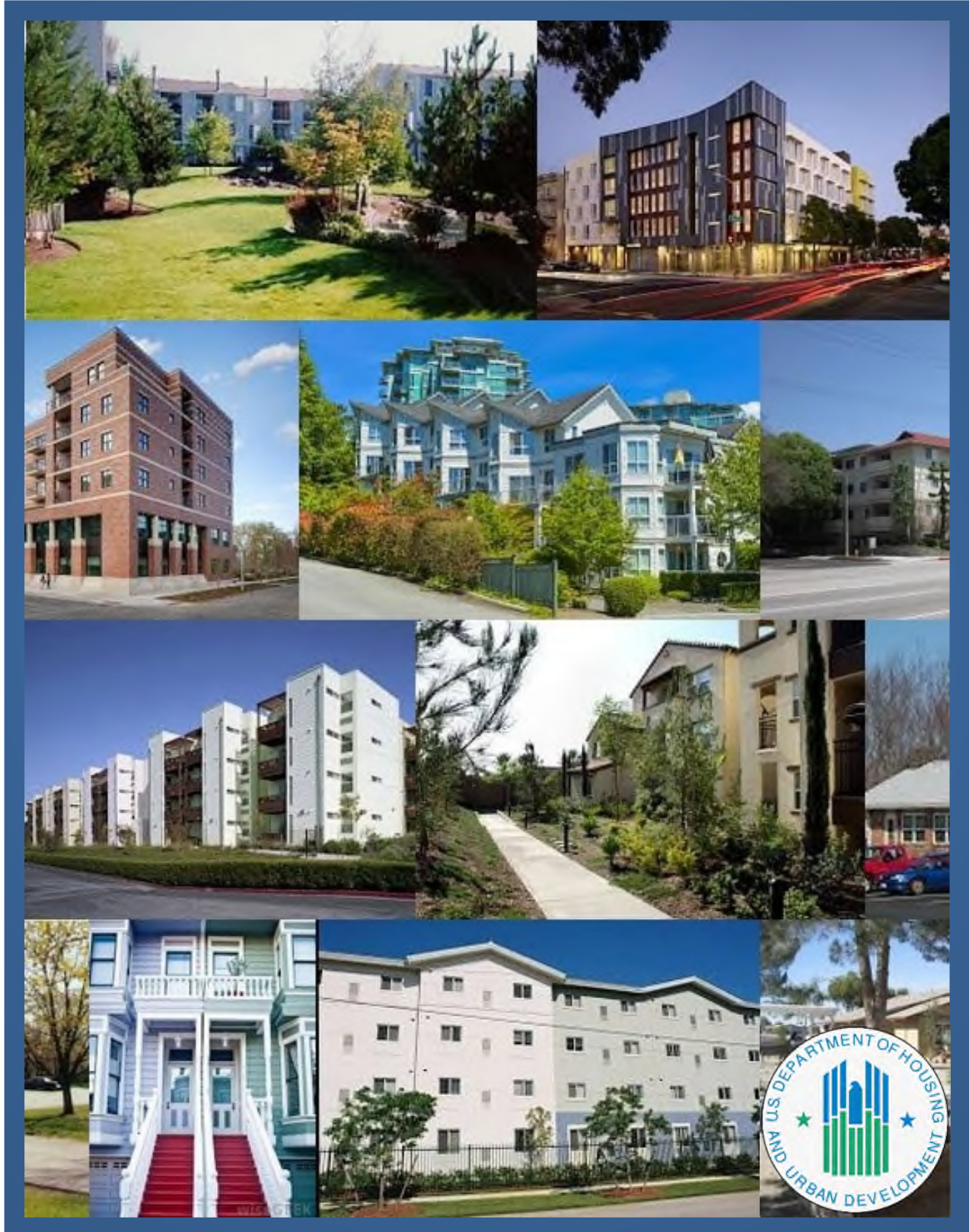


The Department of Housing and Urban Development

Fiscal Year 2018 Annual Performance Plan



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About This Plan

This Fiscal Year (FY) 2018 Annual Performance Plan (APP) 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 FY 2018 performance targets, relative to HUD’s objectives and stewardship of public resources. This plan consists of several important sections:

Agency Organization and Performance Reporting

This section contains HUD’s organizational structure and scope of responsibilities.

Strategic Objectives

This section contains the sections of HUD’s strategic framework from the HUD Strategic Plan FY 2014-2018 that HUD intends to continue monitoring as the subsequent Strategic Plan FY 2019-2022 is developed. It includes strategic objectives which help frame HUD’s performance targets during this interim period. The majority of this APP is organized by strategic objective. Strategic objectives are intended to reflect the outcome or management impact an agency is trying to achieve. Each objective will be tracked annually through a specific set of performance indicators. In addition, HUD’s strategic framework contains eight management objectives intended to improve departmental operations.



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.

For each strategic objective that HUD will continue monitoring in FY 2018, we have included associated major milestones and performance indicators to track our progress. In non-Presidential transition years, each agency is responsible for identifying a limited number of performance goals that are high priorities over a two-year period. These Agency Priority Goals (APGs) support improvements in near-term outcomes, customer service, or efficiencies, and advance progress toward longer-term, outcome-focused strategic goals and objectives in an agency’s Strategic Plan. Thus, while strategic objectives are evaluated annually and focus on longer-term performance goals, APGs are evaluated quarterly and focus on near-term results.

HUD’s most recent APGs were established in FY 2016 to cover a two-year performance period (FY 2016-2017). New APGs will be established in FY 2019 to measure performance on the Strategic Plan FY 2019-2022. Meanwhile, for FY 2018, HUD will use previously-established targets for selected strategic objectives to evaluate our performance over this fiscal year. For some indicators, we are still gathering data to establish baselines and preparing to set targets in future years. These metrics are indicated with the phrase “Establish Baseline” in the tables. A third category of indicators, marked as “Tracking Only,” provide information about program operations or external conditions but will not have targets. For these indicators, targets would be difficult to establish, would not provide meaningful indications of agency performance expectations, or could create unintended incentives for program staff and our partners.

Some of the content published in the *FY 2015 APR and FY 2017 APP* has been modified by HUD. Information regarding changes to previously published indicators and milestones are in the footnotes of this report. Although HUD strives to maintain consistency year to year, the Department will continue to scrutinize the effectiveness of its metrics and make changes when areas for improvement are identified.

Additional Information

This final section 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. The *FY 2016 Agency Financial Report* is available on the Web at HUD.gov.

Section One: Agency Organization and Performance Reporting

Introduction

This *Fiscal Year (FY) 2018 Annual Performance Plan (APP)* for the U.S. Department of Housing and Urban Development (HUD) contains the Department's FY 2018 performance targets, and any revisions to the goals originally published in the *FY 2017 APP*, which covers the agency's goals for FY 2016 and 2017. This plan reflects HUD's continuing commitment to inform the American people, the Congress, its partners and employees about the mission, goals, and work the Department seeks to accomplish.

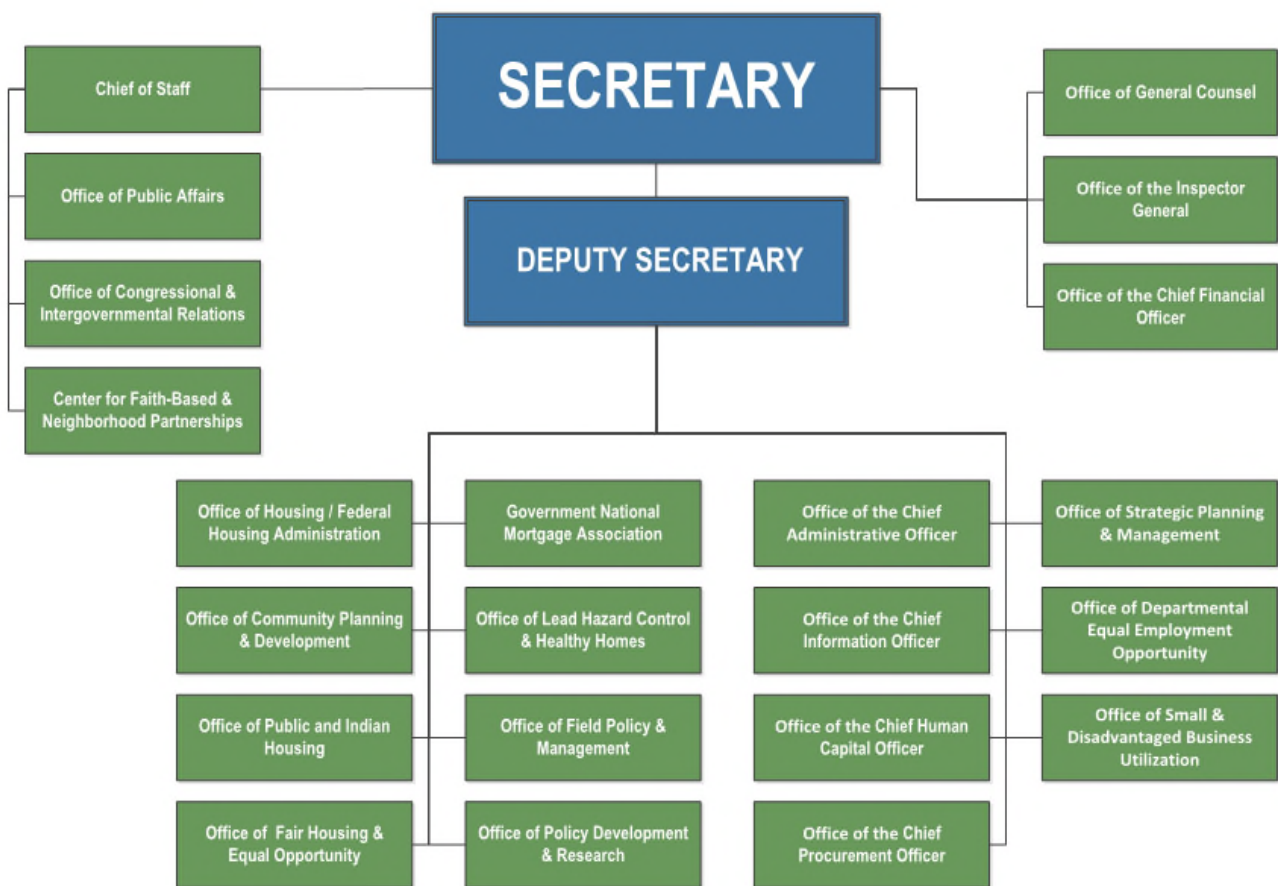
HUD is a \$46.9 billion agency in which approximately 85 percent of its total budget is needed solely to renew rental assistance to 5.6 million households occupying HUD-subsidized housing, including 2.25 million households assisted with Housing Choice Vouchers, and to renew existing HUD grants to homeless assistance programs. Detailed data on 4.68 million^[1] households reveal that: 56.5 percent are elderly or disabled, 73.5 percent are extremely low-income (below 30 percent of area median income) and an additional 20.8 percent are very low-income (below 50 percent of area median income). The President's Budget will identify the lower-priority program activities, 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>

^[1] This number represents tenants for whom the Department has recently reported demographic data and is not the total number of tenants in HUD-subsidized housing, as shown above.

Agency Structure

HUD, a Cabinet-level agency created in 1965, is responsible for national policy and programs that address America’s housing needs, that improve and develop the nation’s communities, and that 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 private sector and philanthropic and non-profit organizations.

HUD’s Organization and Reporting Structure



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

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

Performance Indicators

► Strategic Objective: Economic Prosperity

Education

- Percent of Housing Choice Vouchers households who are proximate to proficient schools (tracking only)

Economic Prosperity

- Percent of participants enrolled in the Family Self-Sufficiency program who have sustained wage increases
- Percent of Section 3 residents hired, of total hiring that occurs as a result of Section 3 covered HUD funding
- Percent of total dollar amount of construction contracts awarded to Section 3 businesses by covered HUD funding
- Percent of total dollar amount of non-construction contracts awarded to Section 3 businesses by covered HUD funding
- Number of self-certified Section 3 businesses in HUD's registry nationwide
- Number of states with Section 3 certified businesses in HUD's registry

► Strategic Objective: Health and Housing Stability

- Number of successful transitions from institutions through Section 811 Project Rental Assistance program
- Percent of public housing agencies with smoke-free housing policies
- Average CMS STAR rating of Section 232 nursing home commitments

► Strategic Objective: End Homelessness

- Total veterans living on the streets, experiencing homelessness*
- Total homeless veterans temporarily living in shelters or transitional housing*
- Individuals experiencing chronic homelessness*
- Number of new permanent supportive housing beds dedicated to individuals and families experiencing chronic homelessness*
- Percent of new permanent supportive housing beds dedicated to individuals and families experiencing chronic homelessness*
- Veterans newly placed in permanent housing through HUD-VASH
- Homeless veterans served with transitional housing through Continuum of Care Program resources
- Homeless veterans served with permanent supportive housing through Continuum of Care Program resources
- Percent of permanent supportive housing beds serving individuals and families experiencing chronic homelessness
- Families experiencing homelessness
- Admissions of new homeless households into HUD-assisted housing (Public Housing, Housing Choice Vouchers, and Multifamily Housing Programs)
- Percent of Emergency Solutions Grant dollars dedicated to rapid re-housing for homeless families

*Denotes a measure previously designated as an FY 2016-17 Agency Priority Goal (APG) under the GPRA Modernization Act

▶ **Strategic Objective: Fair Housing**

- Number of people receiving remedies through Fair Housing Act enforcement work
- Average number of persons receiving remedies through Fair Housing Act enforcement work per case
- Number of Fair Housing Act cases with monetary relief exceeding \$25,000
- Number of Fair Housing Act cases open more than 300 days at the end of the fiscal year
- Percent of jurisdictions that receive training or technical assistance from HUD within the 12 months prior to Assessment of Fair Housing (AFH) submission due dates
- Percent of submitted AFHs reviewed by HUD within 60 days of receipt of the first submission
- Percent of AFH submissions accepted by their second submission

▶ **Strategic Objective: Green and Healthy Homes**

- Number of HUD-assisted or HUD-associated units completing energy efficient and healthy retrofits or new construction*
- Number of properties participating in utility data benchmarking*
- Installed megawatts toward federal renewable energy target*
- Estimated impact of energy efficiency programs on HUD-assisted portfolio
- Estimated cumulative reduction in carbon emissions
- Estimated cumulative water saved
- Better Buildings Challenge multifamily housing partner's energy use
- Percent of Better Buildings Challenge multifamily housing partners reporting energy use
- Number of Better Buildings Challenge multifamily housing units

▶ **Strategic Objective: Disaster Resilience**

▶ **Strategic Objective: Community Development**

ConnectHome

- Percent of public housing households with school-age children in ConnectHome communities with at-home high-speed Internet*
- Number of HUD-assisted households that gain high-speed internet access through ConnectHome*
- Percent of new residential construction and substantial rehabilitation projects that support broadband internet connectivity in individual housing units*

Community Partnerships

- Number of Community Partnership action plans

Promise Zones

- Number of Federal grants received with preference
- Number of Federal grants offering preference points
- Federal dollars awarded to Promise Zone communities

Strong Cities, Strong Communities (SC2)

- Amount of existing federal funds more effectively utilized due to technical assistance and capacity building
- Number of best practices adopted by SC2 cities
- Number of new local partnerships formed as a result of an SC2 intervention

**Denotes a measure previously designated as an FY 2016-17 Agency Priority Goal (APG) under the GPRA Modernization Act*

- ▶ **Strategic Objective: Rental Investment**
 - Number of households experiencing “Worst Case Housing Needs”
 - Proportion of very low-income renters facing severe rent burdens
 - Percent of rental units built in the preceding four years that are affordable to very low-income renters
 - Production of rental units

- ▶ **Strategic Objective: Rental Preservation and Expansion**
 - Number of families served through HUD rental assistance*
 - Number of units converted using the Rental Assistance Demonstration (RAD): First Component*
 - Number of units converted using the Rental Assistance Demonstration (RAD): Second Component*
 - Housing Choice Voucher budget utilization rate*
 - Public Housing occupancy rate*
 - Project-Based Rental Assistance (PBRA) occupancy rate*
 - Percent of Section 8 Housing Assistance Payment contracts renewed
 - Number of inspections saved through inspection sharing

- ▶ **Strategic Objective: Housing Market**
 - Overall market-share of single-family new originations for private capital, GSEs, FHA, and VA
 - Share of FHA mortgages to first-time home buyers

- ▶ **Strategic Objective: Credit Access**
 - FHA share of originations
 - FHA minority borrowers
 - FHA insured purchase lending as a percent of total purchase activity by region
 - Percent of loans endorsed with credit score < 680
 - Percent of loans endorsed with credit score < 680 without a 90-day delinquency during the first three years
 - HUD’s Housing Counseling Program clients served
 - Percent of housing counseling clients that gain access to resources to improve their housing situation
 - Percent of housing counseling clients with whom a counselor developed a sustainable household budget

- ▶ **Strategic Objective: FHA’s Financial Health**
 - Asset disposition recovery rate
 - Percent of modifications resulting in re-defaults within six months of closing
 - Loss mitigation uptake
 - Number of FHA-insured mortgages benefitting from housing counseling
 - Capital Reserve Ratio

*Denotes a measure previously designated as an FY 2016-17 Agency Priority Goal (APG) under the GPRA Modernization Act

Strategic Objective: Economic Prosperity

Promote advancements in economic prosperity and education for residents of HUD-assisted housing.

EDUCATIONAL ATTAINMENT STRATEGIES

Increase educational attainment for HUD-assisted tenants by improving access to stable, quality, and affordable education, as measured by increasing the percentage of HUD-assisted tenants who are currently enrolled in college.

- **Encourage PHAs to support higher education access and attainment for residents.** Implement strategies to increase *Free Application for Federal Student Aid* (FAFSA) assistance and completion. Collaborate with federal, local, and non-governmental partners to support local education initiatives for tenants ranging from early childhood education, grade level reading proficiency, higher education, and career training.
- **Improve access to and sharing of education data for HUD-assisted households to better understand the impact of our housing and services on educational attainment.** Through research projects, place-based initiatives, and state data-sharing agreements, HUD is getting more information on resident-level educational access and achievement outcomes that will enable better targeting of services.
- **Increase connections to partnerships with educational philanthropies and nonprofits.** HUD is collaborating with several organizations which focus on expanding digital literacy, increasing Science, Technology, Engineering, and Math (STEM) education for young girls, positive law enforcement interaction and law enforcement vocational training, youth development programs, reducing chronic absenteeism, and improving grade level reading for third graders – a critical marker of future educational success. These partners include the Annie E. Casey Foundation, Learning for Life, ABCmouse.com, AARP, the National Center for Women and Technology (NCWIT), Grade Level Reading, First Book, Learning for Life, GreatSchools and others.

ECONOMIC PROSPERITY STRATEGIES

- **Build evidence of effectiveness of programs that promote economic self-sufficiency** by evaluating the FSS program through a randomized controlled trial by 2018.
- **Implement an evidence-based evaluation to improve reentry outcomes for formerly incarcerated individuals and their communities.** HUD is collaborating with the Department of Justice to pilot the use of pay-for-success financing of permanent supportive housing for prisoner reentry. An initial formative process evaluation will examine the core processes of such social impact financing: feasibility assessment, deal structuring, and implementation. Pending availability of funding, a follow-on outcome evaluation will examine the effectiveness, cost-savings, and recidivism reduction of providing formerly incarcerated individuals with permanent supportive housing linked with employment, behavioral health services, and family unification.
- **Support and monitor the Section 3 Business Registry system expansion.** In March 2015, the Section 3 Business Registry was expanded from a pilot program in five metropolitan areas to a national resource for meeting the regulatory requirements of Section 3. The Section 3 Business Registry serves to assist grantees and Public Housing Authorities (PHA) with identifying and notifying prospective Section 3

businesses about the availability of local HUD-funded contracting opportunities; provide uniform self-certification procedures; and increase the pool of Section 3 businesses that may submit bids for HUD-funded contracts. The expansion will continue to be supported with training, HUD guidance, and marketing to increase awareness of this resource.

