurement:</b> Home</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Sum</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> N/A – Tracking Only</li> <li>• <b>Data quality (limitations/advantages of the data):</b> N/A</li> <li>• <b>Validation, verification, and improvement of measure:</b> N/A</li> </ul> <p><b>Sequence:</b> 36</p>
<p><b>Strategic Objective: Promote Section 3</b></p>
<p><b><i>Percent of Section 3 residents hired</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Percentage of the total number of hires made under Section 3-funded projects which are Section 3 residents.</li> <li>• <b>Data source:</b> Section 3 Performance Evaluation and Registry System (SPEARS)</li> <li>• <b>Unit of measurement:</b> Percentage of specified individuals hired</li> <li>• <b>Dimension:</b> Percentage</li> <li>• <b>Calculation method:</b> Number of Section 3 residents hired divided by total of all new hires reported as having been made with Section 3-covered HUD funding during the reporting period.</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Recipients of HUD funding enter the data for their programs, so the data quality is dependent on their understanding of Section 3 and the accuracy of the data entered.</li> <li>• <b>Validation, verification, and improvement of measure:</b> Sample auditing will be done.</li> </ul> <p><b>Sequence:</b> 37</p>
<p><b><i>Percent construction contract funding awarded to Section 3 businesses</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Percentage of Section 3-covered construction contract funding awarded to Section 3 businesses.</li> <li>• <b>Data source:</b> Section 3 Performance Evaluation and Registration System (SPEARS)</li> <li>• <b>Unit of measurement:</b> Percentage of specified dollars awarded</li> <li>• <b>Dimension:</b> Percentage</li> <li>• <b>Calculation method:</b> Dollars awarded to Section 3 businesses for Section 3-covered construction contracts divided by the total dollars awarded for such contracts</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increase</li> </ul>

- **Data quality (limitations/advantages of the data):** Recipients of HUD funding enter the data for their programs, so the data quality is dependent on their understanding of Section 3 and the accuracy of the data entered.
- **Validation, verification, and improvement of measure:** Sample auditing will be done.

Sequence: 38

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

- **Description:** Percent of total dollar amount of non-construction contracts with Section 3-covered HUD funding that is awarded to Section 3 businesses. Note: The regulatory target for Section 3 business non-construction contracts is 3 percent of the total dollar amount of non-construction contracts.
- **Data source:** Section 3 Performance Evaluation and Registration System SPEARS
- **Unit of measurement:** Percentage of specified dollars awarded
- **Dimension:** Percentage
- **Calculation method:** Dollars awarded to Section 3 businesses for Section 3-covered non-construction contracts divided by the total the dollars awarded for such contracts
- **Frequency:** Annual
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Recipients of HUD funding enter the data for their programs, so the data quality is dependent on their understanding of Section 3 and the accuracy of the data entered.
- **Validation, verification, and improvement of measure:** Sample auditing will be done.

Sequence: 39

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

- **Description:** Number of self-certified Section 3 businesses in HUD's registry nationwide
- **Data source:** Section 3 Business Registry System
- **Unit of measurement:** Number of businesses
- **Dimension:** Count
- **Calculation method:** Count number of businesses listed in the registry
- **Frequency:** Annual
- **Direction:** This is a new registry, so it can only increase as more businesses are added.
- **Data quality (limitations/advantages of the data):** Businesses are self-certifying, and all data is entered by registrant.
- **Validation, verification, and improvement of measure:** Data is reviewed periodically for obvious issues.

Sequence: 40

**Strategic Objective: Bolster Growth in Opportunity Zones**

**Percentage of RAD I conversions within Opportunity Zones**

- **Description:** The percentage of public housing units converted to Project-Based Voucher (PBV) or Project-Based Rental Assistance (PBRA) programs, as part of the RAD Program, in Opportunity Zones
- **Data source:** Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Unit
- **Dimension:** Percentage
- **Calculation method:** Percentage
- **Frequency:** Annual
- **Direction:** Flat
- **Data quality (limitations/advantages of the data):** All transactions are recorded in IMS/PIC within seven (7) days of closing, also in Assignment Tracker.
- **Validation, verification, and improvement of measure:** The Special Applications Center (SAC) maintains a back-up spreadsheet with all transactions listed and verifies in the IMS/PIC system.

Sequence: 41

**Strategic Objective: Improve Financial Controls through Financial Transformation**

**Reduce significantly overdue audit recommendations**

- **Description:** HUD will seek to reduce the percentage of outstanding audit recommendations that are significantly overdue (i.e., findings for which corrective actions have been delayed by a year or more). The goals for FY18 and FY19 show a 20 percent reduction of significantly overdue action items each year.
- **Data source:** The Audit Resolution Corrective Action Tracking System (ARCATS)