- **Maintain Section 3 collaboration between HUD programs to ensure recipients have adequate guidance and technical assistance and that HUD has a coordinated approach to compliance.** Section 3 compliance is overseen by HUD's Office of Fair Housing and Equal Opportunity (FHEO), but funding is distributed to recipients through other program offices, including the Office of Public and Indian Housing (PIH), the Office of Community Planning and Development (CPD), the Office of Housing, and the Office of Lead Hazard Control and Healthy Homes (OLHCHH). Maintaining coordination, both by providing technical assistance and resolving compliance issues, will support Section 3 program effectiveness.
- **Implement and evaluate the Jobs Plus Pilot Initiative to ensure PHAs are most effective in reaching, engaging, and improving the employment skills of residents in the pilot communities.** Since 2015, HUD has awarded nearly \$63 million to 24 public housing agencies (PHAs) to implement the Jobs Plus Program. The FY 2016 awards were made to six PHAs in September 2016. The Department is currently conducting a process evaluation that will document the implementation of programs established by the initial cohort of nine grantees. PD&R is exploring options for capturing outcomes from the Jobs Plus Initiative program, including options for measuring increases in earned income for residents of all 24 of the current Jobs Plus sites.

LEADING THE EDUCATIONAL ATTAINMENT OBJECTIVE

Calvin Johnson
Deputy Assistant Secretary
 Office of Research, Evaluation, and Monitoring
 Office of Policy Development and Research

LEADING THE ECONOMIC PROSPERITY OBJECTIVE

Bryan Greene
General Deputy Assistant Secretary
 Office of Fair Housing and Equal Opportunity

Dominique Blom
Deputy Assistant Secretary
 Office of Public Housing Investments

MAJOR MILESTONES

Educational Attainment Milestones

3/31/2017

Use behavioral insights to promote completion of FAFSA applications by HUD-assisted students through a low-cost, evidence-based, experimental approach in partnership with the GSA's Office of Evaluation Sciences¹ and the Department of Education.

Ongoing. The Phase I experiment, which used mailed reminders to encourage residents to apply for FAFSA, was completed in March 2016; the mailings tests had no significant effects on the rate of FAFSA completions. Phase 2 work is underway at three PHAs,

¹ Previously this milestone said HUD was partnering with the U.S. Social and Behavioral (SBST); SBST is now GSA's Office of Evaluation Sciences.

involving mail and electronic outreach with the NYC housing authority and mail outreach pilots with the Seattle and King County, WA housing authorities.

3/31/2018²

Release an article about the University of Pennsylvania multi-site study on the effect of HUD assistance on educational outcomes for children and youth, a pilot study that demonstrates the challenges and opportunities of matching housing and education administrative data for performance monitoring and research.

Delayed. Upon review of the findings, HUD decided to change our presentation of the study. An article about this study is expected in March 2018.

Economic Prosperity Milestones

6/30/2017

Develop technical assistance strategy and materials, and deliver technical assistance on Section 3.

Delayed. As the final Section 3 Rule is still pending, technical assistance efforts are being refocused to smaller agencies with limited administrative capacity. New target date for completion is 6/30/2017.

MEASURING OUR PROGRESS

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

Educational Attainment Performance Indicator

- ▶ **Percentage of Housing Choice Vouchers households who are proximate to proficient schools³**
(supporting indicator)

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	N/A	27.8%	26.4%	Tracking only	Tracking only

² This target date was pushed back from the 2017 Annual Performance Plan after an approved extension on the delivery of findings from the researchers and HUD’s evaluation of those findings.

³ Vouchers are grouped by block-group, and “proximate” elementary schools are identified by mapping attendance zones from School Attendance Boundary Information System (SABINS), where available, or by generating within-district proximity matches of up to 3 of the closest schools within 1.5 miles. “Proficient” schools are defined as the schools whose 4th graders are performing in the top half of their state on annual assessments, standardized across the nation by Great Schools data.

Economic Prosperity Performance Indicators

- ▶ **Percentage of participants enrolled in the Family Self Sufficiency program who have sustained wage increases⁴**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	N/A	TBD	TBD	TBD ⁵	TBD

- ▶ **Percent of Section 3 residents hired, of total hiring that occurs as a result of Section 3 covered HUD funding**

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	N/A	47.2%	50.7% ⁶	50.0%	50.0%

- ▶ **Percent of total dollar amount of construction contracts awarded to Section 3 businesses by covered HUD funding**

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	N/A	9.5%	8.3% ⁷	10.0% ⁸	10.0%

⁴ The data match of FSS participants to the National Directory of New Hires (NDNH) match was delayed as HUD and HHS developed the MOU. This MOU was finalized in December 2016 and data is expected in May 2017.

⁵ Targets were expected to be set after the initial FSS-NDNH data match was complete.

⁶ With 64 percent of FY 2016 reports received as of April 2017, data is still preliminary. Efforts are focused on increased cooperation with other HUD program offices to obtain remaining reports. Target for FY2016 was based on previous reporting system, which may not prove directly comparable to reporting using SPEARS.

⁷ With 63 percent of FY 2016 reports received as of December 2016, data is still preliminary. Efforts are focused on increased cooperation with other HUD program offices to obtain remaining reports.

⁸ This target was reduced from 12.5% in the FY17 Annual Performance Plan to the regulatory target of 10.0% due to recent performance.

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

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	N/A	5.5%	5.7%	7.0%	7.0%

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
551	808	1,399	2,709	3,000 ⁹	3,500

▶ **Number of states with Section 3 certified businesses in HUD's registry**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
7	27	43 ¹⁰	51 ¹¹	49 ¹²	50

⁹ Increased from 2,000 businesses in FY 2017 Annual Performance Plan, in light of higher than anticipated use of the Business Registry

¹⁰ This represents 43 unique locations, including 41 states, the District of Columbia, and Puerto Rico.

¹¹ This represents 51 unique locations, including 48 states, the District of Columbia, and 2 territories.

¹² Increased from 45 states in FY 2016 Annual Performance Plan, in light of higher than anticipated use of the Business Registry.

Strategic Objective: Health and Housing Stability

Promote the health and housing stability of vulnerable populations.

STRATEGIES

- **Promote health and financial stability of vulnerable populations by improving access to and effective utilization of health care services.** HUD will identify ways to better capture health insurance status of HUD-assisted households and partner with state Medicaid programs to promote more efficient connections to health insurance enrollment options and services.
- **Build evidence on effective models for coupling services with housing** and modify existing and future programs to reflect best practices.
- **Improve performance management by enhancing HUD's collection and analysis of data** pertaining to health-related outcomes across HUD-assisted housing programs. Also improve HUD's ability to integrate and/or conduct administrative data matches with other partner federal programs.
- **Seek to increase the percentage of HOPWA households receiving permanent supportive housing** who are stably housed and who accessed or maintained access to care. The HIV Care Continuum Initiative provides a framework to identify points where individuals living with HIV are not connected to care and to seek ways to monitor and evaluate the effectiveness of interventions.
- **Assist with enforcement and implementation of the Supreme Court's *Olmstead* decision**, in collaboration with HHS, DOJ, and state agencies, through facilitating expansion of integrated housing opportunities for people with disabilities transitioning out of institutions/at risk of institutionalization, including people experiencing homelessness.
- **Support public housing authorities' adoption of Smoke Free policies.** HUD published a rule requiring public housing authorities to adopt and enforce Smoke Free policies within their developments. During the transition to Smoke Free, HUD will provide technical assistance and support to public housing authorities and, in particular, coordinate with HHS and state/local public health agencies to provide smoking cessation assistance to public housing residents desiring to give up tobacco.
- **Promote healthcare financing of lead- and asthma-related healthy homes interventions.** HUD will host local asthma summits to promote expansion of Medicaid services and private insurance to provide healthcare financing for home-based asthma interventions.

LEADING THIS OBJECTIVE

Bob Iber
Acting Deputy Assistant Secretary
Office of Multifamily Housing
Office of Housing

MAJOR MILESTONES

Ongoing **Building evidence of effective models and cross system impact**

12/31/2017¹³ Publish process evaluation report of the Section 811 Project Rental Assistance Demonstration to examine implementation outcomes.

Delayed.

9/30/2017 **Promote healthcare financing of asthma-related housing condition interventions.**

- Host at least two local asthma summits per year to promote expansion of Medicaid services and private insurance to provide healthcare financing for home-based asthma services that involve housing interventions.

MEASURING OUR PROGRESS

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

► **Number of successful transitions from institutions through Section 811 Project Rental Assistance program**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	N/A	72	231 ¹⁴	380 ¹⁵	500

► **Percent of PHAs that have smoke-free public housing policies (cumulative)**

CY13 Actual ¹⁶	CY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
16.5%	18.7%	20.0%	22.1%	22.0%	90%

► **Average CMS STAR rating of Section 232 nursing home commitments**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
3.1	3.2	3.2	2.8 ¹⁷	>2.8	>2.8

¹³ In the FY 2016 Annual Performance Plan, this target date was listed at 8/31/15. Delayed program implementation stalled work on the evaluation report.

¹⁴ Section 811 PRA has seen slower than expected turnover in FY16, especially in tight rental markets. New development was driven by LIHTC, which should see an uptick of units coming online in FY17 Q3.

¹⁵ In the FY 2017 Annual Performance Plan, this target was listed as 500. The 811 PRA program has experienced delays in leasing units. Challenges include, but not limited to, units awaiting turnover at existing properties and some Grantees have experienced difficulty identifying units and establishing connections with services. The program is currently averaging about 150 leased units per year.

¹⁶ HUD gathered and recorded these data on a calendar year basis (in December of each calendar year). At the end of FY 2015, HUD shifted to fiscal year reporting, as shown for FY 2015-16. This is corrected from previous year’s versions of the Annual Performance Reports.

¹⁷ In 2015, the Centers for Medicare & Medicaid Services (CMS) released a major revision to the CMS 5-star rating systems of nursing homes, after which one third of all nursing homes in the country saw a decline in ratings; HUD is assessing the portfolio for improvement in this new rating system. HUD is also shifting to assessing if the Section 232 commitment has an impact on the facility rating, before and after commitment.

Strategic Objective: End Homelessness

End homelessness for veterans, people experiencing chronic homelessness, families, youth, and children.

STRATEGIES

- **Implement the Homelessness Emergency and Rapid Transition to Housing (HEARTH) Act amendments to McKinney-Vento Homeless Assistance Act** and encourage Continuums of Care (CoC) to use their existing resources more effectively. In particular, CoCs are urged to reallocate existing projects to create new permanent supportive housing for individuals experiencing chronic homelessness or rapid re-housing for households with children that are coming from the streets or shelters. HUD will urge and support CoC efforts to prioritize households experiencing chronic homelessness and those whose needs are most severe in all existing permanent supportive housing.
- **Fully engage and leverage mainstream housing assistance**, including Housing Choice Vouchers, Public Housing, and Multifamily Housing. We will build capacity among public housing authorities and multifamily property owners to serve more households experiencing homelessness in their programs.
- **Improve data and performance management** through the adoption of a common data standard for housing stability and sharing data across systems, such as Homeless Management Information Systems (HMIS) and systems used by the Department of Veterans Affairs (VA) and the Department of Health and Human Services (HHS).
- **Continue to strengthen collaborations** at all levels of government and with the private sector, including within HUD and with the US Interagency Council on Homelessness (USICH), the VA, HHS, the Department of Labor, the Department of Education, the Department of Agriculture, and others.
- **Implement USICH Framework to End Youth Homelessness**, integrate HMIS and Runaway and Homeless Youth Management Information Systems (RHYMIS), and leverage HUD's [Point-in-Time count](#) to improve strategies for identifying and serving youth experiencing homelessness.
- **Promote implementation of coordinated assessment systems for CoCs** through training, technical assistance, and guidance by the Office of Special Needs Assistance Programs to better target resources.

LEADING THE HOMELESSNESS OBJECTIVE

Ann Oliva

Deputy Assistant Secretary of Special Needs Assistance Programs

Community Planning & Development

MAJOR MILESTONES

4/1/2018¹⁸ Publish the HMIS Final Rule.

Delayed.

4/1/2018¹⁹ Publish the Notice for public comment for the CoC Program Interim Rule.

MEASURING OUR PROGRESS

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

Note on the first three veteran homelessness metrics: These metrics are measured by the annual PIT count, a count of homeless persons on a single night in January each year. Each January count corresponds to the impact of the previous fiscal year’s activities and is released in the Annual Homeless Assessment Report (AHAR) in the fall following each count. The FY 2016 actual will be measured in the January 2017 PIT count and released in the 2017 AHAR and in HUD’s FY 2017 APR.

► **Total veterans living on the streets, experiencing homelessness (key indicator)**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
17,570 ²⁰	16,220	13,067 ²¹	No data	0	0

► **Total homeless veterans temporarily living in shelters or transitional housing (key indicator)**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
32,119	31,505	26,404 ²²	No data	12,500	12,500

► **Individuals experiencing chronic homelessness (key indicator)**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
83,989	83,170	77,486	No data	TBD	TBD

¹⁸ This target was changed from 4/31/17 in the FY 2017 Annual Performance Plan.

¹⁹ This target was changed from 7/1/17 in the FY 2017 Annual Performance Plan.

²⁰ In the FY 2016 Annual Performance Plan, the reported FY 2013 actual was 17,885. This update reflects an adjustment made to the estimates of unsheltered homelessness submitted by the Las Vegas Continuum of Care.

²¹ Despite sizable reductions since 2010, HUD believes the high inflow of veterans and decreasing stock of available, affordable housing across many communities mitigated the progress communities have made towards ending veteran homelessness.

²² Ibid.

▶ **Number of new permanent supportive housing beds dedicated²³ to individuals and families experiencing chronic homelessness (supporting indicator)**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
5,123	5,170	8,878	6,756	TBD	TBD

▶ **Percent of new permanent supportive housing beds dedicated to individuals and families experiencing chronic homelessness (supporting indicator)**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
94%	98%	97%	100%	100%	100%

Other Measures:

▶ **Veterans newly placed in permanent housing with HUD-VASH**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
13,936	14,716	20,591	22,538	21,000	21,000

▶ **Homeless veterans served with transitional housing through Continuum of Care Program resources²⁴**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
10,789	N/A	N/A	N/A	2,961 ²⁵	1,616

²³ The term *dedicated beds* means that the provider is obligated by contract or otherwise to serve chronically homeless persons and when a participant exits the program, the bed must be filled by another chronically homeless participant unless there are no chronically homeless persons located within the geographic area. A bed is *prioritized* for chronically homeless persons when a participant exits the program and eligible chronically homeless persons are offered the bed before any other population. The term *targeted* means the sum of dedicated and prioritized beds. The FY 2015 actual data will correspond to commitments made with FY 2015 funding rather than households served in FY 2015.

²⁴ The agency has identified the reporting issues and secured funding to correct them, but will not receive the aggregate data for 2014-2016 until April 2018.

²⁵ The target for serving homeless veterans in CoC-funded transitional housing was revised based on FY 2016 CoC Program competition data. Between FY 2014 and FY 2016, 67% of transitional housing was reallocated to free up funding for new permanent housing options. This significant reduction resulted in a large change to the proposed number of veterans served in CoC-funded transitional housing projects.

▶ **Homeless veterans served with permanent supportive housing through Continuum of Care Program resources²⁶**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
12,919	N/A	N/A	N/A	11,713 ²⁷	12,649

▶ **Percent of permanent supportive housing serving individuals and families experiencing chronic homelessness**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
23%	44%	49%	52%	55% ²⁸	60%

▶ **Families experiencing homelessness**

This metric will be measured by the annual PIT count, a count of homeless persons on a single night in January each year. Each January count corresponds to the impact of the previous fiscal year’s activities and is released in the Annual Homeless Assessment Report (AHAR) in the fall following each count.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
67,613	64,197	61,265	No data	TBD	TBD

▶ **Admissions of new homeless households into HUD-assisted housing (Public Housing, Housing Choice Vouchers and Multifamily Housing programs)**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
13,315	17,013	26,448	28,403	Tracking Only	Tracking Only

▶ **Percent of Emergency Solutions Grant dollars dedicated to rapid re-housing for homeless families**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
23.5%	29.0%	30.5% ²⁹	24.6% ³⁰	31.0%	32.0%

²⁶ Ibid.

²⁷ Given the continued funding of HUD-VASH and Supportive Services for Veteran Families (SSVF), HUD revised its target to reflect the reality that veterans have other resources targeted to their needs. Thus, HUD’s target is slightly below its previous actual amount.

²⁸ This target was increased from the 49% set in the FY 2017 Annual Performance Plan in light of program performance.

²⁹ This number was previously reported as 27.0% but has been updated in light of lagged commitments. Data is based on the 96% of grantees who have already made commitments as of March 2017.

³⁰ Data is based on the 77% of grantees who have already made commitments as of March 2017; grantees have until early 2018 (varies by grantee) to make commitments.

Strategic Objective: Fair Housing

Reduce housing discrimination, affirmatively further fair housing through HUD programs, and foster inclusive communities free from discrimination.

STRATEGIES

- **Better ensure compliance with civil rights and economic opportunity requirements by providing high-quality technical assistance and training to stakeholders.** HUD will provide technical assistance on fair housing and civil rights laws and program requirements, such as the obligation to affirmatively further fair housing (AFFH) and compliance with HUD’s AFFH regulations, Section 3, Title VI, Section 504, and other areas of civil rights compliance so that HUD grantees have enough information and guidance to comply with civil rights requirements. This will include increasing technical assistance on fair housing issues and more effectively embedding civil rights requirements into other technical assistance offered by HUD.

- **Discourage discrimination by educating housing providers and by publicizing the consequences of violating the law.** HUD will target housing providers, lenders, real estate agents, and the public at large for training and outreach to educate them on their rights and responsibilities under fair housing laws. HUD will expand availability of fair housing educational material for industry representatives and consumers through website offerings. HUD will also strategically use press, public engagement, and other education and outreach techniques to deter discrimination.

- **Help stop discrimination through strong enforcement of the law against violators,** with a particular focus on systemic cases (those matters involving widespread discrimination affecting multiple people), more meaningful case outcomes, and enforcement strategies that identify and change widespread policies and practices.

LEADING THIS OBJECTIVE

Bryan Greene
General Deputy Assistant Secretary
 Office of Fair Housing and Equal Opportunity

MEASURING OUR PROGRESS

To track our progress towards this objective, HUD is tracking the following performance indicators:

▶ Number of people receiving remedies through Fair Housing Act enforcement work

This performance metric is calculated based on total number of complainants, other aggrieved parties, and additional victims receiving relief for HUD-processed cases closed during the period that favored the complainant.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
4,147	16,088 ³¹	4,182	7,425 ³²	4,500	4,500

³¹ HUD settled a small number of large fair housing cases in FY 2014 and FY 2016.

³² Ibid.

▶ **Average number of persons receiving remedies through Fair Housing Act enforcement work per case**

This performance metric is calculated by dividing the total number of complainants, other aggrieved parties, and additional victims receiving relief by the total number of HUD-processed cases closed during the period that favored the complainant.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
5.3	23.3 ³³	5.8	13.4 ³⁴	5.6	5.6

▶ **Number of Fair Housing Act cases with relief exceeding \$25,000**

This performance indicator is based upon the number of closed [Title VIII](#) fair housing investigations resulting in relief that exceeds the \$25,000 threshold. HUD completed conciliation training in January 2017 for investigative staff to ensure equitable settlement of cases.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
35	40	41	35	30 ³⁵	30

▶ **Number of Fair Housing Act cases open more than 300 days at the end of the fiscal year**

This performance indicator tracks the number of qualifying fair housing cases that are open for more than 300 days.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
586	799	719	579	505	500

³³ Ibid.

³⁴ Ibid.

³⁵ This target was reduced from 49 in the FY 2017 Annual Performance plan based on recent settlement activities. This reduction is based on a review of actual FY 2016 results, anticipated staff reductions, and increasing workload from ongoing implementation of the Affirmatively Furthering Fair Housing (AFFH) rule.

▶ **Percent of jurisdictions who receive training or technical assistance from HUD within the 12 months prior to Assessment of Fair Housing (AFH) submission due dates**

This indicator will be calculated based upon the number of jurisdictions submitting AFH documentation during the period divided by the number of these jurisdictions who received assistance (training or technical assistance) *prior* to submission.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	N/A	N/A	90% ³⁶	Tracking Only	Tracking Only

▶ **Percent of AFH submission reviews completed and accepted by HUD within 60 days of receipt of the first submission**

This indicator will be calculated based upon the number of AFH initial reviews completed on day 60 after receipt, divided by the number of jurisdictions submitting an AFH at that time. This percentage will be calculated cumulatively for each fiscal year.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	N/A	N/A	N/A ³⁷	Tracking Only	Tracking Only

▶ **Percent of AFH submissions accepted by their second submission**

This indicator will be calculated based upon the number of AFH submissions that are accepted after either their first or second review, divided by the total number of reviews conducted.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	N/A	N/A	N/A ³⁸	Tracking Only	Tracking Only

³⁶ This figure represents 13 AFH submissions covering 20 distinct entities received on or about October 4, 2016.

³⁷ This performance indicator will first report in FY 2017. Revised from FY 2016 in the *FY 2016 Annual Performance Plan*.

³⁸ Ibid.

Strategic Objective: Green and Healthy Homes

Increase the health and safety of homes and embed comprehensive energy efficiency and healthy housing criteria across HUD programs.

STRATEGIES

Boost Energy Efficiency

- **Strengthen HUD’s programs and policies in new and existing HUD-assisted housing to support high performance housing.** HUD is pursuing a number of actions, including:
 - Update minimum energy codes and standards as required by statute;
 - Implement a uniform Capital Needs Assessment (CNA) “e-tool” for privately-owned, FHA-insured multifamily housing (when a CNA is required);
 - Support the adoption of comprehensive utility benchmarking protocols across HUD’s portfolio;
 - Provide incentives for high performance, healthy housing through HUD’s competitive grant programs (where feasible);
 - Continue to implementation of public-private partnerships, such as the multifamily Better Buildings Challenge;
 - Strengthen partnerships with other federal agencies to reduce duplication of effort and increase communication
 - Make available HUD’s technical assistance (TA) resources to support high performance, upgrades and healthy housing.
- **Leverage private sector and other innovative sources of capital for energy efficiency investments.** HUD, working with federal and state partners, is helping to expand the pool of private and public capital for investments in energy efficiency and renewable energy programs across the residential spectrum.³⁹

HUD’s Annual Report to Congress, *Moving to the Next Level: Progress Report and Energy Update* (August 2016), provides an in-depth description of HUD’s energy strategies, and detailed results. For more information, see http://portal.hud.gov/hudportal/documents/huddoc?id=Report_Congress8-9-16.pdf.

Enhance Safe and Healthy Housing

- **Embed healthy and safe housing principles and research in all HUD programs.** HUD will work at the Department-wide level to ensure that the health and safety of housing is embedded in HUD programs by making available information on best practices and healthy homes research findings.

³⁹ In FY 2016 FHA announced guidance for single family PACE, providing eligibility for homes with a PACE obligation that is structured as a special assessment. Congress has also authorized the first Pay for Success demonstration to support energy and water efficiency investments in up to 20,000 units of HUD-assisted multifamily housing. The demonstration allows HUD to enter into contracts with outside entities, which would raise private capital for water and energy upgrades in aging HUD-assisted apartment buildings.

- **Support lead and healthy homes interventions and research.** HUD will provide grants to states and local communities to conduct lead hazard control activities in older housing units. HUD will encourage applicants for its Lead Hazard Control grant programs to apply for Healthy Homes Supplemental Funding, which can be used to address housing-related health and safety hazards that may cause or contribute to a wide range of illnesses and diseases, including asthma, injuries, and cancer. HUD will also fund research for developing and assessing cost-effective methods for identifying and mitigating housing-related health and safety hazards.⁴⁰
- **Expand housing management practices that protect the health of residents.** Housing management practices that promote healthier environments for residents include practices that use integrated pest management systems for pest control, utilize low toxic cleaners for regular maintenance, and adopt in-building smoke free policies that create healthier breathing environments throughout multifamily buildings.
- **Review HUD's existing physical condition assessment methods for opportunities to improve HUD's ability to identify health hazards.** HUD's existing physical condition assessment methods focus on traditional physical safety hazards, which may miss certain recognized conditions that can result in health hazards. Consistent with the *Surgeon General's Call to Action to Promote Healthy Homes*,⁴¹ HUD's *Leading Our Nation to Healthier Homes: The Healthy Homes Strategic Plan*,⁴² and the federal *Advancing Healthy Housing: A Strategy for Action*,⁴³ HUD is conducting a review of existing physical condition assessment methods for potential improvements in identifying health hazards. This review includes HUD's physical condition assessment protocols, such as the Uniform Physical Condition Standard for Voucher Programs (UPCS-V).
- **Ensure that all HUD programs and grantees comply with Lead Safe Housing Rule (LSHR) requirements** and other lead safety and disclosure requirements by 1) providing training on LSHR requirements and other lead safety and disclosure requirements to public housing agencies, HUD-assisted housing owners, HUD grantees, and HUD employees, and by (2) ensuring that HUD programs provide information on LSHR requirements and other lead safety and disclosure requirements to grantees.
- **Work with Administration partners to encourage an interagency focus on addressing lead hazard prevention** for both paint and other sources, including tap water.⁴⁴ HUD co-chaired, with EPA and HHS, a subcommittee of the President's Task Force of Environmental Health Risks and Safety Risks to Children (the interagency Children's Environmental Health Task Force) that issued a report on "Key Federal Programs to Reduce Childhood Lead Exposures and Eliminate Associated Health Impacts," through FY 2016,⁴⁵ and which is drafting a new federal lead strategy that builds on and expands the 2000 strategy⁴⁶ in light of progress since that time and the emergence of important challenges, such as lead in tap water.

⁴⁰ *Ibid.*

⁴¹ See: <http://www.surgeongeneral.gov/library/calls/healthyhomes/index.html>

⁴² See: http://www.hud.gov/offices/lead/library/hhi/hh_strategic_plan.pdf

⁴³ See: http://portal.hud.gov/hudportal/HUD?src=/program_offices/healthy_homes/advhh

⁴⁴ This strategy was adopted by the Department in FY 2016 and did not appear in the *FY 2016 Annual Performance Plan*.

⁴⁵ See: <https://portal.hud.gov/hudportal/documents/huddoc?id=ptfc.pdf> and <https://ptfkeh.niehs.nih.gov/>.

⁴⁶ See: President's Task Force of Environmental Health Risks and Safety Risks to Children. *Eliminating Childhood Lead Poisoning: A Federal Strategy Targeting Lead Paint Hazards*. February 2000. www.hud.gov/offices/lead/library/hhi/FedLeadStrategy2000.pdf.

LEADING THE GREEN AND HEALTHY HOMES OBJECTIVE

Danielle Arigoni
 Director, Office of Economic Development
 Office of Community Planning and Development

Jon Gant
 Director
 Office of Lead Hazard Control and Healthy Homes

MAJOR MILESTONES

Energy Efficiency and Renewable Energy

9/30/2016 Implement HUD portfolio-wide utility data collection and benchmarking policies.

Delayed pending Administration review.

7/31/2017⁴⁷ Issue Multifamily Pay for Success NOFA.

Delayed.

MEASURING OUR PROGRESS

To track our progress towards this objective, HUD is monitoring the following performance indicators:

- ▶ **Number of HUD-assisted units completing energy efficient and healthy retrofits or new construction (key indicator)**

This tracks the number of new construction or retrofitted housing units that are healthy or energy-efficient.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
75,951	78,489	81,451	82,856	≥80,463 ⁴⁸	Tracking only

- ▶ **Number of housing units participating in utility data benchmarking (supporting indicator)**

This tracks the number of housing units that are assisted, insured, public, or market-rate and located in properties for which an energy use intensity (EUI), water use intensity (WUI), and/or 1-100 benchmark score has been calculated and reported to HUD through EPA’s Portfolio Manager or another compatible data collection tool.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	N/A	N/A	N/A	315,000	630,000

⁴⁷ This target was changed from 10/31/16 in the FY 2017 Annual Performance Plan.

⁴⁸ FY 2017 target includes 2,882 “stretch units” which are not assigned to a specific program but are applied to the overall goal.

OTHER INDICATORS

Cost Savings and Other Outcomes⁴⁹

In FY 2016 HUD began tracking several outcomes in addition to “completed energy efficient or healthy units” as performance indicators for this goal. These outcomes include estimated energy savings (percent, jobs created or maintained, and estimated water savings (gallons), as well as estimated cost savings (dollars). The data in this model are based upon energy market research, providing an evidence-based tool that the Department can use to better understand the broad impact of its energy efficiency activities. HUD will update and refine the model with actual energy savings reported by PHAs or multifamily owners at such times as utility benchmarking data becomes available.

► **Estimated impact of energy efficiency programs on HUD-assisted portfolio**

	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
Cumulative estimate of energy savings ⁵⁰ in the HUD-assisted portfolio	1.3%	1.6%	1.9%	2.8%	4.5%	Tracking only
Estimated share of HUD-assisted portfolio impacted by energy efficiency programs	8.5%	9.7%	10.6%	11.9%	13.6%	Tracking only

► **Estimated Cumulative Water Saved (gallons)**

Cumulative estimate of gallons of water saved.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
10.2 million	12.5 million	14.9 million	20.9 million	31.9 million	Tracking only

The Better Buildings Challenge

► **Better Buildings Challenge multifamily housing partners’ energy use (BTUs/sf)**⁵¹

This metric consists of energy use intensity (EUI) in BTUs/square foot for Better Buildings Challenge multifamily housing partners reporting benchmarking data in Portfolio Manager.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	N/A	109,000	123,000	Tracking Only	Tracking Only

⁴⁹ FY 2009 is the baseline (0 percent) for the Energy Model indicators.

⁵⁰ Savings relative to projected energy use of status quo scenario (no energy efficiency intervention).

⁵¹ BTU = British thermal unit.

- ▶ **Percentage of Better Buildings Challenge multifamily housing partners reporting energy use**
Tracks the percentage of Better Building Challenge multifamily housing partners reporting energy use data to HUD.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	N/A	23%	42%	≥75%	90%

- ▶ **Number of Better Buildings Challenge multifamily housing units**
Tracks the number of multifamily housing units in a participating Better Building Challenge Partner’s portfolio. Includes public housing, HUD-assisted multifamily housing, and market rate units.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	N/A	390,000	693,917	≥600,000	700,000

Strategic Objective: Disaster Resilience

Support the recovery of communities from disasters by promoting community resilience, developing state and local capacity, and ensuring a coordinated federal response that reduces risk and produces a more resilient built environment.

STRATEGIES

- **Build resilience strategies into HUD programs**, promoting the use of resilient housing, community development, land-use planning, infrastructure investment patterns, and fostering innovations in resilient rebuilding based on the latest data on current and future risk to ensure the most effective use of federal resources and reduce risks to all communities.
- **Increase capacity of state and local governments to plan for and implement long-term recovery and rebuilding due to natural disasters**, and encourage increased private and community investment and research in disaster recovery capabilities.
- **Facilitate the effective use of post-disaster housing resources, while ensuring full compliance with applicable fair housing and civil rights laws**, to restore and strengthen homes and provide families with safe, affordable housing options and to reduce the impacts of future disasters.
- **Promote regional coordination to ensure that community infrastructure investments are resilient, environmentally and fiscally sustainable, and delivered without delay.**
- **Improve data collection and information sharing across and by federal, state and local entities** to bolster disaster preparedness, response, and recovery efforts.
- **In partnership with other federal agencies, lead and advance the National Disaster Recovery Framework** to ensure that interagency federal disaster recovery efforts are effectively coordinated, and that the recommendations in the Hurricane Sandy Rebuilding Task Force's Rebuilding Strategy are fully implemented for the Sandy recovery and, where applicable, for national programs and efforts.

LEADING THIS OBJECTIVE

Danielle Arigoni
Director, Office of Economic Development
Office of Community Planning and Development

MAJOR MILESTONES

Climate Change Adaptation Plans⁵²

10/1/2016 **Publish analysis of impacts that identifies the most vulnerable HUD-funded physical assets.**

⁵² A milestone to "Publish guidance on the use of 203(k) products for hazard mitigation" has been removed.

Delayed pending ongoing efforts to secure additional expertise, with a tentative new target date of January 2018.

12/31/2016

Complete the rulemaking process to update 24 CFR Part 55 in alignment with the Federal Flood Risk Management Standard. In the face of increased flooding risks and rising sea levels, HUD proposed new elevation standards for all HUD-supported properties. For the first time in nearly 40 years, HUD is proposing to establish higher elevation requirements for properties seeking HUD assistance or Federal Housing Administration (FHA) mortgage insurance.

Delayed. The Proposed Rule was published in the Federal Register on October 28, 2016. Public comment for the Proposed Rule closed on December 27th, 2016. Public comments are currently under review.

5/31/2017⁵³

Publish guidance on the use of CDBG for climate change adaptation/resilience.

Delayed. HUD is developing a tool to help CPD grantees to incorporate resilience into their regular activities, which will include helping CDBG recipients identify resilient investments for their CDBG allocation.

9/30/2017

Obligate all funding from the National Disaster Resilience Competition.

MEASURING OUR PROGRESS

HUD does not propose any new performance indicators in FY 2018 to track our progress towards this objective.⁵⁴

⁵³ In the FY17 Annual Performance Plan, this target was listed as 12/31/2016.

⁵⁴ Two indicators from the FY 2017 Annual Performance Plan were removed.

Strategic Objective: Community Development

Strengthen communities' economic health, resilience, and access to opportunity.

HUD participates in several interagency place-based initiatives with the goal of focusing existing funding more effectively; creating incentives for collaboration across organizational, jurisdictional, and sectoral lines; and supporting communities in improving their growth potential and the quality of life and opportunities for their residents.

Strategic Objective: Community Development <i>HUD Programs and Initiatives</i>						
HUD-Community Partnership	Program Office	FY 2017 HUD Leads	Launch Year	Scope in FY 2017	Focus	Intervention Type
ConnectHome ⁵⁵	PIH	D. Blom	2015	27 Cities; 1 Tribal Nation	High-Speed Internet	Technical Assistance
Community Partnerships (previously Community Needs Assessment)	FPM	N. Bregon	2014	64 Cities or Communities	Local, State, and Federal Collaboration	Technical Assistance
Promise Zones	FPM	N. Bregon	2013	13 Cities or Communities	Reducing Poverty	Direct Federal Partnership
Strong Cities, Strong Communities	CPD	D. Arigoni	2011	80 Cities	Economic Development	Direct Federal Partnership; Technical Assistance

⁵⁵ FY 2016-17 Agency Priority Goal (APG)

ConnectHome

STRATEGIES

- **Encouraging demonstration sites to work with local partners such as non-profits and local government officials** to bring the necessary resources to create a comprehensive digital inclusion program.⁵⁶
- **Increasing adoption of high-speed Internet** by building new models to provide infrastructure and to offer residents free or discounted service.
- **Empowering residents to take full advantage of high-speed Internet** by connecting them to localized, free, and culturally sensitive training in essential digital literacy skills that will allow them to effectively utilize high-speed Internet.
- **Making high-speed Internet adoption sustainable** by working with HUD’s nonprofit partners, EveryoneOn and US Ignite, to leverage corporate philanthropy and provide devices and technical support to our residents.

LEADING THE CONNECTHOME OBJECTIVE

Dominique Blom
 Deputy Assistant Secretary
 Office of Public Housing Investments

MEASURING OUR PROGRESS

To track our progress towards this objective, HUD is tracking the following performance indicators.

- ▶ **Percentage of public housing households with school-age⁵⁷ children in ConnectHome communities with at-home high-speed internet⁵⁸ (key indicator)**

54 percent represents the share of all surveyed households in pilot communities with school-age children that have an Internet connection which is not smartphone and smartphone data-plan dependent. This means that a large sample of select developments in ConnectHome communities revealed that pre-ConnectHome in-home Internet access was higher than expected (54 percent), exceeding the FY 2016 target of 35 percent. HUD is currently reevaluating its FY 2017 targets based upon the survey results. From the launch of ConnectHome until the end of FY 2016, HUD estimates that the initiative connected 25-30 percent of unconnected families with school-age children living in public housing in the pilot communities. The actual percentage is difficult to calculate given that the surveys were facilitated by PHAs on varying schedules and delivery methods. As a result, data quality likely varies from PHA to PHA.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	N/A	N/A	54%	50%	Tracking only

⁵⁶ Additional strategy added in FY 2016 to accurately reflect pilot program activities.

⁵⁷ School-age refers to children in the age group traditionally associated with grades K-12.

⁵⁸ Does not include households that rely upon smartphones as the sole source of internet access.

▶ **Number of Public Housing households with school-age children that gain free or low-cost high-speed internet access through ConnectHome** (supporting indicator)

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	N/A	N/A	5,000	Tracking only	Tracking only

▶ **Percentage of HUD-funded new residential construction and substantial rehabilitation projects that support high-speed internet connectivity in individual housing units** (supporting indicator)

In December 2016, HUD published a rule requiring HUD-funded new residential construction and substantial rehabilitation projects to support high-speed Internet connectivity in each housing unit. Tracking this metric would require making changes to the way that impacted program offices collect data. Since HUD does not currently have the capability to collect this data, it does not have any data to report for the FY 2016 reporting period and no baseline for target-setting. HUD may reassess this indicator in 2017.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	N/A	N/A	N/A	Tracking only	Tracking only

Community Partnerships⁵⁹

STRATEGIES

Community Partnerships are a key aspect of the Department's Place-Based Operating Plan. The goal of each Community Partnership is for HUD staff to work in a way that proactively supports local community goals, addresses challenges, and brings together a variety of stakeholders to help communities plan and act strategically and holistically for the future. The term "Community Partnership" now covers partnerships previously implemented through Community Needs Assessments. Within each Community Partnership, the Field Working Group will hold community roundtables to understand local needs, create an opportunity matrix in coordination with inter-agency partners and local stakeholders and identify outcome-oriented projects to help each community achieve their local goals.

LEADING THIS OBJECTIVE

Nelson Bregon
Deputy Assistant Deputy Secretary
 Office of Field Policy & Management

MEASURING OUR PROGRESS

To track our progress towards this objective, HUD is tracking the following performance indicators.

► Number of Community Partnerships Implemented⁶⁰

Each Field Working Group will implement a community partnership within which the Office will hold roundtables with key stakeholders, create an opportunity matrix and plan projects to be implemented to achieve locally-driven community goals. This indicator counts the cumulative number of Community Partnerships that have been implemented.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	70	82	85	64 ⁶¹	80

⁵⁹ Previous strategy was named Community Needs Assessment and has been renamed Community Partnerships.

⁶⁰ This indicator previously captured the number of CNA Action Plans, and data from FY 2013-FY 2016 reflects the number of CNA Action Plans. With the transition to Community Partnerships in the FY 2017 Departmental Operating Plan Guidance, the metric has changed to number of Community Partnerships. Targets for FY 2017 and beyond will use the Community Partnership metric.

⁶¹ In FY 2017, HUD as a Department transitioned from Community Needs Assessments to cross-programmatic Community Partnerships under the Place-Based Executive Committee model. With this transition, targets were reset for FY 2017 to allow for one designated community partnership per regional and field office in the first year.

Promise Zones

STRATEGIES

The Promise Zone designation partners the Federal government with local leaders who are addressing multiple community revitalization challenges in a collaborative way. Promise Zone designees receive:

- An opportunity to engage five AmeriCorps VISTA members in the Promise Zone's work
- A federal liaison assigned to help designees navigate federal programs
- Preferences for certain competitive federal grant programs and technical assistance from participating federal agencies

Altogether, this package of assistance will accelerate local efforts. The Promise Zone designation will last for a term of 10 years. During this term, the specific benefits made available to Promise Zones will vary from year to year, and sometimes more often than annually, due to changes in agency policies, appropriations, and authorizations for relevant programs.

LEADING THIS OBJECTIVE

Nelson Bregon
Deputy Assistant Deputy Secretary
Office of Field Policy & Management

MAJOR MILESTONES

HUD does not propose any new milestones in FY 2018.⁶²

⁶² A milestone from the FY 2017 Annual Performance Plan has been removed; HUD is no longer pursuing an interagency agreement with partnering federal agencies for Promise Zones after OMB released a memo in September 2016 supporting Promise Zone preference points and TA.

MEASURING OUR PROGRESS⁶³

To track our progress towards this objective, HUD is tracking the following performance indicators.

▶ **Number of Federal grants received with preference**

The Promise Zone designation provides the lead organizations and certified partners access to preference points or priority/special consideration for selected Federal grant programs, technical assistance, and other capacity building opportunities. Available data is from October 2015 to May 2016. The remaining data for FY 2016 will not be available until late-FY2017.⁶⁴

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	29	67	17	Tracking Only ⁶⁵	Tracking Only

▶ **Number of Federal grants offering preference points**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	35	41	59	Tracking Only ⁶⁶	Tracking Only

▶ **Federal dollars awarded to Promise Zone communities and surrounding jurisdictions**

The majority of awards are used within a larger geography than the neighborhood-based Promise Zone boundary, with a portion of funds targeted to Promise Zone communities. Available data is from October 2015 to May 2016. The remaining data for FY 2016 will not be available until late FY 2017.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	\$132,248,735	\$42,849,811	TBD ⁶⁷	Tracking Only	Tracking Only

⁶³ The performance indicators for this program are new and will first report in FY 2016. Therefore, there is no data to report for prior years and no baseline to establish FY 2015-16 targets for each indicator.