<ul style="list-style-type: none"> <li>• <b>Unit of measurement:</b> Significantly overdue OIG audit remediation as of the end of the fiscal year</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> 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.</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Decrease in number of significantly overdue or increase in percent closed (depends on perspective)</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Data are reliable and reviewed and maintained in ARCATS.</li> <li>• <b>Validation, verification, and improvement of measure:</b> The number of significantly overdue recommendations is reported by ARCATS via an aging report. Source data are jointly maintained, managed, and confirmed by OIG and HUD management.</li> </ul> <p><b>Sequence:</b> 42</p>
<p><b>Percentage of timely management decisions</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> HUD will maintain the percentage of timely management decisions (i.e., agreed-upon plans to resolve audit findings) that are established by the prescribed Office of the Inspector General timeline.</li> <li>• <b>Data source:</b> The Audit Resolution Corrective Action Tracking System and the Inspector General's Semiannual Report to Congress</li> <li>• <b>Unit of measurement:</b> Management decisions reached</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> For the given annual performance review period (a fiscal year) the numerator is the count of management decisions that are made within the established OIG timeline for that annual performance review period and the denominator is the total count of all required management decisions established within the OIG timeline as reported in the OIG's two semiannual reports as a cumulative value.</li> <li>• <b>Frequency:</b> Semiannual but reported annually</li> <li>• <b>Direction:</b> Decrease in the number of decisions needed or Increase in the percent reached (depends on perspective)</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Data are reliable and reviewed and maintained in ARCATS. OIG identifies and reports this data set semiannually.</li> <li>• <b>Validation, verification, and improvement of measure:</b> Source data are jointly maintained, managed and confirmed by both OIG and HUD management.</li> </ul> <p><b>Sequence:</b> 43</p>
<p><b>Reduce the number of OIG open findings issued in previous audits</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Reduce the number of OIG open recommendations that the OIG issued in previous audits</li> <li>• <b>Data source:</b> Treasury Administrative Resource Center (ARC), Program Accounting System (PAS), Line of Credit Control System (LOCCS), HUD Central Accounting and Program System (HUDCAPS), Financial Data Mart (FDM)</li> <li>• <b>Unit of measurement:</b> Improvements</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> Per FY the: numerator is a count of implemented improvements; denominator is the count of all open improvements</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Flat</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Validation, verification, and improvement of measure:</b> Program office data is verified by the OCFO in HUD's accounting systems.</li> </ul> <p><b>Sequence:</b> 44</p>
<p><b>Conduct Quarterly Financial Management Council Meetings</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Convene regular planning and communication sessions to coordinate Department-wide priorities.</li> <li>• <b>Data source:</b> Microsoft Outlook</li> <li>• <b>Unit of measurement:</b> Meeting</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Sum</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Flat</li> </ul>

<ul style="list-style-type: none"> <li>• <b>Data quality (limitations/advantages of the data):</b> N/A</li> <li>• <b>Validation, verification, and improvement of measure:</b> Meetings are verified by the attendance of invitees and verified by meeting notes.</li> </ul> <p><b>Sequence:</b> 45</p>
<p><b>Decommission Legacy Financial Systems</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Modernize, consolidate, and then decommission HUD's separate financial systems into one central structure.</li> <li>• <b>Data source:</b> Program Accounting System (PAS), Line of Credit Control System (LOCCS), HUD Central Accounting and Program System (HUDCAPS), Financial Data Mart (FDM)</li> <li>• <b>Unit of measurement:</b> Financial system</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Sum</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Decrease</li> <li>• <b>Data quality (limitations/advantages of the data):</b> An advantage is that the data is derived from a hard count of active systems that is verified by system managers. A limitation is that management changes may run the risk of common definitions noting the difference between a decommissioned but accessible system and a fully offline, inaccessible system.</li> <li>• <b>Validation, verification, and improvement of measure:</b> Chief Technology Officer and OCIO verified reports, checklists, traceability, etc.</li> </ul> <p><b>Sequence:</b> 46</p>
<p><b>Timely Certification of Open Obligations review Description:</b> Percentage of program offices which review open obligations in a timely manner.</p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Percentage of program offices which certify open obligations by annual HUD OCFO deadlines.</li> <li>• <b>Data source:</b> Treasury Administrative Resource Center (ARC), Program Accounting System (PAS), Line of Credit Control System (LOCCS), HUD Central Accounting and Program System (HUDCAPS), Financial Data Mart (FDM)</li> <li>• <b>Unit of measurement:</b> Time</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> 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</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Validation, verification, and improvement of measure:</b> Program office data is verified by the OCFO in HUD's accounting systems.</li> </ul> <p><b>Sequence:</b> 47</p>
<p><b>Timely completion of necessary deobligations</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Program offices complete necessary deobligations and updates to awards' periods of performance as identified in the open obligations review process. Program offices will provide the identified deobligations to OCPO annually by the end of April</li> <li>• <b>Data source:</b> Treasury Administrative Resource Center (ARC), Program Accounting System (PAS), Line of Credit Control System (LOCCS), HUD Central Accounting and Program System (HUDCAPS), Financial Data Mart (FDM)</li> <li>• <b>Unit of measurement:</b> Awards</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> Per FY: numerator: Sum of Awards that successfully completed necessary deobligations and updates to awards' period of performance; denominator: all awards identified in the open obligations review process and needing deobligations and updates to awards' periods of performance</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> </ul>