⁶⁴ FY 2016 data is currently unavailable as the reporting template which recently completed PRA has not yet been rolled out to the Urban Promise Zones. FY 2016 data will be updated in the *FY 2019 Annual Performance Plan*.

⁶⁵ HUD has reevaluated its ability to impact the outcome of this metric. HUD’s efforts are limited to encouraging other federal agencies to offer preference points for Promise Zone designation. Given that the decision to offer preference rests with other agencies, HUD has elected not to set annual targets for this goal going forward.

⁶⁶ HUD has reevaluated its ability to impact the outcome of this metric. HUD’s efforts are limited to encouraging other federal agencies to offer preference points for Promise Zone designation. Given that the decision to offer preference rests with other agencies, HUD has elected not to set annual targets for this goal.

⁶⁷ Full-year data is not yet available for FY 2016, but is expected to be reported in the *FY 2019 Annual Performance Plan*.

Strong Cities, Strong Communities

STRATEGIES

SC2 coordinates federal agencies to partner with cities, support locally-driven economic visions, and address the issue of restricted municipal capacity. Capacity limitations make it more difficult for community leaders to invest existing federal funds to their maximum potential in economic revitalization strategies. Such limitations present a crucial opportunity for federal intervention because local governments receive direct allocations of formula grant funding and their elected leadership often exerts substantial influence on the governance of other local bodies receiving important grant allocations. Insufficient municipal capacity not only increases risk for the quality and function of federally-funded services but also reduces a community's ability to attract investment and create opportunity for its residents through locally-driven revitalization strategies.

LEADING THIS OBJECTIVE

Danielle Arigoni

Director, Office of Economic Development

Office of Community Planning and Development

MAJOR MILESTONES

6/30/2017

Publish a program evaluation of the SC2 National Resource Network (NRN) technical assistance program.

The Urban Institute will complete a program evaluation of the SC2 NRN model in spring 2017, which is planned for publication in early summer.

9/30/2017⁶⁸

Complete an exit strategy report for each SC2 city with an engagement end date in FY 2016.

Delayed. Some SC2 cities have extended their transition timeline, delaying the city-by-city exit strategy report. Therefore, HUD anticipates completing this action by the time the last team engagement winds down, which is Brownsville, TX, in September 2017.

⁶⁸ In the FY17 Annual Performance Plan, this target was listed as 3/31/2016.

MEASURING OUR PROGRESS

To track our progress towards this objective, HUD is tracking the following performance indicators:

► **Amount of existing federal funds more effectively utilized due to technical assistance and capacity building⁶⁹**

HUD missed this target in FY 2016. External factors play a role in the attainment of this metric as each SC2 city has different focus areas, offering varying opportunities to identify and leverage applicable existing federal funds. Additionally, the funding environment at the federal level fluctuates annually. For FY17, only Brownsville and the SC2 NRN are active and can be measured.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	N/A	\$66.7 million	\$43.3 million	\$8 million	N/A

► **Number of best practices adopted by SC2 cities**

A best practice is adopted when city staff institute a new operation or policy due to the work of the SC2 Team Lead. For FY17, only Brownsville and is active and can be measured.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	N/A	32	24	2	N/A

► **Number of new local partnerships formed as a result of an SC2 intervention**

SC2 cities benefit from increases in the number and quality of partnerships to enhance coordination of revitalization efforts. This measure includes new local partnerships with business and industry; local anchor institutions; philanthropy; non-profit organizations; and/or other public entities, in SC2 cities. For FY17, only Brownsville and is active and can be measured.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	N/A	289	305	5	N/A

⁶⁹ This measure includes federal expenditures that fall into the following categories: (1) SC2 intervention significantly improved the pace of the specific federal expenditure; (2) SC2 intervention improved the quality of how the resources were being spent, deployed, or otherwise used; (3) SC2 intervention helped the city identify old, unspent/inactive federal dollars that were on the books and as a result the city re-purposed them; (4) SC2 intervention prevented an existing grant from being recaptured or otherwise repurposed; (5) SC2 intervention helped to leverage or access TA that otherwise was not being delivered and was at risk of not being identified by the city, which subsequently helped the grant in one of the four ways above.

Strategic Objective: Rental Investment

Ensure sustainable investments in affordable rental housing.

STRATEGIES

Implement the Housing Trust Fund. On December 10, 2014, the Federal Housing Finance Agency (FHFA) directed Fannie Mae and Freddie Mac to allocate funds to the Housing Trust Fund, as provided by the Housing and Economic Recovery Act of 2008 (HERA). The fund provides grants to states to increase and preserve the supply of rental housing for extremely low-income families, including families experiencing homelessness.

LEADING THIS OBJECTIVE

Bob Iber
Acting Deputy Assistant Secretary
 Office of Multifamily Housing
 Office of Housing

MEASURING OUR PROGRESS⁷⁰

To monitor our progress towards this objective, HUD is tracking the following performance indicators:

► **Number of households experiencing “Worst Case Housing Needs”**

Households experiencing worst case housing needs are very low-income renters who do not receive government housing assistance and who either paid more than half of their income for rent or lived in severely inadequate housing conditions or both. HUD’s estimates of worst case needs are based on data from the biennial [American Housing Survey](#) (AHS).

FY11 Actual	FY13 Actual	FY15 Actual	FY17 Target
8.48 million	7.72 million	TBD ⁷¹	Tracking Only

⁷⁰ The three indicators below do not have annual targets. Indicators are based on datasets that are not all reported annually and not available until at least one year later in quarter two of FY 2017.

⁷¹ Data on worst case housing needs, proportion of very low-income renters facing severe rent burdens, and percentage of rental units built in the preceding four years that are affordable to very low-income renters are published every other year. The next report and the 2015 data it will use are expected in early 2017.

► **Proportion of very low-income renters facing severe rent burdens⁷²**

This measure is based on [American Community Survey](#) tabulations that have area median income (AMI) categories attached. It tracks the proportion of very low-income renters (those with incomes below 50 percent of AMI), who spend more than 50 percent of their income on rent.

FY11 Actual	FY13 Actual	FY15 Actual	FY17 Target
50.9%	51.9%	TBD	Tracking Only

► **Percentage of rental units built in the preceding four years that are affordable to very low-income renters,⁷³ prepared using [AHS](#) data.**

FY11 Actual	FY13 Actual	FY15 Actual	FY17 Target
34%	22.3%	TBD ⁷⁴	Tracking Only

► **Production of rental units**

HUD programs enable the construction and substantial rehabilitation of rental units, which eases pressure on the nation's tight rental market.

	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
Housing Programs	28,674	37,155	46,615	Tracking Only	Tracking Only
Public and Indian Housing Programs	5,773	3,985	4,179	Tracking Only	Tracking Only

⁷² This metric is based on Comprehensive Housing Affordability Strategy (CHAS) data for which HUD income limits are attached to five-year pooled American Community Survey data (2007-2011 and 2009-2013 for the years shown). The CHAS dataset based on 2011-2015 ACS will be published in 2017. Comparable annual estimates based on the American Housing Survey are 50.5 percent for 2011, 48.7 percent for 2013, and 51.0 percent for 2015.

⁷³ Very low-income renters have a household income of 50% or less of the area median income.

⁷⁴ The 2015 data is expected in May 2017 with the release of the Worst Case Housing Needs Reports.

Strategic Objective: Rental Preservation and Expansion

Preserve the long-term availability of quality affordable rental housing, where it is needed most, through HUD's many rental housing programs.

STRATEGIES

- **Revise components of PIH's PHA performance management scoring systems, timeframes, and PIH's assessments of HUD-assisted properties.**
- **Maintain strong occupancy rates in the Public Housing program and maximize voucher and budget utilization in the House Choice Voucher program.**
- **Support the development and preservation of affordable housing through FHA Multifamily Mortgage Insurance**, in conjunction with other funding or financial resources such as through the FHA Low Income Housing Tax Credit (LIHTC) pilot.
- **Ensure that the households currently being served by HUD rental assistance programs have a choice to remain housed in their assisted properties.**
 - Create a proactive asset management approach to work with owners prior to contract expiration/mortgage maturity to develop a preservation strategy for the property.
 - Preserve units, maintain high occupancy and utilization rates, and reduce the number of units converted to market rate housing.
- **Continue to expand RAD** to preserve and transition existing affordable HUD-assisted rental units to the Section 8 platform.

LEADING THE RENTAL APG

Bob Iber

Acting Deputy Assistant Secretary

Office of Multifamily Housing

Office of Housing

Unabyrd Wadhams

Deputy Assistant Secretary

Office of Field Operations

Office of Public and Indian Housing

MAJOR MILESTONES

10/1/2016 Promote elimination of the unit cap on RAD First Component conversions by Congress.

*Incomplete: The unit cap on RAD public housing conversions was not eliminated in FY 2016, though HUD continues to work with the Congress on this proposal.*⁷⁵

MEASURING OUR PROGRESS

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

► **Number of households served through HUD rental assistance⁷⁶ (key indicator)**

By the end of FY 2016, HUD served an additional 78,423 rental households.

FY13 Actual	FY14 Actual	FY15 Actual ⁷⁷	FY16 Actual	FY17 Target	FY18 Target
5,425,424	5,471,618	5,547,521	5,625,944	5,675,959	Tracking only

► **Number of units converted using the Rental Assistance Demonstration (RAD): First Component (supporting indicator)**

The first component of the RAD allows projects funded under the public housing and Section 8 Moderate Rehabilitation (Mod Rehab) programs to convert their assistance to long-term, project-based Section 8 rental assistance contracts. HUD is exercising its discretion to prioritize public housing conversions under the competitive requirements of this component.⁷⁸ HUD remains behind in the conversion of units using the RAD First Component, having converted 42,465 units cumulatively through FY2016. To address these challenges, HUD has been working with the Toyota Production System Support Center to coordinate process improvement effort around RAD. Targets are cumulative.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
30	6,167	19,570	42,452	82,000	122,000

⁷⁵ The Senate Appropriations Committee approved an increase of the cap on the number of public housing units that could convert under RAD to 250,000. House approval would also be necessary to increase the cap.

⁷⁶ This data does not include CPD Mod Rehab Single Room Occupancy (SRO) units due to reporting requirements for Continuums of Care (CoCs).

⁷⁷ Revised down from the total reported in the FY 2015 Annual Performance Report based upon improved RAD data.

⁷⁸ The demand for public housing conversions is extremely high and significantly exceeded the initial limitation on the number of units that could be converted under the First Component. In addition, unlike Mod Rehab conversions, there is no Second Component option available for public housing projects. Consequently, Mod Rehab conversions will now be processed exclusively under the Second Component of RAD, which is non-competitive. Any existing Mod Rehab projects being processed under the First Component are grandfathered under provisions of Revision 2 of PIH-2012-32 (HA), REV-2 or have the option to switch to a conversion under the Second Component. Public housing agencies (PHAs) may choose between two forms of Section 8 Housing Assistance Payment (HAP) contracts: project-based vouchers (PBVs) or project-based rental assistance (PBRA).

▶ **Number of units converted using the Rental Assistance Demonstration (RAD): Second Component** (supporting indicator)

The second component of the Rental Assistance Demonstration allows owners of projects funded under the Rent Supplement (Rent Supp), Rental Assistance Payment (RAP), and Mod Rehab programs to convert tenant protection vouchers (TPVs) to project-based vouchers (PBVs) or project-based rental assistance (PBRA). Targets are cumulative.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
4,789	7,511	14,826	20,431	24,400	28,400

▶ **Housing Choice Voucher budget utilization rate** (supporting indicator)

This metric is measured using the calendar year-to-date Housing Assistance Payment (HAP) spending as a percentage of budget authority.⁷⁹ PIH works closely with Public Housing Authorities (PHAs) to identify specific budget utilization, voucher utilization, and limited HAP reserve targets, which will optimize the number of households that a PHA is able to serve given its budget and current reserve level. This indicator is measured on a calendar year (CY) basis.

CY13 Actual	CY14 Actual	CY15 Actual	CY16 Actual	CY17 Target	CY18 Target
103.48% ⁸⁰	96.93%	98.33%	101.84% ⁸¹	99.00%	99.00%

▶ **Public Housing occupancy rate** (supporting indicator)

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
95.85%	95.63%	95.80%	95.69%	96.00%	96.00%

▶ **Project-Based Rental Assistance (PBRA) occupancy rate** (supporting indicator)

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
95.2%	95.1%	94.4% ⁸²	94.6%	Tracking Only	Tracking Only

⁷⁹ Assumes 100 percent utilization in Moving to Work PHAs.

⁸⁰ Sequestration drastically cut voucher funding; insufficient funding to cover existing HAPs meant many PHAs had to use reserve funds to maintain funding to households with vouchers beyond the sequestration budget authority.

⁸¹ CY 2016 spending was over 100% because some PHAs had excess reserves in CY 2014 and CY 2015 and were deliberately spending down those reserves to house more families.

⁸² Revised from previous occupancy rate of 94.7%. Occupancy data will fluctuate because data is not considered complete at least three months beyond the reporting period.

Other Indicators:

▶ **Percent of Section 8 Housing Assistance Payment contracts renewed**

When owners of multifamily rental buildings renew their Section 8 Housing Assistance Payment (HAP) contract with HUD, it preserves affordable housing with significant rental assistance for tenants.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
97.04%	97.96%	98.41%	98.09%	98.60%	98.50%

▶ **Number of inspections saved through inspection sharing⁸³**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
114 ⁸⁴	707 ⁸⁵	839 ⁸⁶	1,037 ⁸⁷	1,200	1,500

⁸³ Calculated savings from inspection sharing in FY 2016 equals \$5,599,800. Total cost for each inspection equals \$2,400 and is calculated using the average payment to a contract inspector, estimated costs to audit the inspection, and total cost for a REAC Quality Assurance inspector to perform a look-behind inspection. Savings by each property owner per inspection total \$5,000. This figure also includes labor costs for property manager and staff to prepare and labor costs for property manager to walk through with the inspector.

⁸⁴ Estimated number of inspections saved during pilot, with participation by six states.

⁸⁵ The FY 2014 pilot was larger (26 states) and did not include all the same participants as the FY 2013 pilot.

⁸⁶ These numbers do not include U.S. Department of Agriculture (USDA) inspections saved in units that have multiple funding streams.

⁸⁷ In 2016, this collaborative initiative (formerly a pilot program) grew from 26 states to 34. This collaboration is not mandated or established by law or regulation, though two things have furthered it: A Memorandum of Understanding (MOU) signed in FY 2016 among U.S. Department of the Treasury, U.S. Department of Housing and Urban Development, and the U.S. Department of Agriculture and a 2015 Revenue Procedure published by the Internal Revenue Service to waive IRS inspection regulations permitting further alignment among Housing Finance Agencies and HUD properties. Alignment between USDA and LIHTC increased significantly from 250 inspections in 2015 to 500 in 2016, while alignment between USDA and Multifamily saved 537 inspections for a total of 1,037 inspections saved.

Strategic Objective: Housing Market

Promote a sustainable housing finance system that provides support during market disruptions, with a properly defined role for the US government.

STRATEGIES

- **Collaborate with agency partners to shape the legislative framework to restructure the government-sponsored enterprises (GSEs)** in a measured and careful manner. Through this strategy, HUD intends to foster the increased participation of private capital and to insulate taxpayers from losses. At the same time, access to credit must be maintained. To accomplish this, HUD will work with Administration partners to lend its expertise in shaping legislative reform.
- **Develop the necessary reforms to focus the Federal Housing Administration (FHA) on maintaining access to credit** for homeowners and multifamily project owners through all economic cycles. HUD will work to update regulations to allow for access to financing for creditworthy borrowers even during economic downturns.

LEADING THIS OBJECTIVE

Matt Ammon

General Deputy Assistant Secretary

Office of Policy Development and Research

MAJOR MILESTONES

9/30/2017	Expand the use of more current alternative credit metrics into scorecards.
9/30/2017	Remove incentives for overlays by means of statistically robust scorecards.

MEASURING OUR PROGRESS⁸⁸

HUD is tracking the following performance indicators, which respond to dynamic market changes and changes in housing finance policies. The desired trend is generally to see an *increase* in private capital from current levels.

⁸⁸ Performance indicators for this Strategic Objective are measured on a Calendar Year (CY) basis.

► **Overall market-share of single-family new originations for private capital, Government-sponsored enterprises (GSEs), Federal Housing Administration (FHA), and Veterans Affairs (VA)**

This measure tracks the share of the mortgage market for all private lenders, GSEs (Fannie Mae and Freddie Mac), FHA, and VA in order to observe FHA’s role in the housing market and the balance of the housing market.

	CY13 Actual	CY14 Actual	CY15 Actual	CY16 Actual	CY17 Target	CY18 Target
Overall market-share of single-family originations for private capital	21%	26%	29%	TBD	Tracking Only	Tracking Only
Overall market-share of single-family originations for GSEs	61%	53%	47%	TBD	Tracking Only	Tracking Only
Overall market-share of single-family originations for FHA	11%	11%	13%	TBD	Tracking Only	Tracking Only
Overall market-share of single-family originations for VA	7%	10%	10%	TBD	Tracking Only	Tracking Only

► **Share of FHA mortgages to first-time home buyers**

While FHA has historically insured about 13 percent of all mortgage originations during its slightly more than 80 years of existence, it has insured more than 50 percent of all first-time homebuyer mortgages during this same time. This metric tracks the percentage of annual FHA endorsements going to first-time homebuyers.

CY13 Actual	CY14 Actual	CY15 Actual	CY16 Actual	CY17 Target	CY18 Target
79.1%	81.6%	81.5%	82.25%	Tracking Only	Tracking Only

Strategic Objective: Credit Access

Promote access to sustainable housing financing and achieve a more balanced housing market, particularly in underserved communities.

STRATEGIES

- **Clarify FHA requirements in order to minimize uncertainty in the market place.** Increased clarity will encourage access to credit and inhibit risky lender activity. HUD will continue to improve current policies and communicate transparent performance and enforcement standards to the housing industry and other stakeholders.
- **Evaluate and align program policies with risk tolerance and mission** to better serve HUD's mission of providing quality affordable housing. This strategy will be achieved by balancing objectives related to access/affordability, market factors, and the Mutual Mortgage Insurance (MMI) fund in setting price and credit policy.
- **Ensure HUD's Housing Counseling program reaches as many households as possible** so that they have the information needed to obtain, sustain, and improve their housing situation. HUD will do this by awarding grants to housing counseling agencies as soon as possible after the funds are appropriated, tracking short-term and long-term outcomes that document the benefits of housing counseling, and implementing housing counselor certification to create a professional network of independent and knowledgeable housing counselors.
- **Finalize prospective quality assurance framework** to reduce market uncertainty and improve access to credit.

LEADING THIS OBJECTIVE

Robert Mulderig
Acting Deputy Assistant Secretary for Single Family Housing, FHA
 Office of Housing

Sarah Gerecke
Deputy Assistant Secretary for Office of Housing Counseling
 Office of Housing

MAJOR MILESTONES⁸⁹

8/1/2017 **Begin certifying housing counselors** to create a professional network of independent and knowledgeable housing counselors. Statutory requirements of Public Law 111-203, 124 Stat. 1376 required the creation of a certification process for individual counselors. HUD expects that more knowledgeable housing counselors will lead to better identification of housing issues and more knowledgeable referrals and resolution

⁸⁹ In the FY 2016 Annual Performance Report this milestone was listed as delayed: "Complete and implement components of the new quality assurance framework to provide clarity and transparency in FHA's policies and encourage lending to qualified borrowers across the credit spectrum. This milestone will include implementation of a new Loan Review System to include defect taxonomy framework." Between publication of the Report and this plan this milestone was completed.

of barriers. Most significantly, housing counselor certification will provide the consumer with a greater ability to recognize and avoid scams and discrimination. Consumers across all HUD programs will have access to quality housing counseling that meets the standards set by HUD’s Office of Housing Counseling.

On 12/14/2016, HUD published “Housing Counseling New Certification Requirements.” HUD estimates that housing counselors could begin testing and certification by 8/1/2017, in order that all housing counseling under HUD programs be done by HUD-certified housing counselors by August 2020.

MEASURING OUR PROGRESS

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

▶ **Federal Housing Administration (FHA) share of originations**

This indicator measures the percentage of mortgage originations⁹⁰ in the housing market made by FHA.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
13.8%	13.6%	17.4%	16.9%	10-15%	10-15%

▶ **FHA minority⁹¹ borrowers**

This indicator measures the number and percentage of minority borrowers in FHA’s portfolio.