<ul style="list-style-type: none"> <li>• <b>Validation, verification, and improvement of measure:</b> Program office data is verified by the OCFO in HUD's accounting systems.</li> </ul> <p><b>Sequence:</b> 48</p>
<p><b>Major Initiative: Modernize Grants Management</b></p>
<p><b>Number of grants reported under the FY17 Grants Oversight and New Efficiency (GONE) Act submission</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> The reduction in the number of grants reported on the FY17 GONE Act submission with periods of performance that have been expired for two or more years and have not been closed out.</li> <li>• <b>Data source:</b> OCFO Financial Data Mart</li> <li>• <b>Unit of measurement:</b> Number of awards</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Number of awards open at the end of each fiscal year that have a period of performance end date that has been expired for two or more years, to which 2 CFR part 200 applies.</li> <li>• <b>Frequency:</b> Annually</li> <li>• <b>Direction:</b> Decrease</li> <li>• <b>Data quality (limitations/advantages of the data):</b> An advantage is that data is derived from single-source reporting system used HUD-wide.</li> <li>• <b>Validation, verification, and improvement of measure:</b> The single-source reporting system is verified by program offices.</li> </ul> <p><b>Sequence:</b> 49</p>
<p><b>Number of Programs Participating in Standards for Success Reporting</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> HUD will track the annual number of grant programs that opt to participate in Standards for Success Reporting</li> <li>• <b>Data source:</b> GrantSolutions</li> <li>• <b>Unit of measurement:</b> Number of programs</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Count</li> <li>• <b>Frequency:</b> Annually</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Simple count of a small number of programs.</li> <li>• <b>Validation, verification, and improvement of measure:</b> Quick validation by Grants Management and Oversight staff will occur every reporting cycle.</li> </ul> <p><b>Sequence:</b> 50</p>
<p><b>Number of competitions that use multi-year NOFAs</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> HUD will track how many grant competitions use Notices of Funding Availability that provide recipients with awards distributed over multiple years.</li> <li>• <b>Data source:</b> GrantSolutions Announcement Module (GS-AM)</li> <li>• <b>Unit of measurement:</b> Grant Competitions</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Count of grant competitions using NOFAs which provide recipients with awards distributed over multiple years.</li> <li>• <b>Frequency:</b> Annually</li> <li>• <b>Direction:</b> N/A – Tracking Only</li> <li>• <b>Data quality (limitations/advantages of the data):</b> N/A</li> <li>• <b>Validation, verification, and improvement of measure:</b> Records are preserved in the GS-AM as well as on HUD's Funding Opportunities web page.</li> </ul> <p><b>Sequence:</b> 51</p>
<p><b>Number of Programs Using At Least One Outcome Metric for Scoring Purposes</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of competitive grant programs that use at least one outcome metric scoring purposes</li> <li>• <b>Data source:</b> GrantSolutions</li> <li>• <b>Unit of measurement:</b> Number of programs</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Count</li> <li>• <b>Frequency:</b> Annually</li> <li>• <b>Direction:</b> Increasing</li> </ul>

<ul style="list-style-type: none"> <li>• <b>Data quality (limitations/advantages of the data):</b> Not all programs use the full functionality of GrantSolutions Application Review Module, so the data may not capture every program that uses outcome metrics</li> <li>• <b>Validation, verification, and improvement of measure:</b> Grants Management and Oversight staff will review data yearly for accuracy</li> </ul> <p><b>Sequence:</b> 52</p>
<p><b>Percentage of Metrics that are Outcome Metrics</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Percentage of metrics used for the purposes of scoring applications for competitive grants that are outcome metrics</li> <li>• <b>Data source:</b> GrantSolutions</li> <li>• <b>Unit of measurement:</b> Percentage</li> <li>• <b>Dimension:</b> Percentage</li> <li>• <b>Calculation method:</b> Number of outcome metrics used for the purposes of scoring applications for competitive grants divided by the total number of metrics used for the purposes of scoring applications for competitive grant programs</li> <li>• <b>Frequency:</b> Annually</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Not all programs use the full functionality of GrantSolutions Application Review Module, so the data may be skewed if the percentage for programs not using the full functionality of GrantSolutions is different from the percentage for those that do</li> <li>• <b>Validation, verification, and improvement of measure:</b> Grants Management and Oversight staff will review data yearly for accuracy</li> </ul> <p><b>Sequence:</b> 53</p>
<p align="center"><b>Strategic Objective: Organize and Deliver Service More Effectively</b></p>
<p><b>Percentage of employees trained on the Alternate Dispute Resolution process</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This measure will seek to increase the percentage of HUD employees, management and non-management, who are educated on how to use the Alternate Dispute Resolution process to address equal employment issues.</li> <li>• <b>Data source:</b> HUD Learn</li> <li>• <b>Unit of measurement:</b> HUD employees</li> <li>• <b>Dimension:</b> Percentage</li> <li>• <b>Calculation method:</b> Percentage of total HUD employees, management and non-management, who have been trained on the HUD Alternate Dispute Resolution Process.</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> N/A – Tracking Only</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Data will be maintained by HUD Learn Staff. Data will be updated as training occurs.</li> <li>• <b>Validation, verification, and improvement of measure:</b> Sign-in information by employees will be used to verify attendance in Training.</li> </ul> <p><b>Sequence:</b> 54</p>
<p><b>Net reduction in the number of skills gaps identified by employees and their managers</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This measure will track biennial competency assessment results to track how many skills gaps have been fully addressed via Department-provided training.</li> <li>• <b>Data source:</b> Departmental Skills Assessments</li> <li>• <b>Unit of measurement:</b> Skills gaps</li> <li>• <b>Dimension:</b> Count and percentage</li> <li>• <b>Calculation method:</b> Count and percentage of changes in skills gaps (reduced, increased, emerging)</li> <li>• <b>Frequency:</b> Biennial</li> <li>• <b>Direction:</b> Decrease</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Minimal, due to the system of record and existing FY14, FY16, &amp; FY18 trending data.</li> <li>• <b>Validation, verification, and improvement of measure:</b> Minimal, as HUD’s process has been reviewed by OPM and complies.</li> </ul> <p><b>Sequence:</b> 55</p>
<p><b>Number of pre-complaint resolutions occurring through traditional counseling, withdrawals, and the Alternate Dispute Resolution process</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This measure will seek to increase the number of pre-complaint resolutions occurring through the Alternate Dispute Resolution process.</li> <li>• <b>Data Source:</b> iComplaints software</li> <li>• <b>Unit of measurement:</b> Pre-complaint Filings</li> </ul>

<ul style="list-style-type: none"> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation Method:</b> Number of pre-complaint resolutions occurring through the traditional counseling, withdrawals, and the Alternative Dispute Resolution process</li> <li>• <b>Frequency:</b> Twice per fiscal year</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Data quality/integrity of the new iComplaints system is being tested and evaluated.</li> <li>• <b>Validation, verification, and improvement of measure:</b> Management dashboards will be developed in the new iComplaints system to validate data.</li> </ul> <p><b>Sequence:</b> 56</p>
<p><b>Average Time-to-Hire</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This measure will track the average number of days it takes to fill established vacancies. HUD will analyze current and historical data for the Department to inform Talent Management strategies and decisions regarding the workforce.</li> <li>• <b>Data source:</b> Career Connector</li> <li>• <b>Unit of measurement:</b> Days</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Number of days within process</li> <li>• <b>Frequency:</b> Annually</li> <li>• <b>Direction:</b> Decrease</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Data is dependent upon Shared Service Provider (SSP) entry of some data elements. OCHCO will provide quality oversight review of SSP data.</li> <li>• <b>Validation, verification, and improvement of measure:</b> OCHCO will provide quality oversight review of SSP data.</li> </ul> <p><b>Sequence:</b> 57</p>
<p><b>Average Time-to-Classify New Position Description</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This measure will track the average number of days to classify new Position Descriptions (PDs). HUD will implement improvements in the PD Classification process, to reduce the time it takes for completion, which affects the timeliness of advertising and filling vacancies (T2H process).</li> <li>• <b>Data source:</b> BFS Reporting</li> <li>• <b>Unit of measurement:</b> Days</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Number of days within process</li> <li>• <b>Frequency:</b> Annually</li> <li>• <b>Direction:</b> Decrease</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Reliant upon BFS information.</li> <li>• <b>Validation, verification, and improvement of measure:</b> Conduct reviews over continuous periods of time, to ensure consistency, using a statistically valid sample size.</li> </ul> <p><b>Sequence:</b> 58</p>
<p><b>Average Time to Complete Job Analysis</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This measure will track the average number of days it takes to complete the Job Analysis process. HUD will analyze current and historical data for the Department and identify process improvements to facilitate efficiencies that streamline this step.</li> <li>• <b>Data source:</b> BFS Reporting</li> <li>• <b>Unit of measurement:</b> Days</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Number of days within process</li> <li>• <b>Frequency:</b> Annually</li> <li>• <b>Direction:</b> Decrease</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Reliant upon BFS information and action by program offices.</li> <li>• <b>Validation, verification, and improvement of measure:</b> Conduct reviews over continuous periods of time, to ensure consistency, using a statistically valid sample size.</li> </ul> <p><b>Sequence:</b> 59</p>
<p><b>Average Time to Draft Announcements</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This measure will track the average number of days it takes to draft and finalize Job Opportunity Announcements for posting. HUD will analyze current and historical data for the Department and identify process improvements to facilitate efficiencies that streamline this step.</li> <li>• <b>Data source:</b> BFS Reporting</li> </ul>