	CY13 Actual	CY14 Actual	CY15 Actual	CY16 Actual	CY17 Target	CY18 Target
Minority Endorsements	333,443	250,861	381,995	416,758	Tracking Only	Tracking Only
Minority Share of Total	27.8%	32.1%	31.4%	32.2%	Tracking Only	Tracking Only

▶ **FHA insured purchase lending as a percent of total purchase activity by region**

This indicator measures FHA’s market-share by Census region.⁹²

Region	CY13 Actual	CY14 Actual	CY15 Actual	CY16 Actual ⁹³	CY17 Target	CY18 Target
Midwest	23%	20%	24%	TBD	Tracking Only	Tracking Only
Northeast	21%	19%	23%	TBD	Tracking Only	Tracking Only

⁹⁰ Single Family Housing mortgage originations.

⁹¹ For this metric, “minority” is defined to include all persons of Hispanic or Latino origin and all races other than White.

⁹² All regions calculated according to Census region, except for Puerto Rico.

⁹³ CY 2016 data available September 2017 from the Consumer Financial Protection Bureau.

West	25%	23%	26%	TBD	Tracking Only	Tracking Only
South	25%	22%	26%	TBD	Tracking Only	Tracking Only
Puerto Rico	36%	36%	52%	TBD	Tracking Only	Tracking Only

▶ **Percent of loans endorsed with credit score < 680**

This indicator measures the percentage of FHA loans endorsed that have borrowers with a credit score under 680. Credit scores help lenders to make billions of credit decisions every year. Scores range from 300 to 850. FHA’s traditional first-time borrower is targeted to be a borrower with a credit score of less than 680.

FHA's current risk profile based on actuarial analysis suggests a credit loss expectation lower than five percent, as the share of borrowers with lower risk credit scores is higher than historic norms. Over time, as the benefits of Blueprint for Access initiatives are fully realized, FHA's risk profile is expected to shift toward its more traditional borrower base, including a larger percentage of less than 680 credit score borrowers. Current mortgage insurance premium (MIP) pricing structure for forward loans appropriately covers current risk, anticipates a shift to FHA's more traditional borrower base, and contributes to the capital cushion. Please see [FHA 2015 Annual Report and Actuarial Study](#) for more in-depth analysis of credit losses.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
45.5%	55.1%	55.7%	55.2%	50-60% ⁹⁴	50-60%

▶ **Percent of loans endorsed with credit score < 680 without a 90-day delinquency during the first three years**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
83.4%	86.0%	87.6%	89.6%	85.0%	85.0%

⁹⁴ This target has been reduced from 75% in the FY17 APP as methodology in target setting has changed so that the target is no longer incrementally set.

► **HUD’s Housing Counseling program clients served**

This indicator measures the incremental number of clients counseled each year through the HUD Housing Counseling program. [Learn more about the Office of Housing Counseling and the assistance it offers.](#)

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
1,567,530	1,331,573	1,336,920	1,207,849	1,100,000 ⁹⁵	1,100,000 ⁹⁶

► **Percent of Housing Counseling clients that gain access to resources to improve their housing situation**

This indicator measures the percentage of housing counseling clients who gain access to resources to help them improve their housing situation (e.g. down payment assistance and rental assistance) as a direct result of receiving Housing Counseling services.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
No Data	No Data	17.5%	23.2%	25% ⁹⁷	25%

► **Percent of Housing Counseling clients with whom a counselor developed a sustainable household budget**

This indicator measures the percentage of Housing Counseling clients with whom a counselor developed a sustainable household budget through the provision of financial management and/or budget services.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
No Data	No Data	41.4%	47.4%	50% ⁹⁸	55%

⁹⁵ The FY 2017 target has been adjusted downward from 1,400,000 in the FY 2017 APP based on actual FY 2016 results of 1.2M clients served. If HUD’s Housing Counseling Program budget remains constant at \$47M in FY 2017, HUD estimates total client volume will decrease by approximately 100,000 clients due to anticipated declines in other counseling funding sources outside of HUD (e.g. the National Foreclosure Mitigation Counseling Program). This target may be further adjusted based on the actual Housing Counseling Appropriation for FY 2017.

⁹⁶ The FY 2018 target assumes that HUD’s Housing Counseling Program budget for FY 2018 will be the same as for FY16 (\$47M). This target may be adjusted based on the actual Housing Counseling Appropriation for FY 2018.

⁹⁷ The FY 2017 target has been adjusted downward from 30% in the FY 2017 APP based on actual FY 2016 results. The previous target of 30% was developed shortly after HUD started collecting this data point, when very little historical data was available. We have adjusted the target to better reflect actual results for this metric, as well as the Office of Housing Counseling’s plans to work with counseling agencies to further improve reporting.

⁹⁸ The FY 2017 target has been adjusted downward from 60% in the FY 2017 APP based on actual FY 2016 results. The previous target of 60% was developed shortly after HUD started collecting this data point, when very little historical data was available. We have adjusted the target to better reflect actual results for this metric, as well as the Office of Housing Counseling’s plans to work with counseling agencies to further improve reporting.

Strategic Objective: FHA's Financial Health

Continue to strengthen the Federal Housing Administration's financial health, while supporting the housing market recovery and access to mortgage financing.

STRATEGIES

- **Maintain FHA's capital reserve ratio** at the congressionally-mandated two percent level. Strengthen FHA's book of business through policy reforms and minimize losses on existing books.
- **Continue loss mitigation efforts in order to prevent foreclosures.** Focus on effective and proactive loss mitigation. HUD will track the effectiveness of these efforts by measuring the number of homeowners who re-default after receiving assistance.
- **Maximize Single Family FHA recovery rates** by actively monitoring contractor scorecards and implementing alternative asset disposition options.

LEADING THIS OBJECTIVE

Nandini Rao

Associate Deputy Assistant Secretary for Office of Risk Management and Regulatory Affairs

Office of Housing

MAJOR MILESTONES

7/31/2017

Implement an asset execution model that supports FHA realization of optimal recovery across disposition strategies. These strategies are geared toward keeping distressed borrowers in their homes and communities.

As of April 2017, full implementation is on hold due to a protest of the contract award by a non-selected offeror.

9/30/2017

Design and implement appropriate analytical models to estimate interim actuarial results.

MEASURING OUR PROGRESS

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

▶ **Asset disposition recovery rate**

Asset disposition recovery rate is the net recovery rate that FHA realizes via real-estate owned (REO) sales and REO Alternate Strategies as a percentage of unpaid principal balance. REO Alternate Strategies include Note Sales (DASP and Claims without Conveyance of Title [CWCOT]), Third Party Sales (TPS), and Pre-Foreclosure Sales (PFS). This broader metric better reflects the change in asset disposition recovery strategy and specifically success in the REO Alternate Strategies. Beginning with FY 2016, HUD established a target for the entire asset disposition recovery strategy, rather than disposition of individual REO assets. This strategy better ensures that HUD will help stabilize neighborhoods.

	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
Overall	42%	48%	49%	47%	43% ⁹⁹	43%

► **Percent of modifications resulting in re-defaults within six months of closing**

This indicator measures the percentage of borrowers that become 90 days or more delinquent on their loans within six months of receiving a loan modification or FHA Home Affordable Modification Program (HAMP) modification. A percentage less than ten percent is considered satisfactory, with a percentage less than nine percent considered excellent, and a percentage less than eight percent considered outstanding performance.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
8.38%	7.63%	7.67%	6.45%	<10%	<10%

► **Loss mitigation uptake**

The loss mitigation uptake metric assesses the efforts of servicers in assisting borrowers to avoid foreclosure and allow them to remain in their homes. This indicator is calculated by dividing the number of permanent loss mitigation retention actions received by borrowers by the number of seriously delinquent mortgages in that same month, calculated each month and averaged across the past 12 months.

“Loss mitigation” refers to actions taken in mortgage loan servicing that result in the curing of a default by restructuring the mortgage. Permanent loss mitigation retention options available to FHA borrowers are loan modifications¹⁰⁰ and partial claims¹⁰¹ on the unpaid balance of the loan.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
24.9%	51.7%	39.8%	35.7%	≥25.0% ¹⁰²	≥25.0%

⁹⁹ This target was changed from 49% in the FY17 APP to reflect severely delinquent pipeline inventory.

¹⁰⁰ A loan modification involves re-amortizing all or a portion of the outstanding mortgage debt for 30 years at a market interest rate. Currently, a “market rate” is defined as a rate that is no more than 25 basis points (1/4 of 1 percent) greater than the most recent weekly Primary Mortgage Market Survey (PMMS) Rate published by Freddie Mac for 30-year fixed-rate conforming mortgages (based on the US average of such rates), rounded to the nearest one-eighth of one percent (0.125 percent), as of the date that a modification is offered to a borrower.

¹⁰¹ In a partial claim action, the lender makes a claim on the government’s mortgage insurance for part of the borrower’s indebtedness, resulting in a deferred subordinate lien to the government in that amount at zero percent (0 percent) interest rate. This reduces the borrower’s indebtedness to the lender, enabling the borrower to make payments on the remaining portion of the mortgage debt. The amount of the partial claim does not have to be repaid to the government until the property is sold or refinanced or until the modified loan balance is paid in full.

¹⁰² This target has been changed from ≥20% in the FY17 APP. Historical data from recent program changes enabled HUD to increase the target.

▶ **Number of FHA-insured mortgages benefitting from housing counseling**

This is the number of FHA borrowers that receive pre-purchase or post-purchase counseling.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
No Data	No Data	63,083	56,748	68,000 ¹⁰³	75,000

▶ **Capital Reserve Ratio**

The Capital Reserve Ratio compares the economic net worth of the MMIF 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 Reserve Ratio computation is part of an annual valuation of the outstanding portfolio of insured loans at the end of each fiscal year. The two percent target is the statutory requirement for the fund.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
-0.11%	0.41%	2.07%	2.32%	≥2.00%	≥2.00%

¹⁰³ The FY 2017 target has been adjusted downward from 75,000 in the FY 2017 APP to reflect the HECM volume forecast in the latest FHA Actuarial Review, and to reflect the actual FY 2016 results for loans with no counseling requirement.

Achieving Operational Excellence: Management Objectives

In order for HUD to achieve its program goals, HUD's operations must be efficient and effective and must serve customer needs. HUD plans to achieve operational excellence by improving planning, processes, accountability, and transparency, and also by developing and using customer feedback mechanisms.

For information on HUD's response to Office of the Inspector General (OIG) Report on Management and Performance Challenges and the Government Accountability Office (GAO) High Risk list, see [HUD's 2016 Agency Financial Report](#).

Acquisitions Objective: Improve HUD's acquisitions performance through early collaborative planning and enhanced utilization of acquisition tools.

Equal Employment Opportunity Objective: Promote a diverse and inclusive work environment that is free of discrimination and harassment by educating the workforce on the overall Equal Employment Opportunity (EEO) process and their EEO responsibilities as managers and employees of HUD.

Financial Management Objective: Increase accuracy, speed, transparency, and accountability in financial management and budgeting for the agency.

Grants Management Objective: Make the grants management process more efficient and effective by automating and streamlining processes, improving timeliness, and tracking performance.

Human Capital Objective: Employ, develop, and foster a collaborative, high-performing workforce that is capable of continuing to deliver HUD's mission in a changing and uncertain future.

Information Management Objective: Make high-quality data available to those who need it, when they need it, where they need it, to support decision-making in furtherance of HUD's mission.

Organizational Structure Objective: Reduce the cost of leased space, utilities, travel, and other related costs by adapting our business processes.

Management Objective: Acquisitions

Improve HUD's acquisitions performance through early collaborative planning and enhanced utilization of acquisition tools.

STRATEGIES

- **Streamline the acquisition process.** The major concepts associated with the streamlining initiative are the improvement of HUD's acquisition oversight and program/project management workforce, utilization of category management to gain efficiencies through consolidation or strategic sourcing, strategic leveraging of shared service providers, and realignment of the OCPO workforce accordingly.
- **Transition HUD's collateral duty Government Technical Representative (GTR) workforce to full-time Contracting Officer Representatives (CORs)** with focused contract requirements development and oversight. This will require professionalization of the COR job series under a standardized position description, a new suite of COR tools such as a COR Survival Kit and the Acquisition Requirements Roadmap Tool, SMART performance standards, and extensive training, resulting in streamlined pre-award and post-award acquisition processes. Implementation is expected to take at least two years; pending additional OCPO resources.
- **Improve program and project management** through a cohort training program that streamlines the achievement of certifications and knowledge for this critical role within acquisitions. This will allow HUD to target limited training dollars to grow the knowledge base in this area.
- **Continue to improve the contracting workforce** through the use of skill gap analysis, training plans to fill gaps, and enhanced performance accountability through the use of established performance metrics.
- **Continue to implement a risk-based approach in procurement processing.** OCPO has partnered with HUD's Office of General Counsel to determine minimum quality standards for solicitations and intends to develop similar standards for technical evaluations and awards.
- **Increase opportunities for small business.** OCPO will improve HUD's small business opportunities through enhanced market research and early collaborative planning. OCPO and the Office of Small and Disadvantaged Business Utilization (OSDBU) will develop acquisition tools and procedures to enhance market research fostering identification of a broader base of small businesses with core disciplines consistent with HUD's mission. These tools will be taught to the acquisition workforce via instruction, simulation, case studies, and experiential sharing.
- **Optimize the use of acquisition strategies.** OCPO will develop strategic methodologies for determining the best acquisition approach as a result of category management. Best acquisition approaches may entail internal processing, shared service providers, consolidation, or strategic sourcing. Strategies will be flexible but based upon fundamental characteristics to arrive at rapid decisions during the annual strategic acquisition planning process.

LEADING THIS OBJECTIVE

Keith Surber

Chief Procurement Officer

Office of the Chief Procurement Officer

MILESTONES

9/30/2017

Implement new streamlined acquisitions process, including establishment of Contracting Officer Representative position. OCPO will work to professionalize the COR job series and program at HUD in order to remove ambiguities created by our current practice, align HUD with the rest of the Federal Government, and allow for all stakeholders to participate in performance management of CORs.

9/30/2017

Issue a solicitation for HUD’s Enterprise-wide Strategic Sourcing Initiative for Training (HESSIT). OCPO will issue a solicitation for HESSIT to support new training opportunities at the Department.

MEASURING OUR PROGRESS

To track our progress towards this objective, HUD is monitoring the following performance indicators.

► **Percentage of requisitions released by the target requisition release date (by Program Office)¹⁰⁴**

Improve customers’ timely submission of acquisition requirements by the agreed-upon planned target requisition release date.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
35%	31%	24%	N/A	45%	Tracking only

► **Percentage of awards meeting target award date (by the Office of the Chief Procurement Officer)¹⁰⁵**

This indicator tracks the percentage of awards that are made by the agreed-upon target award date, for actions released by the target requisition release date.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
55%	87%	58%	N/A	70%	Tracking only

¹⁰⁴ FY 2017 and FY 2018 targets are currently to-be-determined. Additionally, HUD is unable to report on FY 2016 acquisitions timeliness metrics due to delays in data reporting during its conversion to a new, shared-service acquisition management system. HUD is working to complete this data conversion in the first half of FY 2017. In the event of further delays, HUD has a plan to monitor these metrics manually going forward. FY 2017 and FY 2018 targets will be updated once data is available.

¹⁰⁵ Ibid.

► **Total number of days to contract award, by acquisition strategy¹⁰⁶**

This indicator tracks the total number of days to award procurement, categorized by each of the main acquisition strategies used to make the award.

Acquisition Strategy	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
Full and Open Competition/Competitive Set Aside	168	288	199	N/A	210	TBD
Interagency Agreement	34	40	57	N/A	30	TBD
Modification: Option	37	27	24	N/A	30	TBD
Sole Source Negotiated ¹⁰⁷	53	68	81	N/A	45	TBD
Task Order Competitive – HUD	97	27	83	N/A	45	TBD
Task Order Competitive – GSA	156	74	112	N/A	120	TBD
Task Order Non-Competitive Negotiated	59	44	64	N/A	45	TBD
Task Order Non-Competitive Pre-priced	34	56	164	N/A	30	TBD

¹⁰⁶ Ibid.

¹⁰⁷ The 8a Set Aside Sole Source acquisition strategy, which was previously a separate category in this table, is now captured within the Sole Source Negotiated acquisition strategy category. Data has been combined for previous years as well as FY 2016.

Management Objective: Equal Employment Opportunity

Promote a diverse and inclusive work environment that is free of discrimination and harassment by educating the workforce on the overall Equal Employment Opportunity (EEO) process and their EEO responsibilities as managers and employees of HUD.

STRATEGIES

- **Maximize EEO training opportunities for all HUD employees.** ODEEO will make quarterly training programs, workshops, and online training courses on the EEO process available to the entire HUD workforce and provide an overview of the EEO process to new employees during their orientation sessions. ODEEO will incorporate mandatory EEO training for all employees, supervisors, managers, and executives on the fundamental competencies of effective leadership through our core values.
- **Establish HUD as a model EEO program.** ODEEO will work with the unions to integrate EEO principles into all non-supervisory employees performance standard and establish an EEO performance standard for all supervisory employees to demonstrate commitment from agency leadership. ODEEO will promote the use of Alternate Dispute Resolution throughout the Department.
- **Proactively track EEO data in order to identify and address EEO issues.** ODEEO will provide direction, guidance, and monitoring of key activities on a quarterly basis to ensure the successful implementation of the principles of EEO in the program areas. ODEEO will conduct trend analysis to identify potential areas of concern throughout the Department and develop plans to address any identified concerns.

LEADING THIS OBJECTIVE

John Benison

Director

Office of Departmental Equal Employment Opportunity

MAJOR MILESTONES

3/31/2017

Data management and dashboard module. The acquisition of this module enables EEO to create executive management dashboards, increase workload, data and trend analysis as well as identify clearer metrics on outcomes of filings (breaking out settlements cases won and dismissed). The module will enable to identify potential areas of concern throughout the Department as well as develop plans to address identified concerns. Deployment, education, and change management training are anticipated to take place in second quarter of FY 2017.

MEASURING OUR PROGRESS

To track our progress towards this objective, HUD is monitoring the following performance indicators.

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
No Data ¹⁰⁸	2	47	50 ¹⁰⁹	60	Tracking only

▶ **Number of complaint filings per fiscal year**

HUD will seek to reduce the number of complaint filings per fiscal year on the basis of reprisal resulting in a hostile working environment.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
88	79	80	54	65	Tracking only

¹⁰⁸ Data on mediations was not adequately captured in 2013 due to challenges with the e-tracking system that have now been addressed.

¹⁰⁹ While HUD did not meet its FY 2016 target of 55 pre-complaint resolutions, this target was set in anticipation of a higher total number of EEO contacts. Of the 121 EEO contacts HUD received during FY 2016, 54 became formal complaints (a significant reduction from 80 complaint filings in FY 2015). HUD resolved 50 EEO contacts (or 41% of total contacts) during the informal stage of the complaint resolution process through either traditional EEO counseling, ADR, or withdrawals. Of the remaining 17 contacts, complainants decided not to go forward at either the informal or formal stages (e.g., EEO contact was made but EEO counseling was not pursued; or the matter was not resolved in the informal stage but the complainant decided not to file a formal complaint).

Management Objective: Financial Management

Increase accuracy, speed, transparency, and accountability in financial management and budgeting for the agency.

STRATEGIES

- **Improve internal controls.** OCFO will improve internal controls on financial management by leading cross-agency initiatives to resolve material weaknesses and significant deficiencies and work with the Office of the Inspector General (OIG) to reach appropriate solutions. A strategic review of financial management and budget within the Department will be performed to tighten the connection between programs and OCFO to optimize its structure.
- **Improve the reliability of financial reporting to support strong management decisions.** OCFO has made a great leap forward in moving to a shared service for HUD's General Ledger, and standardizing HUD financial management and budgeting practices. HUD will continue to modernize financial management to improve automation, reliability, accuracy, and transparency. This work will:
 - Modernize financial systems and processes, with increased automation and analytic support to support data-driven, proactive management of HUD resources.
 - Improve functionality by providing timely, accurate financial information to end-users at all levels of the agency.
- **Improve the reliability of financial assistance/grants data reported to USASpending.gov.** HUD will require a coordinated and integrated approach (including CFO; CIO; CPO; PDR; OSPM; Program Offices) to position the department to meet the statutory deadlines and foster the strategic vision necessary for efficient collection, exchange, and utilization of financial and programmatic information. CIO, PDR, and program offices must ensure that any initiatives addressing the collection, exchange, and utilization of programmatic financial assistance data is in collaboration with and not in conflict with the Data Act requirements and HUDs Data Act implementation efforts.