<ul style="list-style-type: none"> <li>• <b>Unit of measurement:</b> Days</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Number of days within process</li> <li>• <b>Frequency:</b> Annually</li> <li>• <b>Direction:</b> Decrease</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Reliant upon BFS information.</li> <li>• <b>Validation, verification, and improvement of measure:</b> Conduct reviews over continuous periods of time, to ensure consistency, using a statistically valid sample size.</li> </ul> <p><b>Sequence:</b> 60</p>
<p><b>Conduct Quarterly Field Management Reviews (FQMRs)</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This metric will track the total number of FQMRs completed during the fiscal year</li> <li>• <b>Data source:</b> Office of Field Policy and Management's (FPM's) FQMR SharePoint Site</li> <li>• <b>Unit of measurement:</b> Number of completed FQMRs</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Sum in a FY</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> FQMRs are counted as each pre-planned site visit is completed. The data is of high quality.</li> <li>• <b>Validation, verification, and improvement of measure:</b> FQMR SharePoint Site information is available to validate data</li> </ul> <p><b>Sequence:</b> 61</p>
<p><b>Conduct electronic pre-site visit surveys for Field Quarterly Management Reviews</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This metric will measure the number of FQMR sites that received pre-visit surveys for FQMRs</li> <li>• <b>Data source:</b> SurveyMonkey</li> <li>• <b>Unit of measurement:</b> Number of sites surveyed</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Sum in a FY</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Surveys are catalogued and analyzed in the SurveyMonkey database. This information is also stored in the FQMR SharePoint Site</li> <li>• <b>Validation, verification, and improvement of measure:</b> SurveyMonkey and FQMR SharePoint Site information is available to validate data</li> </ul> <p><b>Sequence:</b> 62</p>
<p><b>Number of Career Path Tools to Facilitate Reskilling Human Capital Resources</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This measure will track the number of Career Path Guides created, tools by which employees can develop an individual plan to map their career goals and requirements for progression</li> <li>• <b>Data source:</b> Career Resource Center (CRC) – hudlearn.net</li> <li>• <b>Unit of measurement:</b> Count</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Number of tools developed and uploaded for use in CRC</li> <li>• <b>Frequency:</b> Annually</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Developed based on Position Descriptions, Job Analysis Assessments, Competency Models, and Job Opportunity Announcements</li> <li>• <b>Validation, verification, and improvement of measure:</b> Tools and documentation cited above are validated against OPM Qualification Standards, in consultation with Subject-Matter Experts (SMEs) from the Program functional areas.</li> </ul> <p><b>Sequence:</b> 63</p>
<p><b>Number of pre-complaint resolutions occurring through traditional counseling, withdrawals, and the Alternate Dispute Resolution process</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This measure will seek to increase the number of pre-complaint resolutions occurring through the Alternate Dispute Resolution process.</li> <li>• <b>Data Source:</b> iComplaints software</li> <li>• <b>Unit of measurement:</b> Pre-complaint Filings</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation Method:</b> Number of pre-complaint resolutions occurring through the traditional counseling, withdrawals, and the Alternative Dispute Resolution process</li> <li>• <b>Frequency:</b> Twice per fiscal year</li> <li>• <b>Direction:</b> N/A – Tracking Only</li> </ul>

- **Data quality (limitations/advantages of the data):** Data quality/integrity of the new iComplaints system is being tested and evaluated.
- **Validation, verification, and improvement of measure:** Management dashboards will be developed in the new iComplaints system to validate data.

**Sequence:** 64

**Percentage of positive responses to Federal Employee Viewpoint Survey (FEVS) employee engagement and New IQ questions**

**Employee Engagement Index Score**

- **Description:** This measure will track FEVS Employee Engagement Index responses and indicators relative to three categories, each with its own index (“Leaders Lead,” “Supervisors,” and “Intrinsic Work Experience”).
  - **Data source:** FEVS
  - **Unit of measurement:** Percentage of positive responses
  - **Dimension:** Percentage
  - **Calculation method:** Percentage of positive responses
  - **Frequency:** Annually
  - **Direction:** Increase
  - **Data quality (limitations/advantages of the data):** The FEVS is a survey administered by the Office of Personnel Management (OPM) using rigorous high, industry-tested standards. The data is of high quality.
  - **Validation, verification, and improvement of measure:** OPM’s methods and analysis seek to ensure survey estimates accurately represent the survey population. HUD continues to encourage high levels of participation to decrease the margin of error.
- Sequence:** 65a

**Combined Performance Indicator Score (New IQ)**

- **Description:** This measure will track FEVS Combined Performance Score Index (New IQ) responses and indicators relative to the 5 Habits of Inclusion (“Concerning Fairness,” “Being Supportive,” “Open,” “Cooperative,” and “Empowering”).
  - **Data source:** FEVS
  - **Unit of measurement:** Percentage of positive responses
  - **Dimension:** Percentage
  - **Calculation method:** Percentage of positive responses
  - **Frequency:** Annually
  - **Direction:** Increase
  - **Data quality (limitations/advantages of the data):** The FEVS is a survey administered by OPM using rigorous high, industry-tested standards. The data is of high quality.
  - **Validation, verification, and improvement of measure:** OPM’s methods and analysis seek to ensure survey estimates accurately represent the survey population. HUD continues to encourage high levels of participation to decrease the margin of error.
- Sequence:** 65b

**Human Capital Performance Management Data**

- **Description:** This measure will track the percentage of annual PACS and EPPES performance reviews and compensation actions (monetary or non-monetary) that are processed by the end of Q1, for the prior performance year.
  - **Data source:** HUD’s Human Capital Performance Management Tool for EPPES (nonsupervisory) and PACS (supervisory) employees.
  - **Unit of measurement:** Performance reviews
  - **Dimension:** Percentage
  - **Calculation method:** Percentage of annual performance reviews completed timely and compensation awards successfully processed (monetary and non-monetary)
  - **Frequency:** Annual
  - **Direction:** N/A – Tracking Only
  - **Data quality (limitations/advantages of the data):** TBD
  - **Validation, verification, and improvement of measure:** TBD
- Sequence:** 66

**Number of performance-based actions**

- **Description:** This measure will track the number of performance-based actions, including employee improvement plans, conducted by the Department.
- **Data source:** eCase
- **Unit of measurement:** Number of performance-based actions taken, which may include more than one for individual employees.
- **Dimension:** Count
- **Calculation method:** Count of performance-based actions taken, which may include more than one for individual employees.
- **Frequency:** Quarterly
- **Direction:** Increase (subject to ongoing Refresher Training for managers to improve Performance Management accountability)-)
- **Data quality (limitations/advantages of the data):** The eCase contract expired during the FY19 Federal Government Shutdown but was renegotiated. ELR will be able to extract quarterly data until February 24, 2020, when the current contract expires, and a new vendor will be awarded the contract to serve OCHCO.
- **Validation, verification, and improvement of measure:** Subject to the eCase or a new 2020 contract award, to facilitate quarterly tracking.

**Sequence:** 67

***Deliver developmental training opportunities***

- **Description:** This measure will track the developmental training opportunities made available to HUD employees, managers, and senior leaders, to support Succession Management and develop bench strength in the management/leadership pipeline.
  - **Data source:** HUD's Learning Management System (LMS) – HUD LEARN's System of Record (SOR)
  - **Unit of measurement:** Training opportunities
  - **Dimension:** Count
  - **Calculation method:** Count of courses offered by various mediums (e.g., instructor-led, web, etc.)
  - **Frequency:** Quarterly
  - **Direction:** Increase (subject to funding constraints)
  - **Data quality (limitations/advantages of the data):** Minimal, due to the integrity of data in HUD's LMS / SOR.
  - **Validation, verification, and improvement of measure:** Minimal, as HUD's SOR meets OPM's EHRI requirements.
- Sequence:** 68

**Number of workshops, seminars, and trainings for senior leaders, managers, and supervisors**

- **Description:** This measure will track the developmental training opportunities made available to HUD employees, managers, and senior leaders.
  - **Data source:** HUD's LMS / SOR
  - **Unit of measurement:** Training opportunities
  - **Dimension:** Count
  - **Calculation method:** Count of courses offered by various mediums (e.g., instructor-led, web, etc.)
  - **Frequency:** Quarterly
  - **Direction:** Increase (subject to funding constraints)
  - **Data quality (limitations/advantages of the data):** Minimal, due to the integrity of data in HUD's LMS / SOR.
  - **Validation, verification, and improvement of measure:** Minimal, as HUD's SOR meets OPM's EHRI requirements.
- Sequence:** 68a

**Number of HUD LEARN- sponsored employee development opportunities**

- **Description:** This measure will track the developmental training opportunities made available to HUD employees, managers, and senior leaders.
  - **Data source:** HUD's LMS / SOR
  - **Unit of measurement:** Training opportunities
  - **Dimension:** Count
  - **Calculation method:** Count of courses offered by various mediums (e.g., instructor-led, web, etc.)
  - **Frequency:** Quarterly
  - **Direction:** Increase (subject to funding constraints)
  - **Data quality (limitations/advantages of the data):** Minimal, due to the integrity of data in HUD's LMS / SOR.
  - **Validation, verification, and improvement of measure:** Minimal, as HUD's SOR meets OPM's EHRI requirements.
- Sequence:** 68b

**Percentage of managers and supervisors who have received performance-related training** (as mandated by OMB Memo M-17-22 and/or Refresher Training)



- **Description:** This measure will track the mandated training on “Managing Poor Performers” to all managers, by the end of FY18, and subsequent soft skills Refresher Training for managers and supervisors to improve Performance Management and accountability.
- **Data source:** HUD’s LMS / SOR
- **Unit of measurement:** Training opportunities
- **Dimension:** Count
- **Calculation method:** Count of courses offered by various mediums (e.g., instructor-led, web, etc.)
- **Frequency:** Quarterly
- **Direction:** Increase (subject to funding constraints)
- **Data quality (limitations/advantages of the data):** Minimal, due to the integrity of data in HUD’s LMS / SOR.
- **Validation, verification, and improvement of measure:** Minimal, as HUD’s SOR meets OPM’s EHRI requirements.
- **Sequence:** 68c