LEADING THIS OBJECTIVE

Courtney Timberlake

Deputy Chief Financial Officer

Office of the Chief Financial Officer

MAJOR MILESTONES

4/15/2017¹¹⁰

Initial execution of a virtual data layer for the DATA Act. This phase includes mapping of data from agency schema to the DATA Act schema and requires frequent communications between HUD and its shared service provider for financial management systems, the Department of the Treasury (TRE).

Following delays, HUD is now successfully coordinating with TRE to complete the data mapping for HUD’s non-credit portfolio. Federal Housing Administration (FHA) and the Government National Mortgage Association (GNMA) are working to complete implementation plans.

9/30/2017¹¹¹

Resolve HUD’s material weakness and significant deficiencies. Resolve pertinent material weaknesses to move towards restoring OIG’s audit of HUD’s financial statements to an unqualified audit opinion. After closing two material weaknesses in 2016, CFO has 11 material weaknesses. HUD is pursuing a phased approach to attaining an unqualified audit opinion reflecting that several findings will involve a multi-year effort to achieve full success.

MEASURING OUR PROGRESS

To track our progress towards this objective, HUD monitors the following performance indicators.

► **Reduce significantly overdue audit recommendations**

HUD will seek to reduce the amount of outstanding significantly overdue audit recommendations (i.e., findings for which corrective actions have been delayed by a year or more). The goal for FY17 is a 20 percent reduction of significantly overdue action items from FY16.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	N/A	45%	52.8%	20% reduction from FY16	20% reduction from FY 17

► **Percentage of timely management decisions**

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	N/A	96.7%	93%	94%	94%

¹¹⁰ The target date for this milestone was adjusted from 2/29/2016 to 4/15/2017 due to data coordination issues.

¹¹¹ The target date for this milestone was moved from 9/30/2015 to 9/30/2016 after unsuccessful resolution of all audit findings. The target is now being adjusted to 9/30/2017 due to the remaining audit findings that need to be addressed.

Management Objective: Grants Management

Make the grants management process more efficient and effective by automating and streamlining processes, improving timeliness, and tracking performance.

STRATEGIES

- **Streamline the grants management process.** HUD will strengthen and align enterprise-wide grants management responsibilities, policies, processes, and IT systems.
- **Reduce the amount of time it takes to get funds to grantees.** HUD will assure the alignment of HUD's policies and processes and the optimization of IT systems result in decreasing the time it takes to get funds to grantees.
- **Develop a comprehensive, standardized performance reporting capability.** HUD will evaluate, align, improve, and consolidate grantee performance information to inform agency decision-making and improve outcomes.

LEADING THIS OBJECTIVE

Henry Hensley
Performance Improvement Officer
Office of Strategic Planning and Management

Russell Burns
Enterprise Architecture Director
Office of the Chief Information Officer

Cliff Taffet
General Deputy Assistant Secretary
Office of Community Planning and Development

MAJOR MILESTONES

11/15/2017 **Standards for Success first-year pilot recipient data submitted for HUD analysis and subsequent refinement of measures and framework.**

MEASURING OUR PROGRESS

To track our progress towards this objective, HUD is monitoring the following performance indicator.

► **Notice of Funding Availability (NOFA) timeliness**

Number of days from submission of NOFA into departmental clearance to obligation of funds

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
347	203	214 ¹¹²	229 ¹¹³	240 ¹¹⁴	226

¹¹² The FY 2015 actual is reflective of six FY 2015 NOFAs that were fully obligated as of December 31, 2015 out of the 24 total FY 2015 NOFAs. Most NOFAs began departmental clearance late in the fiscal year.

¹¹³ The FY 2016 actual is reflective of 12 FY 2016 NOFAs that were fully obligated as of October 4, 2016 out of the 23 total FY 2016 NOFAs. Most NOFAs began departmental clearance late in the fiscal year. The implementation of a new application review tool and process may have been a factor in FY 2016 actual results. HUD anticipates improvement in this metric once the new process is fully implemented.

¹¹⁴ The FY 2017 target has been adjusted up to 240 days from 210 days, as previously stated in the FY 2016 APR and FY 2017 APP. The adjustment is due to delays caused by the longer-than-expected continuing resolution for the FY 2017 budget and the transition to a new administration which extended the review and approval process for 1/3 of the NOFAs.

Management Objective: Human Capital

Employ, develop, and foster a collaborative, high-performing workforce that is capable of continuing to deliver HUD's mission in a changing and uncertain future.

STRATEGIES

- **Promote greater leadership effectiveness.** HUD will increase the leadership pipeline to address attrition with emphasis on developing competencies.
- **Continue to develop mission critical occupational competencies.** HUD will continue to enhance the development of competencies and skills of our mission critical occupational groups necessary to address departmental mission imperatives.
- **Deploy streamlined hiring process.** HUD will continue to deploy its streamlined hiring process to enhance the efficiency and effectiveness of HUD's hiring process.
- **Enhance employee engagement.** Results from the 2015 Employee Viewpoint Survey (EVS) identified an increase in the Department's standing. HUD will continue developing and enhancing its employee engagement strategies.
- **Human Capital Customer Satisfaction.** HUD will provide oversight of its Shared Service Provider to strengthen human capital products and services and resulting customer satisfaction.
- **Strategic Workforce and Succession Planning.** OCHCO will provide workforce data and analysis to assist senior executives and managers in planning and managing the workforce.

LEADING THIS OBJECTIVE

Towanda Brooks
Chief Human Capital Officer
Office of the Chief Human Capital Officer

MAJOR MILESTONES

9/30/2017¹¹⁵

Conduct quality improvement project with the hiring process. HUD has been working with the Toyota Production System Support Center to map our hiring process implement changes throughout FY 2017. Phase I of the project reduced the number of days to approve hiring plans from 84 to 12. HUD began Phase II of the project on December 1, 2016. This phase has established a target to reduce HUD's total time-to-hire by 42 percent. The Department has identified strategies to meet this goal with phased implementation planned to occur throughout FY 2017.

¹¹⁵ This target has been updated to 9/30/2017 due to delays in implementation. Previously the target date was 3/1/2016.

MEASURING OUR PROGRESS

To track our progress towards this objective, HUD is monitoring the following performance indicators.

► Promote greater leadership effectiveness

	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
Retention rate of supervisors/managers	89.9%	91.3%	97.6%	95.1%	Tracking only
Number of management training completions	1,778	2,148	495 ¹¹⁶	3,356	Tracking only
Number of workshops, seminars, and trainings for leaders, managers, and supervisors	35	40	93	63	Tracking only

► Enhance employee engagement

	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
Employee Viewpoint Survey engagement index	57	62	66	66	Tracking only
Percent of offices with engagement plans	100%	100%	100%	100	Tracking only
Percent of activities on engagement plans complete	100%	63%	47% ¹¹⁷	75	Tracking only

► Human capital customer satisfaction

FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
46.7	47.8	N/A ¹¹⁸	50.0	Tracking only

¹¹⁶ The number of training offerings in FY 2016 was negatively impacted by HUD's moving its Learning Management System to a new platform; a decrease in budget from the previous fiscal year; and a change in the procurement guidance. Customized courses have been modified for FY 2017.

¹¹⁷ As of April 2017, HUD is in the process of validating accomplishments by and through year-end submissions of engagement plans and has included year-end information on engagement accomplishments for 8 of its offices. Thus far 20 goals were met/achieved out of a total of 43 goals set by the 8 HUD offices

¹¹⁸ HUD chose not to issue this internal survey due to the timing of the 2016 GSA FedStat Benchmarking Survey which served a similar purpose. The GSA survey found that HUD's satisfaction rate with hiring and recruitment services was 3.99, an improvement over the FY 2014 score of 3.88. The federal average is 4.03.

Management Objective: Information Management

Make high-quality data available to those who need it, when they need it, where they need it, to support decision-making in furtherance of HUD's mission.

STRATEGIES

- **Manage and develop HUD's IT workforce.** HUD will develop and use an IT workforce transformation plan to guide the recruitment, retention, and skill development of staff. We identified the skills desired within our IT workforce and measured current gaps. OCIO is in the process of creating a development program targeting those competencies.
- **Deploy digital services, supported by a robust data governance structure.** HUD is now using new technologies to quickly and reliably gather and disseminate data and provide effective IT services to our staff and clients, including full compliance with Section 508 of the Rehabilitation Act of 1973 and the additional provision of reasonable accommodation as necessary. We are developing a data governance structure and data protocols that will ensure our data are accurate and authoritative. Data governance allows us to remove processes or data that are redundant or unnecessary.
- **Consolidate IT infrastructure.** HUD continues to consolidate the IT infrastructure with an emphasis on cloud solutions. This allows OCIO to reduce capital costs, achieve interoperability, increase collaboration among operating divisions, improve customer service, and provide a secure and trusted IT environment ensuring confidentiality, integrity, and availability of IT resources. Additionally, the cloud allows HUD to implement mobile capabilities and other innovative services.

LEADING THIS OBJECTIVE

Kevin Cooke

Principal Deputy Chief Information Officer

Office of the Chief Information Officer

MAJOR MILESTONES

- | | |
|-------------------|--|
| 12/31/2017 | <p>Implement an IT workforce transformation plan. HUD has begun implementation of a comprehensive plan to guide the recruitment, training, and retention of IT specialists, along with a long-term approach to strategically supplement in-house expertise with skilled contracting services.</p> <p><i>Ongoing. The HUD IT Workforce Transformation Plan was approved by Senior Leadership in June 2016. Full implementation of the plan has been delayed pending approval of an OCIO proposed reorganization. In addition, efforts are underway to align the plan with changing Administration and budget priorities.</i></p> |
| 9/1/2016 | <p>Establish baseline and roadmap for platform modernization and standardization. Applications will be grouped by software platform and a roadmap established to move/combine/develop to a new standardized production environment.</p> |

Ongoing. Completion was delayed due to ongoing HUD Enterprise Architecture Transformation (HEAT) initiatives that took precedence. HUD has completed analysis of the baseline for platform modernization. The roadmap will be developed and aligned with new Administration and budget priorities.

12/31/2017

Continue Implementation of HEAT Transition. Continue implementation of the HUD Enterprise Architecture Transformation (HEAT) initiative by: 1) transitioning the current Network capability to EIS and 2) implementing a strategic source for commodity IT acquisition.

MEASURING OUR PROGRESS

To track our progress towards this objective, HUD is monitoring the following performance indicators.

► **IT Customer Service Satisfaction Scores**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	84%	80%	97%	84%	86%

► **Number of Enterprise IT Solutions Implemented**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	N/A	N/A	8	3 per year	3 per year

► **Data Center Productivity Improvement**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
N/A	N/A	N/A	N/A ¹¹⁹	TBD	TBD

¹¹⁹The baseline productivity for the Data Center will be established for the new federal shared service site during FY 2017. Improvement targets will be set following the establishment of shared services.

Management Objective: Organizational Structure

Reduce the cost of leased space, utilities, travel, and other related costs by adapting our business processes.

STRATEGIES

- **Identify opportunities to reduce space through better use of industry existing best practices.** The General Services Administration (GSA) will lead an initiative to understand our work processes, ultimately resulting in a set of options to utilize existing best practices and change our work processes to reduce space.
- **Get our work in the right organizational unit.** With the ultimate goal of producing greater efficiencies and better serving our customers, HUD will take advantage of new business models, e.g. consolidating offices and leveraging external resources and partnerships.

LEADING THIS OBJECTIVE

Helen Foster
Chief Administrative Officer
Office of Administration

MAJOR MILESTONES

9/30/2017	HUD will complete four space reduction projects, resulting in space reduction of at least 30,000 square feet and annual rent savings in excess of \$900,000.
9/30/2018	HUD will complete five space reduction projects, resulting in space reduction of at least 50,000 square feet and annual rent savings in excess of \$1.8 million.

MEASURING OUR PROGRESS

To track our progress towards this objective, HUD is monitoring the following performance indicators.

► **Amount of money spent on space and travel (in millions)¹²⁰**

Total dollars spent on leased space, building maintenance, utilities, travel and other related costs.

	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
Total	\$141.66	\$145.97	\$135.61	\$140.73	\$140.54	\$141.61
Space, maintenance, utilities	\$125.46	\$124.09	\$122.26	\$124.51 ¹²¹	\$124.00 ¹²²	\$124.00 ¹²³
Travel	\$16.20	\$21.89	\$13.35	\$16.22	\$18.54	\$17.61

► **Space Utilization (in sq. ft.)**

Average square footage of usable workspace per employee and contractor.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY18 Target
352	337	347	360 ¹²⁴	332 ¹²⁵	346 ¹²⁶

¹²⁰ FY 2013 and FY 2014 totals have been adjusted from the *FY 2014 Agency Performance Report/ FY 2016 Agency Performance Plan* to reflect HUD’s decision in FY 2015 reporting to no longer include IT infrastructure costs in this metric.

¹²¹ HUD surpassed the targeted budget amount of \$120 million due in part to HUD requesting and receiving approval from Congress to transfer projected lapse funding in the amount of \$4 million from other HUD program offices into HUD’s administrative account at the end of FY 2016 to support critical building projects.

¹²² Includes contract costs for rent, as calculated using GSA’s Exhibit 54 tool; facilities maintenance (cleaning, janitorial, landscaping, energy savings performance); and utilities (electric, gas, water).

¹²³ Includes estimated contract costs for rent, as calculated using GSA’s Exhibit 54 tool; facilities maintenance (cleaning, janitorial, landscaping, energy savings performance); and utilities (electric, gas, water).

¹²⁴ Although HUD reduced space from 3.11 million usable square feet at the end of FY 2015 to 3.07 million at FY 2016’s end, the utilization rate increased as the number of total personnel decreased. HUD’s total personnel count has been reducing at a greater rate than the Department’s space reductions since FY 2015. Since FY 2015, the workforce has been reduced by 2.6%.

¹²⁵ Estimate assumes HUD retains same number of employees and contractors and completes projected space reductions.

¹²⁶ While HUD’s usable square footage is expected to decrease--to 2.95 million--the number of employees and contractors is projected to decrease in greater proportion, yielding a higher target utilization rate for FY 2018.

Cross-Agency Priority Goals

Established by the GPRA Modernization Act of 2010, Cross-Agency Priority (CAP) Goals are a tool used when implementation requires active collaboration between multiple agencies, overcoming organizational barriers to achieve better performance than one agency can achieve on its own.

Set or revised at least every four years, CAP Goals include outcome-oriented goals that cover a limited number of crosscutting policy areas as well as management goals focused on management improvements across the Federal Government in areas of financial management, strategic human capital management, information technology management, procurement and acquisition management, and real property management. CAP Goals also require clearly named accountable officials, data-driven reviews that incorporate a broad range of quantitative and qualitative inputs, and reporting to the public through a common website as a framework to drive performance improvements on cross-government collaboration and tackle government-wide management challenges affecting most agencies.

The below CAP Goals were announced in the 2015 Budget. New CAP Goals will be established in the 2019 Budget. Please refer to <https://www.performance.gov/> for the agency's contributions and progress towards the CAP Goals, where applicable. Additionally, HUD plans to continue supporting the following goals established in FY 2015:

- ▶ **Infrastructure Permitting Modernization:** *Modernize the Federal permitting and review process for major infrastructure projects to reduce uncertainty for project applicants, reduce the aggregate time it takes to conduct reviews and make permitting decisions by half, and produce measurably better environmental and community outcomes.*

HUD participates in this initiative as a lead agency for coordinating environmental reviews and approvals of HUD-funded projects and as a member of the Federal Permitting Improvement Steering Council. The Department manages two projects under this initiative which were designated in accordance with Title 41 of the Fixing America's Surface Transportation Act (FAST-41): Rebuild by Design East Side Coastal Resiliency Project (ESCR) and the Rebuild by Design Hudson River Project. Both are exempt from reporting on Council-defined key indicators and instead report performance information through the pre-established metrics developed as part of the Sandy Regional Infrastructure Resiliency Coordination (SRIRC).¹²⁷ In FY 2017, HUD and its partners plan to complete the preliminary design phase then begin the final design, environmental review, and permitting process for the ESCR as the National Environmental Protection Act (NEPA) process continues. Pending continued progress, HUD plans to complete the feasibility and design phases of the Hudson River Project in FY 2017-18.

LEADING THIS OBJECTIVE

Office of Environment and Energy

Office of Community Planning and Development

¹²⁷ 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>.

- ▶ **Job-Creating Investment:** *Improve federal investment tools and resources, while also increasing interagency coordination, to encourage foreign direct investment, spurring job growth.*

HUD contributes to the Job-Creating Investment CAP Goal as a member of the Interagency Investment Working Group (IIWG). In this role, the Department participates in the IIWG and, upon request, advises CAP Goal leaders, investment agencies and investors participating in goal-related initiatives on matters concerning foreign direct investment in the United States' housing and urban development sectors. HUD is not required to report performance metrics for this goal as it only participates as an advising member of the IIWG. For FY 2017, HUD plans to attend the 2017 SelectUSA Investment Summit; which is focused on connecting international investors with federal, state, and local economic development organizations. The Department plans to use the Summit to gain greater information and awareness of potential private sector investment opportunities which may be available to support HUD programs. Pending outcomes of the 2017 Summit, HUD will review whether to expand departmental involvement in the 2018 iteration of the annual event.

LEADING THIS OBJECTIVE

International and Philanthropic Innovation
Office of Policy Development & Research

- ▶ **Smarter IT Delivery:** *Improve outcomes and customer satisfaction with Federal services through smarter IT delivery and stronger agency accountability for success.*

HUD plans to continue progress towards meeting the objectives of the Smarter IT Delivery CAP Goal. The Department has an approved Federal Information Technology Acquisition Reform Act (FITARA) implementation plan in place and is working toward completion of final actions to fully implement requirements by the end of FY 2017. HUD oversight and monitoring efforts will continue to ensure departmental acquisitions and management remain compliant with FITARA guidelines after full implementation is complete. Going forward, the Department plans to extend cost savings from IT reform efforts through its modernization strategy which should yield additional out-year savings. HUD is undergoing an HTTPS website implementation project to further this objective. Additionally, HUD has begun using digital service experts to support IT development and modernization projects. HUD is integrating two User Experience (UX) experts into ongoing development projects to enhance the user interface and workflow process of websites designed to provide important data to HUD business partners and the public.

LEADING THIS OBJECTIVE

Office of the Chief Information Officer

- ▶ **Benchmark and Improve Mission-Support Operations:** *Improve administrative efficiency and increase the adoption of effective management practices by establishing cost and quality benchmarks of mission-support operations and giving agency decision-makers better data to compare options, allocate resources, and improve processes.*

HUD will continue to support this CAP Goal through its participation in FedStat benchmarking and performance reporting to OMB. HUD plans to collect all data required through any OMB benchmarking

efforts in FY 2017 and FY 2018. HUD will further evaluate and improve agency performance in this goal's five core functional areas of: acquisitions, finance, human capital, IT management, real property and as part of the Department's Operational Excellence initiatives; or any new initiatives established by the President's Management Agenda. Information on these five core functional areas can be found in the Management Objectives section of this plan.

LEADING THIS OBJECTIVE

Office of Strategic Planning and Management

- ▶ **Category Management:** *Expand the use of high-quality, high-value strategic sourcing solutions in order to improve the government's buying power and reduce contract duplication.*

While HUD is not currently required by the Category Management Leadership Council to report specific performance data on Category Management, HUD's internal category management initiative is focused on the following topical areas: Records Management and Maintenance; Training; Imaging and Scanning; and Event Planning and Logistics.¹²⁸ HUD will continue to track and report departmental performance against annual standards as determined by the Council.

LEADING THIS OBJECTIVE

Office of the Chief Procurement Officer

- ▶ **Customer Service:** *Deliver world-class customer services to citizens by making it faster and easier for individuals and businesses to complete transactions and have a positive experience with government.*
- ▶ HUD plans to begin reporting performance data for the Customer Service CAP Goal in FY 2017-18. HUD will work with OMB and the Department's labor unions to launch new customer efforts in alignment with this initiative. Beginning in FY 2017, HUD will establish key performance indicators to improve measurement of department-wide customer service. The Department plans to begin tracking performance to iteratively improve citizens' experience; from point of service requests through event life-cycle performance. FY 2017 will also see the initial piloting of a new Customer Relations Management Tool. The tool will enable HUD to move forward on the goal of improved customer experiences in areas such as: information accuracy; response timeliness; and the provision of savings and efficiency. Additional plans focus on assessing customer service experiences across multiple areas with standardized metrics while ensuring front-line customer service representatives are prepared and supported in a robust manner.

LEADING THIS OBJECTIVE

Office of Field Policy and Management

- ▶ **Cybersecurity:** *Improve cybersecurity performance through ongoing awareness of information security, vulnerabilities, and threats impacting the operating*

¹²⁸ As of this publication, the Category Management Leadership Council only requires the seven largest agencies (according to spend-under-management) to report category management performance data for FY 2016 and previous years.

information environment, ensuring that only authorized users have access to resources and information; and the implementation of technologies and processes that reduce the risk of malware.

HUD participates fully in the Cybersecurity CAP Goal. To further agency-wide cybersecurity efforts, HUD will continue participating in the Department of Homeland Security's Continuous Diagnostics and Mitigation Program. The Department is aligning its Cybersecurity Framework Implementation Program to measure and mitigate risk efforts per cybersecurity requirements issued by Executive Order 13636 and the National Institute of Standards and Technology. Full compliance of HUD systems with new cybersecurity requirements is expected by the end of 2017. Additionally, HUD is now using Splunk cloud computing and enterprise security services to support FY 2017-18 improvement plans to strengthen abilities to identify, detect, protect, respond to, and recover from vulnerabilities and threats to enterprise data systems. HUD plans to continue the use of its Cybersecurity Framework Implementation Program and new Splunk computing services beyond FY 2017-18 in support of longer-term cybersecurity improvements in coming years.

LEADING THIS OBJECTIVE

Office of the Chief Information Officer

- ▶ **The Freedom of Information Act (FOIA):** *Promote greater openness and timeliness throughout the Federal Government by improving FOIA processes and enhancing the requester experience.*

HUD plans to fully contribute to the Freedom of Information Act (FOIA) CAP Goal. The Department will begin tracking and reporting performance measures by the end of FY 2017 as required for this goal. HUD plans to continue usage of its consolidate online FOIA request portal in addition to tracking the processing times of both simple and complex track requests. For FY 2017, the Department will investigate current system capabilities to track FOIA requests released via the Release to One, Release to All policy; with a focus towards developing an automated system to track all releases under this rule.

LEADING THIS OBJECTIVE

Office of the Executive Secretariat

Office of Administration

- ▶ **Open Data:** *Fuel entrepreneurship and innovation and improve government efficiency and effectiveness by unlocking the value of government data and adopting management approaches that promote interoperability and openness of this data.*

While HUD does not currently report specific performance metrics on Open Data, the Department has been working with its Chief Data Officer to improve access to and interoperability of departmental data. For FY 2017, HUD is launching an Enterprise Data Management Program to improve data quality, develop and enforce data standards and ensure the security of the Department's data assets. The Department will support this effort by creating a centralized organization dedicated to facilitating the management of HUD data and metadata as an enterprise asset. FY 2017-18 initiatives include the planned addition of more specific fiscal information on HUD funds available to communities on the sub-grantee-level via the Community Assessment Reporting Tool. HUD will continue efforts to improve

customer feedback via transparent two-way feedback mechanisms in efforts to improve departmental tools and services. The Department is also continuing oversight improvement efforts to prevent the disclosure of inappropriate information by transitioning towards a centralized privacy review process across all program areas.

LEADING THIS OBJECTIVE

Office of the Chief Information Officer

- ▶ **People and Culture: *Innovate by unlocking the full potential of the workforce we have today and building the workforce we need for tomorrow.***

While HUD score on the EVS employee engagement index has increased annually from 57 in FY 2014 to 66 in FY 2016, it does not currently report data on all specific performance metrics on People and Culture. For FY 2017-18, The Department plans to continue work to improve metric-based reporting and extend multiyear growth in employee engagement.

LEADING THIS OBJECTIVE

Office of the Chief Human Capital Officer

- ▶ **Shared Services: *Strategically expand high-quality, high value shared services to improve performance and efficiency throughout government.***

HUD currently uses shared service providers for payroll, core human resources (HR), and financial management (FM) support. HUD shared services performance data on customer satisfaction is tracked by the General Services Administration's (GSA) Unified Shared Services Management (USSM) office. Additional information is tracked as part of OPM's Hiring Excellence Metrics. For FY 2017-18, HUD will continue the modernization of its financial systems and processes. Focus will be on increased automation and analytic support to support data-driven, proactive management of HUD resources. Improvements will be focused on bettering service functionality by providing timely, accurate financial information to end-users at all levels.

LEADING THIS OBJECTIVE

Office of the Chief Financial Officer
Office of the Chief Human Capital Officer

Section Three: **Additional Information**

Role of Evaluation and Evidence in HUD's FY 2018 Annual Performance Plan

The Government Performance and Results Act (GPRA) Modernization Act of 2010 calls on agencies to use evaluation and research to identify evidence-based strategies for reaching intended objectives. Program evaluations and other high-quality assessments strongly complement performance measurement by improving the quality and comprehensiveness of the data being reported and by providing essential context. Through the Office of Policy Development and Research (PD&R), HUD continuously conducts independent, objective research and program evaluation to develop strategies, assess and improve performance, and inform budgetary allocations for greater cost-effectiveness.

BUILDING THE EVIDENCE BASE

To guide HUD policy in a changing environment, it is essential that the research function should be strategic, systematic and well-structured. The *HUD Research Roadmap FY 2014–FY 2018*¹²⁹ and *HUD Research Roadmap: 2017 Update*¹³⁰ provide this strong framework. The Roadmap articulates core evaluation principles and practices, identifies critical policy questions, and guides HUD's research investments by establishing a 5-year research agenda. Because the Roadmap is a living document that drives PD&R's work on a daily basis, ongoing renewal is crucial to its success. The roadmapping process involves engaging internal and external stakeholders in identifying research questions that will be most important to housing and community development during a 5 to 10 years span, and where PD&R has a comparative advantage in responding to these questions. Forums on huduser.gov remain open for stakeholders to submit ideas, and the roadmapping process has been established as a responsive, deliberative approach for shaping future research agendas.

In addition to research and evaluation involving original data collection, HUD continuously strives to make greater use of existing data. Because housing and community development issues intersect with numerous other policy domains, data linkage provides a significant opportunity to better understand, align, and improve program impacts with quite modest public investments. Major data linkage efforts in recent years have involved administrative data, major national survey datasets, and HUD data assets created through major experimental demonstrations. HUD facilitated such linkages through agreements with the Census Bureau, the National Center for Health Statistics, Department of Education, and Department of Health and Human Services, as well as private researchers through the Research Partnerships program. These efforts to leverage HUD's data assets are described in the Data Infrastructure section of the *Research Roadmap: 2017 Update*.

USING EVIDENCE EFFECTIVELY

Using HUD's research and evaluation effectively requires effective communication with policymakers, program managers and other stakeholders. PD&R's online research portal, HUDUSER.gov, is the central dissemination mechanism for external stakeholders. HUD's integrated technical assistance program plays a complementary role in providing actionable evidence-based knowledge for state and local program partners. PD&R research briefings also make key evidence available to internal and external webcast audiences.

Within the Department, HUDStat performance review meetings and strategic objective review meetings provide the primary means for principal staff, program staff and evaluation staff to collaboratively review and consider research and evaluation-based evidence in tandem with performance data and key contextual insights. The HUDStat reviews provide a key input for integrating evidence in developing the

¹²⁹ See https://www.huduser.gov/portal/pdf/Research_Roadmap.pdf.

¹³⁰ See <https://www.huduser.gov/portal/pdf/ResearchRoadmap-2017Update.pdf>.

performance plan and establishing performance goals and targets. Research-based evidence, including major program evaluations, also directly inform HUD’s budget requests and allocation decisions.

Select Program Descriptions and Funding

The following definitions are meant to provide readers with a basic understanding of many of the programs featured in this report. The annual budget (where applicable) for each program is based upon the appropriations enacted by Congress. However, the FY 2013 appropriations for each program has been adjusted to reflect the impact of sequestration.

For more detailed information on these and HUD’s many other programs, please visit: <https://portal.hud.gov/hudportal/documents/huddoc?id=HUDPrograms2016.pdf>

Community Planning and Development

Homeless Assistance Grants: *Continuum of Care (CoC)*

The CoC Program is designed to promote communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, and State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promote access to and effect utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness.

Homeless Assistance Grants: *Emergency Solutions Grant (ESG)*

ESG funds can be used to provide a wide range of services and supports under the five components: Street Outreach, Emergency Shelter, Rapid Rehousing, Homelessness Prevention, and HMIS.

Appropriations for Homeless Assistance Programs ¹³¹ (dollars in millions)							
FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
\$1,865	\$1,901	\$1,901	\$1,933	\$2,105	\$2,135	\$2,250	\$2,383

Housing Opportunities for Persons with AIDS (HOPWA):

HOPWA provides housing assistance and supportive services for low-income persons with HIV/AIDS and their families. HOPWA enables eligible persons with HIV/AIDS and their families to secure decent safe and sanitary housing in the private rental market by subsidizing a portion of the household’s monthly rent.

Appropriations for HOWPA (dollars in millions)							
FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
\$335	\$335	\$332	\$314	\$330	\$330	\$335	\$356

¹³¹ Includes CoC and ESG funding.

Point-in-Time Count:

The PIT count is a count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that CoCs conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. CoCs must also conduct a count of unsheltered homeless persons every other year (odd numbered years). Each count is planned, coordinated, and carried out locally.¹³²

Fair Housing

Fair Housing Assistance Program (FHAP):

HUD provides FHAP funding annually on a noncompetitive basis to state and local agencies that enforce fair housing laws that HUD has determined to be substantially equivalent to the federal Fair Housing Act. These agencies investigate and enforce complaints of housing discrimination that arise within their jurisdiction.

Fair Housing Initiatives Program (FHIP):

Fair housing organizations and other non-profits that receive funding through the Fair Housing Initiatives Program (FHIP) assist people who believe they have been victims of housing discrimination. FHIP organizations partner with HUD to help people identify government agencies that handle complaints of housing discrimination.

Appropriations for Fair Housing Programs (dollars in millions)							
FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
\$72	\$71	\$72	\$67	\$66	\$65	\$39	\$39

Office of Housing/Federal Housing Administration (FHA)

Housing Counseling Assistance:

HUD sponsors housing counseling agencies throughout the country that can provide advice on buying a home, renting, defaults, foreclosures, and credit issues.

Appropriations for Housing Counseling Assistance (dollars in millions)							
FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
\$88	\$45	\$45	\$43	\$45	\$47	\$47	\$55

Mutual Insurance Fund (MMI):

¹³² This activity is not directly funded by HUD. The Department requires that communities receiving HUD funding for homelessness intervention and prevention services conduct an annual census of the homeless population.

Since 1934, mortgage insurance provided by FHA has made financing available to individuals and families not adequately served by the conventional private mortgage market. Through MMI, the Department offers several types of single family forward mortgage insurance products and Home Equity Conversion Mortgages (HECMs) for seniors. In addition to facilitating affordable access to homeownership opportunities, FHA continues to make it a priority to minimize losses to the MMI Fund by assisting homeowners through early delinquency intervention, loss mitigation programs, and specific joint efforts with the Department of Treasury, including: The Home Affordable Modification Program and the FHA Short Refinance program for underwater borrowers with conventional loans.

Appropriations for MMI (dollars in millions)							
FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
\$189	\$207	\$207	\$196	\$127	\$130	\$130	\$130

Project-Based Rental Assistance (PBRA):

Project-based housing is a category of federally assisted housing produced through a public-private partnership to build and maintain affordable rental housing for low income households. HUD has provided private owners of multifamily housing either a long-term PBRA contract, a subsidized mortgage, or both, to make units affordable. Project-based assistance is fixed to a property.

Appropriations for PBRA (dollars in millions)							
FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
\$8,558	\$9,276	\$9,340	\$8,851	\$9,918	\$9,730	\$10,620	\$10,416

Rental Assistance Demonstration (RAD):

RAD was created in order to give public housing authorities (PHAs) a powerful tool to preserve and improve public housing properties and address the \$26 billion nationwide backlog of deferred maintenance. RAD also gives owners of three HUS "legacy" program (Rent Supplement, Rental Assistance Payment, and Section 8 Moderate Rehabilitation) the opportunity to enter into long-term contracts that facilitate the financing of improvements.¹³³

Section 202 Supportive Housing for the Elderly:

HUD provides capital advances through Section 202 to finance the construction, rehabilitation or acquisition of structures that will serve as supportive housing for very low-income elderly persons, including the frail elderly, and provides rent subsidies for the projects to help make them affordable. It provides very low-income elderly with options that allow them to live independently but in an environment that provides support activities such as cleaning, cooking, transportation, etc.

¹³³ RAD property conversions do not rely upon appropriated funding to fund physical capital investments, such as new construction or rehabilitation of existing properties. Participating properties are authorized to leverage public and private capital for these needs as part of an agreement to 1) convert to long-term Section 8 rental assistance contracts, or 2) convert tenant protection vouchers to project-based vouchers.

Appropriations for Section 202 (dollars in millions)							
FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
\$825	\$399	\$375	\$355	\$384	\$420	\$433	\$502

Section 811 Supportive Housing for Persons with Disabilities:

Through the Section 811 Supportive Housing for Persons with Disabilities program, HUD provides funding to develop and subsidize rental housing with the availability of supportive services for very low- and extremely low-income adults with disabilities.

Appropriations for Section 811 (dollars in millions)							
FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
\$300	\$150	\$165	\$156	\$126	\$135	\$151	\$146

Lead Hazard Control and Healthy Homes

Lead Hazard Control:

Lead paint in housing presents one of the largest threats to the health, safety, and future productivity of America’s children. HUD’s Lead Hazard Control programs currently include both the Lead Based Paint Hazard Control (LBPHC) and Lead Hazard Reduction Demonstration (LHRD) grant programs. Although they are similar in their overall goal of producing lead-safe homes for low-income residents, the LHRD grant program is focused, in accordance with the annual HUD Appropriations Acts, on jurisdictions with higher numbers of pre-1940 rental housing and higher rates of childhood lead poisoning cases. Funding assists states, Native American Tribes, cities, counties/parishes, or other units of local government to identify and eliminate lead-based paint hazards in low- and very low-income private housing where children under 6 years of age reside or are likely to reside. These programs are authorized under Section 1011 of the Residential Lead-Based Paint Hazard Reduction Act of 1992.

Appropriation for Lead Hazard Control (dollars in millions)							
FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
\$116	\$95	\$108	\$94	\$92	\$93	\$88	

Healthy Homes:

Healthy Homes funding supplements Lead Hazard Control grants to give communities a more holistic approach to creating safe homes. Healthy Homes activities currently include: 1) Healthy Homes Supplemental funding for Lead Hazard Control Grants, which allows Lead Hazard Control grantees to conduct housing interventions to address multiple health hazards in addition to lead, including hazards that contribute to, trigger, or cause asthma, cancer, and unintentional injuries; 2) Healthy Homes Technical Studies (research) grant programs, which provides funding for academic institutions, non-

profit organizations, and governments to assess the efficacy and cost-effectiveness of methods for the evaluation and control of housing-related health and safety hazards; and 3) Healthy homes contracts for training and public education programs that help state, local, and nongovernmental agencies, housing industry stakeholders, and the public to understand the health-and-housing relationship and identify and address housing-related health and safety hazards.

Appropriations for Healthy Homes (dollars in millions)							
FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
\$20	\$23	\$10	\$17	\$15	\$15	\$20	\$30

Unlike housing rehabilitation programs, which focus on renovations without health and safety as a primary concern, the lead hazard control and healthy homes programs focus intentionally on making homes safer for children and families to live in using established assessment methods that are addressed with cost-effective interventions. As such, no other federal grant program directly and specifically identifies and addresses health and safety hazards in low-income privately owned homes.

Public and Indian Housing

Family Self Sufficiency (FSS):

The FSS program helps families in Public Housing, the Housing Choice Voucher program residents of NAHASDA-assisted housing,¹³⁴ and residents of PBRA projects¹³⁵ make progress toward economic security by combining 1) stable affordable housing; 2) work-promoting service coordination to help families set goals and overcome barriers to increase work opportunities; and 3) a rent incentive in the form of an escrow account that grows as families' earnings increase. Funding supports FSS Coordinators to help participants achieve employment goals and accumulate assets.

Appropriations for FSS (dollars in millions)							
FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
N/A	N/A	N/A	N/A ¹³⁶	\$75	\$75	\$75	\$75

Housing Choice Vouchers (HCV):¹³⁷

The HCV program is the federal government's major program for assisting very low-income families, the elderly, and people with disabilities to afford decent, safe, and sanitary housing in the private market. Since housing assistance is provided on behalf of the family or individual, participants are able to find their own housing, including single-family homes, townhouses and apartments. The participant is free to choose any housing that meets the requirements of the program and is not limited to units located in subsidized housing projects.

¹³⁴ The Native American Housing Assistance and Self Determination Act of 1996.

¹³⁵ Authorized in FY 2015.

¹³⁶ Prior to FY 2014, FSS was funded through the Tenant-Based Rental Assistance (TBRA) account and the Public Housing Capital Fund account.

¹³⁷ Also known as Tenant-Based Rental Assistance (TBRA) in HUD's Congressional Justification.

Appropriations for HCV (dollars in millions)							
FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
\$18,184	\$18,371	\$18,264	\$17,964	\$19,177	\$19,304	\$19,629	\$20,292

Public Housing Capital Fund:

The Public Housing Capital Fund is the principal source of federal funds to preserve public housing and promote opportunity for the nearly 2.6 million residents for whom it provides a safe, decent, affordable place to call home. Of the 1.1 million households who depend on federal public housing, more than half have fixed-income seniors or people with disabilities as heads of household. The Public Housing Capital Fund awards formula-driven grants to more than 3,100 PHAs. These independent agencies, which administer the actual housing developments, use these funds to protect long-term viability of public housing by financing investments and expenditures that fall outside the scope of routine operation, management and maintenance. Some notable set-asides in the Public Housing Capital Fund in FY 2016 include the ConnectHome pilot, the Emergency Disaster Reserve, the Jobs Plus initiative, Resident Opportunity and Support Services (ROSS), tenant safety and security services, and Capital Fund Modernization grants, which fund rehabilitation and development efforts for public housing and constitute the vast majority of Capital Fund.

Appropriations for Public Housing Capital Fund (dollars in millions)							
FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
\$2,500	\$2,040	\$1,875	\$1,777	\$1,874	\$1,876	\$1,900	\$1,942

Public Housing Operating Fund:

The Public Housing Operating Fund program supports the operation of public housing, contributing to the long-term viability and preservation of the portfolio. The program also allows communities to consider their local priorities for serving housing needs, by establishing preferences for the elderly, disabled, veterans experiencing homelessness, other households experiencing homelessness, as well as the working poor. Operating Fund eligibility for PHAs is determined based on a formula.

Appropriations for Public Housing Operating Fund (dollars in millions)							
FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
\$4,775	\$4,626	\$3,962	\$4,054	\$4,399	\$4,440	\$4,500	\$4,400

HUD-Veterans Affairs Supportive Housing (HUD-VASH):

HCV rental assistance, described above, is combined with case management and clinical services provided by the Department of Veterans Affairs (VA) for very low-income homeless Veterans. HUD-VASH vouchers are awarded based on geographic need and PHA administrative performance. The

table below provides annual appropriations for new incremental HUD-VASH vouchers (i.e., vouchers newly added to the total number previously available for distribution and renewal).¹³⁸

Appropriations for HUD-VASH (dollars in millions)							
FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
\$75	\$50	\$75	\$75	\$75	\$75	\$60	\$40

Lead-based Paint in Public Housing

In FY17 HUD received a new award to be made available for competitive grants to public housing agencies to evaluate and reduce lead-based paint hazards in public housing by carrying out the activities of risk assessments, abatement, and interim controls.

Appropriations for Lead-based Paint in Public Housing (dollars in millions)							
FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$25

¹³⁸ After the first year of funding through the HUD-VASH appropriation, these incremental vouchers are renewed using funds appropriated for the regular HCV program.

Data Sources, Limitations and Advantages, and Validation

This section is organized by strategic goal, measure and program.