**Identify replicable best practices**

- **Description:** HUD will track the number of outstanding program or management practices that are identified by FQMRs and can be replicated across the Department.
- **Data source:** FQMR Final (45 day) Reports
- **Unit of measurement:** Replicable exemplary practices
- **Dimension:** Count
- **Calculation method:** Sum in a FY
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Reported items are validated by reviewing teams before submission
- **Validation, verification, and improvement of measure:** Reported replicable exemplary practices are vetted and approved by Program Offices before considered final

**Sequence:** 69

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

- **Description:** HUD will track the number of operational issues which have been identified by FQMRs
- **Data source:** QMR Final (45 day) Reports
- **Unit of measurement:** Operational problems
- **Dimension:** Count
- **Calculation method:** Sum in a FY
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Reported items are validated by reviewing teams before submission
- **Validation, verification, and improvement of measure:** Reported replicable exemplary practices are vetted and approved by Program Offices before considered final

**Sequence:** 70

**Major Initiative: Streamline Acquisitions Management**

**Acquisitions Survey Satisfactions**

- **Data source:** Integrated acquisitions team members
- **Unit of measurement:** This survey is provided after every contract is awarded if it meets the monetary threshold.
- **Dimension:** Percent
- **Calculation method:** Average of satisfaction survey responses received each fiscal year.
- **Frequency:** Annual
- **Direction:** Flat
- **Data quality (limitations/advantages of the data):** N/A
- **Validation, verification, and improvement of measure:** N/A

**Sequence:** 71

**On-time execution of all procurement actions - PALT**

- **Description:** This measure will track the percentage of all procurement actions awarded within the established Procurement Acquisition Lead Times (PALT).
- **Data source:** Senior executives, PRISM
- **Unit of measurement:** PALT
- **Dimension:** Percent
- **Calculation method:** Per FY: numerator is the sum of contract actions that exceed PALT; denominator is the sum of all contract actions.

<ul style="list-style-type: none"> <li>• <b>Frequency:</b> Semi-annual</li> <li>• <b>Direction:</b> Flat</li> <li>• <b>Data quality (limitations/advantages of the data):</b> N/A</li> <li>• <b>Validation, verification, and improvement of measure:</b> N/A</li> </ul> <p><b>Sequence:</b> 72</p>
<p><b>On-time submission of planned actionable acquisition requirements</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This measure will track the percentage of actionable acquisition requirements submitted by customer offices by the Target Requisition Release Date (TRRD).</li> <li>• <b>Data source:</b> PRISM</li> <li>• <b>Unit of measurement:</b> Requirement</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> Average is calculated by taking the number that were completed on time divided by total population</li> <li>• <b>Frequency:</b> monthly</li> <li>• <b>Direction:</b> Flat</li> <li>• <b>Data quality (limitations/advantages of the data):</b> N/A</li> <li>• <b>Validation, verification, and improvement of measure:</b> N/A</li> </ul> <p><b>Sequence:</b> 73</p>
<p><b>On-time award of planned actionable acquisition requirements</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> 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.</li> <li>• <b>Data source:</b> PRISM</li> <li>• <b>Unit of measurement:</b> Awards</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> Sum in a FY</li> <li>• <b>Frequency:</b> Monthly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> N/A</li> <li>• <b>Validation, verification, and improvement of measure:</b> N/A</li> </ul> <p><b>Sequence:</b> 74</p>
<p><b>Strategic Objective: Modernize Information Technology</b></p>
<p><b>Number of HUD mainframe systems decommissioned</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> The number of HUD source systems which are decommissioned; after necessary data is transferred and standardized into HUD's new cloud-based Enterprise Data Management structure.</li> <li>• <b>Data source:</b> Unisys, IBM, Oracle, Sybase, Excel, etc.</li> <li>• <b>Unit of measurement:</b> System</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Sum</li> <li>• <b>Frequency:</b> Annually</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> An advantage is that the data is derived from a hard count of active systems that is verified by system managers. A limitation is that management changes may run the risk of common definitions noting the difference between a decommissioned but accessible system and a fully offline, inaccessible system.</li> <li>• <b>Validation, verification, and improvement of measure:</b> HUD IT systems are catalogued, verified, and validated by management within the Office of the Chief Information Office.</li> </ul> <p><b>Sequence:</b> 75</p>
<p><b>Average of Employee IT Customer Service Satisfaction Score</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Conduct an annual survey of HUD staff on satisfaction with IT services provided.</li> <li>• <b>Data Source:</b> Survey Monkey</li> <li>• <b>Unit of measurement:</b> Satisfaction</li> <li>• <b>Dimension:</b> Score</li> <li>• <b>Calculation Method:</b> Average</li> <li>• <b>Frequency:</b> Semi-annually</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Currently the IT survey is administered ad-hoc to a random selection of recipients.</li> <li>• <b>Validation, verification, and improvement of measure:</b> The survey is not inclusive of all service types offered by IT.</li> </ul>

**Sequence: 76**

**Number of Enterprise IT Solutions Implemented**

- **Description:** The number of enterprise-wide IT solutions that are implemented to streamline manual or cumbersome processes.
- **Data Source:** The HUD Chief Technology Officer
- **Unit of measurement:** Number of enterprise-wide IT processes
- **Dimension:** Count
- **Calculation Method:** Count of enterprise-wide IT processes during each calendar year
- **Frequency:** Annually
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** A constraint is the limited ability to challenge the Chief Technology Officer's direct knowledge of solution implementation.
- **Validation, verification, and improvement of measure:** Solutions are catalogued, verified, and validated by HUD's Chief Information Officer and Principal Deputy Chief Information Officer.