Strategic Objective	Promote advancements in economic prosperity for residents of HUD-assisted housing.
Metric	<p>Percent of Housing Choice Voucher households who are proximate to proficient schools</p> <ul style="list-style-type: none"> • Description: Vouchers are grouped by block-group, and “proximate” elementary schools are identified by mapping attendance zones from School Attendance Boundary Information System (SABINS), where available, or by generating within-district proximity matches of up to 3 of the closest schools within 1.5 miles. “Proficient” is defined as the schools whose 4th graders are performing in the top half of their state on annual assessments, standardized across the nation by Great Schools data. • Data source: Great Schools data • Unit of measurement: Percent of households • Dimension: Percent • Calculation method: • Frequency: Annual • Direction: Increasing • Data quality (limitations/advantages of the data): Data merely informs us of household proximity, but does not tell us of access or actual enrollment. • Measurement Validation, verification, and improvement of measure: Client-level data on school enrollment would be a more informative measure of student access to high quality schools. <p>Sequence: 1</p>
Metric	<p>Percentage of participants enrolled in the Family Self-Sufficiency program that have sustained wage increases</p> <ul style="list-style-type: none"> • Description: Percent of participants enrolled in FSS program with positive wages • Data source: National Directory of New Hires database • Unit of measurement: Sample of specified individuals with sustained wage increases • Dimension: Percentage • Calculation method: Percentage of individuals enrolled in FSS with increased wages divided by total participants • Frequency: Quarterly • Direction: Increasing • Data quality (limitations/advantages of the data): Match of representative sample of FSS participants to HHS’s National Directory of New Hires database provides a more reliable measure of wage changes than previously used self-reports, but does not cover all participants. • Measurement Validation, verification, and improvement of measure: • Sequence: 2
Metric	<p>Percent of Section 3 Residents hired, of total hiring that occurs as a result of Section 3 covered HUD funding</p> <ul style="list-style-type: none"> • Description: Percent of Section 3 Residents hired • Data source: Section 3 Performance Evaluation and Registry System (SPEARS) • Unit of measurement: Specified individuals hired • Dimension: Percentage • Calculation method: Number of Section 3 residents hired divided by total of all new hires for all agencies that reported during the period • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): Recipients of HUD funding enter the data for their programs so it is dependent on their understanding of Section 3 and the accuracy of the data entered. • Measurement Validation, verification, and improvement of measure: Sample auditing will be done

<p>Metric</p>	<ul style="list-style-type: none"> • Sequence: 3 <p>Percent of total dollar amount of construction contracts awarded to Section 3 businesses by covered HUD funding</p> <ul style="list-style-type: none"> • Description: Percent of total dollar amount of construction contracts awarded to Section 3 businesses by covered HUD funding • Data source: SPEARS • Unit of measurement: Percentage of specified dollars used • Dimension: Ratio • Calculation method: Dollars awarded to Section 3 businesses for construction contracts divided by the total dollars awarded to Section 3 businesses for such use • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): Recipients of HUD funding enter the data for their programs so it is dependent on their understanding of Section 3 and the accuracy of the data entered. • Measurement Validation, verification, and improvement of measure: Sample auditing will be done • Sequence: 4
<p>Metric</p>	<p>Percent of total dollar amount of non-construction contracts awarded to Section 3 businesses by covered HUD funding</p> <ul style="list-style-type: none"> • Description: Percent of total dollar amount of non-construction contracts awarded to Section 3 businesses by covered HUD funding • Data source: SPEARS • Unit of measurement: Percentage of specified dollars used • Dimension: Percentage • Calculation method: Dollars awarded to Section 3 businesses for non-construction contracts divided by the total the dollars awarded to Section 3 businesses for such use • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): Recipients of HUD funding enter the data for their programs so it is dependent on their understanding of Section 3 and the accuracy of the data entered. • Measurement Validation, verification, and improvement of measure: Sample auditing will be done • Sequence: 5
<p>Metric</p>	<p>Number of self-certified Section 3 businesses in HUD's registry nationwide</p> <ul style="list-style-type: none"> • 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 certified Section 3 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. • Measurement Validation, verification, and improvement of measure: Data is reviewed periodically for obvious issues. • Sequence: 6
<p>Metric</p>	<p>Number of states with Section 3 certified businesses in HUD's registry</p> <ul style="list-style-type: none"> • Description: Number of states with Section 3 certified businesses in HUD's registry • Data source: Section 3 Business Registry System • Unit of measurement: Number of states • Dimension: Count

	<ul style="list-style-type: none"> • Calculation method: Count number of states with business listed in the registry • Frequency: Annual • Direction: Increasing • Data quality (limitations/advantages of the data): Businesses are self-certifying and all data is entered by registrant. • Measurement Validation, verification, and improvement of measure: Data is reviewed periodically for obvious issues. • Sequence: 7
Strategic Objective	Promote the health and housing stability of vulnerable populations.
Metric	<p>Number of successful transitions through Section 811 Project Rental Assistance program</p> <ul style="list-style-type: none"> • Description: Number of successful PRAC 811 transitions • Data source: TRACS • Unit of measurement: Successful program transitions • Dimension: Count • Calculation method: Total number of residents of Section 811 Project Rental Assistance units • Frequency: Annually • Direction: Increase • Data quality (limitations/advantages of the data): TRACS will be the most current information on Section 811 PRA residents. It will provide information on previous housing settings (whether resident came from an institution, for example) and reasons for leaving the program (returning to an institution, death or other). • Measurement Validation, verification, and improvement of measure: Once the Section 811 PRA quarterly reporting tool is finalized and adopted, it is expected that this report will provide aggregate information about the subset of Section 811 PRA residents who came from an institution (or were at risk of moving to an institution) and the number of Section 811 PRA residents who left the program because they returned to an institution, their health status changed, they died, or other reason. This metric can be complemented as soon as the reporting tool is adopted. • Sequence: 8
Metric	<p>Percent of public housing agencies with smoke-free housing policies</p> <ul style="list-style-type: none"> • Description: This metric tracks the percentage of public housing agencies that have public housing developments and that have implemented smoke-free housing policies in all or some of their public housing units • Data source: Published public housing agency notices, state public health agency data sources, news articles, and tracking summaries by smoking cessation groups • Unit of measurement: Percentage of public housing agencies with smoke-free policies • Dimension: Percent • Calculation method: Number of public housing agencies that have implemented smoke-free policies in all or some of their public housing units divided by number of public housing agencies with public housing developments • Frequency: Quarterly • Direction: Increased • Data quality (limitations/advantages of the data): Using published public housing agency notices, news articles, and tracking summaries by smoking cessation groups avoids burdening public housing agencies, but is an indirect source of data • Measurement Validation, verification, and improvement of measure: Reports are cross-checked for consistency re validation and verification; shifting to direct reporting by public housing agencies (into PIH's Next Grants Management System, as proposed) will increase the reliability and timeliness of the data, while having a lower burden than would collecting the data separately • Sequence: 9
Metric	<p>Average CMS STAR rating of Section 232 nursing home commitments</p> <ul style="list-style-type: none"> • Description: CMS STAR rating of nursing homes at the point of Section 232 mortgage insurance commitment • Data Source: Data is collected from external CMS reports and tracked in SharePoint

	<ul style="list-style-type: none"> • Unit of measurement: CMS STAR rating score between 0.0 to 5.0 • Dimension: Average • Calculation Method: Calculate average of scores for commitments issued within a fiscal year • Frequency: Quarterly • Direction: Maintain • Data quality (limitations/advantages of the data): CMS conducts periodic recalibrations to their rating scale to ensure balanced distribution of scores across its national portfolio. This affects our data depending on the time relationship to the last recalibration event. • Measurement Validation, verification, and improvement of measure: Data from CMS are cross-checked for consistency revalidation and verification • Sequence: 10
Strategic Objective	End homelessness for veterans, people experiencing chronic homelessness, families, youth and children.
Metric	<p>Total veterans living on the streets, experiencing homelessness</p> <ul style="list-style-type: none"> • Description: Total veterans living on the streets, experiencing homelessness • Data source: PIT • Unit of measurement: Homeless veterans in specified situation on a single night in January each year • Dimension: Count • Calculation method: A count of homeless persons a single night in January • Frequency: Annual. 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 Point-in-Time (PIT) guidance annually that states the minimum amount of data that all CoCs must collect and report to HUD as part of its PIT count. There are additional reporting tools that provide guidance on HUD’s reporting requirements and standards. • Measurement 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 is submitted HUD’s contractors analyze the data again and call communities if there are further discrepancies that need to be explained or corrected. • Sequence: 11
Metric	<p>Total homeless veterans temporarily living in shelters or transitional housing</p> <ul style="list-style-type: none"> • Description: Total homeless veterans temporarily living in shelters or transitional housing • Data source: PIT • Unit of measurement: Homeless veterans in specified situation on a single night in January each year • Dimension: Count • Calculation method: A count of homeless persons a single night in January. • Frequency: Annual. 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 Point-in-Time (PIT) guidance annually that states the minimum amount of data that all CoCs must collect and report to HUD as part of its PIT count. There are additional reporting tools that provide guidance on HUD’s reporting requirements and standards. • Measurement 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 is submitted HUD’s contractors analyze the data again and call communities if there are further discrepancies that need to be explained or corrected. • Sequence: 12
Metric	<p>Individuals experiencing chronic homelessness</p> <ul style="list-style-type: none"> • Description: Number of individuals experiencing chronic homelessness • Data source: PIT • Unit of measurement: Specified individuals • Dimension: Count

	<ul style="list-style-type: none"> • Calculation method: Each CoC is required to conduct an annual sheltered count and an unsheltered count every other year. This data is aggregated and reported for this metric. • Frequency: Annual. 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 Point-in-Time (PIT) guidance annually that states the minimum amount of data that all CoCs must collect and report to HUD as part of its PIT Count. There are additional reporting tools that provide guidance on HUD’s reporting requirements and standards. • Measurement 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 is submitted HUD’s contractors analyze the data again and call communities if there are further discrepancies that need to be explained or corrected. • Sequence: 13
<p>Metric</p>	<p><i>Number of new Permanent Supportive Housing beds dedicated to individuals and families experiencing chronic homelessness</i></p> <ul style="list-style-type: none"> • Description: New permanent supportive housing beds for chronically homeless • Data source: ESNAPS • Unit of measurement: Beds for specified households • Dimension: Count • Calculation method: HUD conducts an annual competition for CoC Program funding. HUD is continuing to encourage CoCs to use new and reallocated funds to create new permanent supportive housing units for the chronically homeless. This measure reflects the sum of all new beds/units funded in the competition that are dedicated to serve individuals and families experiencing chronic homelessness. • Frequency: Annually • Direction: Increase • Data quality (limitations/advantages of the data): CoCs apply for funding for new permanent supportive housing, with dedicated beds for the chronically homeless. • Measurement 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: 14
<p>Metric</p>	<p><i>Percent of new Permanent Supportive Housing beds dedicated to individuals and families experiencing chronic homelessness</i></p> <ul style="list-style-type: none"> • Description: New permanent supportive housing beds for chronically homeless • Data source: ESNAPS • Unit of measurement: Beds for specified households • Dimension: Percent • Calculation method: HUD conducts an annual competition for CoC Program funding. HUD is continuing to encourage CoCs to use new and reallocated funds to create new permanent supportive housing units for the chronically homeless. This measure reflects the proportion of all new beds/units funded in the competition that are dedicated to serve individuals and families experiencing chronic homelessness. • Frequency: Annually • Direction: Increasing • Data quality (limitations/advantages of the data): CoCs apply for funding for new permanent supportive housing, with dedicated beds for the chronically homeless. • Measurement 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: 15
<p>Metric</p>	<p><i>Veterans placed in permanent housing with HUD-VASH</i></p> <ul style="list-style-type: none"> • Description: Total number of veterans housed permanently • Data source: Veteran’s Affairs Homeless Registry, PIC

	<ul style="list-style-type: none"> • Unit of measurement: Specified persons • Dimension: Count • Calculation method: Number of unique veterans who obtain permanent housing through the HUD-VASH program • Frequency: Quarterly • Direction: Increasing • Data quality (limitations/advantages of the data): CoCs apply for funding for permanent supportive housing for veterans • Measurement 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: 16
<p>Metric</p>	<p><i>Homeless veterans served with transitional housing through Continuum of Care resources</i></p> <ul style="list-style-type: none"> • Description: Homeless veterans served through CoC transitional housing programs • Data source: ESNAPS • Unit of measurement: Specified individuals • 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 for an entire year's worth of data. • Frequency: Annually • Direction: Decreasing • Data quality (limitations/advantages of the data): HUD provides programming specifications to CoCs and grant recipients that are then used by the HMIS programmers. This creates consistency and avoids error. Data is then submitted to HUD via ESNAPS. ESNAPS has several data validations also to ensure consistency. HUD was unable to extract data from ESNAPS over 2015 and 2016; the agency has identified and secured funding for the reporting issues, but will not receive the aggregate data for 2014-2016 until April 2018. • Measurement 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: 17
<p>Metric</p>	<p><i>Homeless veterans served with permanent supportive housing through Continuum of Care resources</i></p> <ul style="list-style-type: none"> • Description: Homeless veterans served through CoC permanent supported housing programs • Data source: eSNAPS • Unit of measurement: Count • Dimension: Homeless veterans served in specified manner • 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 for an entire year's worth of data. • Frequency: Annual • Direction: Increasing • Data quality (limitations/advantages of the data): 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 for an entire year's worth of data. HUD was unable to extract data from ESNAPS over 2015 and 2016; the agency has identified and secured funding for the reporting issues, but will not receive the aggregate data for 2014-2016 until April 2018. • Measurement Validation, verification, and improvement of measure: HUD provides programming specifications to CoCs and grant recipients that are then used by the HMIS programmers. This creates consistency and avoids error. Data is then submitted to HUD via ESNAPS. ESNAPS has several data validations also to ensure consistency. • Sequence: 18
<p>Metric</p>	<p><i>Percent of permanent supportive housing serving individuals and families experiencing chronic homelessness</i></p> <ul style="list-style-type: none"> • Description: All permanent supportive housing beds serving chronically homeless

	<ul style="list-style-type: none"> • Data source: CoC Application • Unit of measurement: Beds for specified individuals • Dimension: Percent • 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: Increasing • Data quality (limitations/advantages of the data): CoCs apply for funding for permanent supportive housing, with prioritized or dedicated beds for the chronically homeless. • Measurement 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: 19
<p>Metric</p>	<p><i>Families experiencing homelessness</i></p> <ul style="list-style-type: none"> • Description: Number of Families experiencing homelessness • Data source: PIT • Unit of measurement: Specified groups • Dimension: Count • Calculation method: Each CoC is required to conduct an annual sheltered count and an unsheltered count every other year. This data is aggregated and reported for this metric. • Frequency: Annual. 24 CFR 578.7(c)(2) only requires that the counts be done “biennially” • Direction: Decreasing • Data quality (limitations/advantages of the data): HUD establishes Point-in-Time (PIT) guidance annually that states the minimum amount of data that all CoCs must collect and report to HUD as part of its PIT Count. There are additional reporting tools that provide guidance on HUD’s reporting requirements and standards. • Measurement 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 is submitted HUD’s contractors analyze the data again and call communities if there are further discrepancies that need to be explained or corrected. • Sequence: 20
<p>Metric</p>	<p><i>Admissions of new homeless households into HUD-assisted housing</i></p> <ul style="list-style-type: none"> • Description: Admissions of new homeless households into Public Housing, Housing Choice Vouchers, or Multifamily programs • Data source: see below • Unit of measurement: New Homeless Admissions • Dimension: Count • Calculation method: Number of families admitted into HUD-assisted housing • Frequency: Quarterly • Direction: Increasing • Data quality (limitations/advantages of the data): see below • Measurement Validation, verification, and improvement of measure: see below • Sequence: 21 <p><u>Public Indian Housing</u> <i>Public Housing</i></p> <ul style="list-style-type: none"> • Description: Admissions of new homeless households into Public Housing • Data source: PIC • Unit of measurement: New Homeless Admissions • Dimension: Count

	<ul style="list-style-type: none"> • Calculation method: Number of families admitted into HUD-assisted housing • Frequency: Quarterly • Direction: Increasing • Data quality (limitations/advantages of the data): Public housing agencies self-report the data. Based on a review of PIC reporting on line 4C (homeless at admission) of the Form 50058, PIH found that some PHAs were not reporting in this field accurately, or were reporting “no” for all applicants, whether homeless or not. • Measurement 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: 21a <p>Housing Choice Vouchers (TBRA)</p> <ul style="list-style-type: none"> • Description: Admissions of new homeless households into Public Housing • Data source: PIC • Unit of measurement: New Homeless Admissions • Dimension: Count • Calculation method: Number of families admitted into HUD-assisted housing • Frequency: Quarterly • Direction: Increasing • Data quality (limitations/advantages of the data): Public housing agencies self-report the data. Based on a review of PIC reporting on line 4C (homeless at admission) of the Form 50058, PIH found that some PHAs were not reporting in this field accurately, or were reporting “no” for all applicants, whether homeless or not. • Measurement 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: 21b <p><u>Housing</u></p> <p>Multifamily Housing</p> <ul style="list-style-type: none"> • Description: Admissions of new homeless households into HUD-assisted Multifamily units • Data source: TRACs • Unit of measurement: New Homeless Admissions • Dimension: Count • Calculation method: Number of families admitted into HUD-assisted housing • Frequency: Monthly • Direction: Increasing • Data quality (limitations/advantages of the data): Data will be collected beginning in late 2014. Some period of time will be needed to improve the quality of data collection, identify and resolve problems, and to establish baselines. • Measurement Validation, verification, and improvement of measure: • Sequence: 21c
<p>Metric</p>	<p>Percent of Emergency Solutions Grant dollars dedicated to Rapid Re-housing for homeless families</p> <ul style="list-style-type: none"> • Description: Percent of specified grant dollars for Rapid Re-housing of homeless families • Data source: IDIS • Unit of measurement: Grant Dollars • Dimension: Percent • Calculation method: Each year, HUD allocates funding to ESG through a formula grant. HUD is encouraging ESG recipients to use funding to rapid rehouse its participants. HUD will look at the percent of its total ESG funds that are committed on RRH activities. • Frequency: Annually • Direction: Increase

	<ul style="list-style-type: none"> • Data quality (limitations/advantages of the data): Each year, HUD allocates funding to ESG through a formula grant. HUD is encouraging ESG recipients to use funding to rapid rehouse its participants. • Measurement Validation, verification, and improvement of measure: HUD will look at the percent of its total ESG funds that are expended on RRH activities. • Sequence: 22
Strategic Objective	Reduce housing discrimination, affirmatively further fair housing through HUD programs, and promote diverse, inclusive communities.
Metric	<p>Number of people receiving remedies through Fair Housing Act enforcement work</p> <ul style="list-style-type: none"> • Description: Number of people receiving remedies and the number of people per case receiving remedies through Fair Housing Act enforcement work • Data source: HEMS • Unit of measurement: Individuals • Dimension: Count • Calculation method: Measurement is calculated based on total of complainants, other aggrieved parties, additional victims receiving relief, and OGC additional victims receiving relief for HUD processed cases closed during the period that favored the complainant (conciliations, settlements, decisions in favor of the complainant, etc. i.e. with closure codes 16, 33, 35, 37, 40, 41, 43, 50, 52, or 55). • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): The number of 'additional victims' is often an estimate so it may not be accurate. • Measurement Validation, verification, and improvement of measure: Under evaluation and consideration for future remedies. • Sequence: 23
Metric	<p>Average number of people receiving remedies through Fair Housing Act enforcement per case</p> <ul style="list-style-type: none"> • Description: The average number of people per case receiving remedies through Fair Housing Act enforcement work • Data source: HEMS • Unit of measurement: Individuals per case • Dimension: Ratio • Calculation method: Measurement is calculated based on total of complainants, other aggrieved parties, additional victims receiving relief, and OGC additional victims receiving relief for HUD processed cases closed during the period that favored the complainant (conciliations, settlements, decisions in favor of the complainant, etc. i.e. with closure codes 16, 33, 35, 37, 40, 41, 43, 50, 52, or 55). The ratio divides this number by the number of cases closed for the above mentioned reasons. • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): The number of 'additional victims' is often an estimate so it may not be accurate. • Measurement Validation, verification, and improvement of measure: Under evaluation and consideration for future remedies. • Sequence: 24
Metric	<p>Number of cases with monetary relief exceeding \$25,000</p> <ul style="list-style-type: none"> • Description: Number of cases closed with resolutions that include relief in excess of specified threshold • Data source: HEMS • Unit of measurement: Number of qualifying closed cases • Dimension: Count • Calculation method: Number of closed Title VIII investigations with relief that exceeds threshold • Frequency: Quarterly • Direction: Increase

	<ul style="list-style-type: none"> • Data quality (limitations/advantages of the data): Metric can be readily verified from source data. • Measurement Validation, verification, and improvement of measure: TBD • Sequence: 25
Metric	<p>Number of cases open more than 300 days at the end of the fiscal year.</p> <ul style="list-style-type: none"> • Description: Number of cases open more than 300 days at the end of the fiscal year. • Data source: HEMS • Unit of measurement: Number of qualifying open cases • Dimension: Count • Calculation method: Sum of cases open end of fiscal year plus 300 calendar days • Frequency: Quarterly