**Sequence: 77**

**Strategic Objective: Reform Regulations**

**Regulatory Reform Initiative**

**Number of EO 13771 regulatory actions**

- **Description:** This measure will track the number of HUD's EO 13771 regulatory actions.
- **Data source:** Federal Register publications
- **Unit of measurement:** Regulatory action
- **Dimension:** Count
- **Calculation method:** Total number of 13771 regulatory actions
- **Frequency:** Annually
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Publication is definitive proof of actions.
- **Validation, verification, and improvement of measure:** Regulatory actions are vetted and approved by leadership at HUD and OMB before being considered final.
- **Sequence:** 78a

**EO 13771 deregulatory actions issued**

- **Description:** This measure will track the number of HUD's EO 13771 deregulatory actions issued.
- **Data source:** Federal Register publications
- **Unit of measurement:** Regulatory action
- **Dimension:** Count
- **Calculation method:** Total number of 13771 deregulatory actions
- **Frequency:** Annually
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Publication is definitive proof of actions.
- **Validation, verification, and improvement of measure:** Regulatory actions are vetted and approved by leadership at HUD and OMB before being considered final.
- **Sequence:** 78b

**Number of evaluations to identify potential EO 13771 deregulatory actions that included opportunity for public input and/or peer review**

- **Description:** This metric will measure the number of evaluations to identify potential EO 13771 deregulatory actions that included opportunity for public input and/or peer review.
- **Data source:** Federal Register publications
- **Unit of measurement:** Evaluations to identify potential EO 13771 deregulatory actions that included opportunity for public input and/or peer review
- **Dimension:** Count

- **Calculation method:** Total number of evaluations to identify 13771 deregulatory actions that included opportunity for public input and/or peer review
- **Frequency:** Annually
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Publication is definitive proof of actions.
- **Validation, verification, and improvement of measure:** Regulatory actions are vetted and approved by leadership at HUD and OMB before being considered final.
- **Sequence:** 78c

***Number of EO 13771 deregulatory actions issued that address recommendations by the Regulatory Reform Task Force***

- **Description:** This metric will measure the number of EO 13771 deregulatory actions issued that address recommendations by the Regulatory Reform Task Force.
- **Data source:** Federal Register publications
- **Unit of measurement:** EO 13771 deregulatory actions issued that address recommendations by the Regulatory Reform Task Force
- **Dimension:** Count
- **Calculation method:** Total number of EO 13771 deregulatory actions issued that address recommendations by the Regulatory Reform Task Force
- **Frequency:** Annually
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Publication is definitive proof of actions.
- **Validation, verification, and improvement of measure:** Regulatory actions are vetted and approved by leadership at HUD and OMB before being considered final.
- **Sequence:** 78d

***Number of EO 13771 deregulatory actions recommended by the Regulatory Reform Task Force to the agency head, consistent with applicable law***

- **Description:** This metric will measure the number of EO 13771 deregulatory actions recommended by the Regulatory Reform Task Force to the agency head, consistent with applicable law.
- **Data source:** Federal Register publications of deregulatory actions.
- **Unit of measurement:** EO 13771 deregulatory actions recommended by the Regulatory Reform Task Force to the agency head, consistent with applicable law
- **Dimension:** Count
- **Calculation method:** Total number of EO 13771 deregulatory actions recommended by the Regulatory Reform Task Force to the agency head, consistent with applicable law
- **Frequency:** Annually
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Publication is definitive proof of actions.
- **Validation, verification, and improvement of measure:** Regulatory actions are vetted and approved by leadership at HUD and OMB before being considered final.
- **Sequence:** 78e

***Total incremental cost of all EO 13771 regulatory actions and EO 13771 deregulatory actions***

- **Description:** HUD will measure the estimated cost savings realized by its deregulatory actions.
- **Data source:** Analyses conducted by HUD's office of Policy Development & Research
- **Unit of measurement:** Dollars
- **Dimension:** Cost estimates
- **Calculation method:** Total estimated savings that will be experienced by entities involved with the regulations being reduced by HUD
- **Frequency:** Annually
- **Direction:** N/A – Tracking Only

- **Data quality (limitations/advantages of the data):** Savings are projected estimates, not actual savings experienced by affected entities
- **Validation, verification, and improvement of measure:** The HUD Office of Policy Development and Research assesses the costs and benefits of HUD's regulations. These analyses are reviewed by OMB as part of its clearance of HUD regulatory actions.
- **Sequence:** 78f



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT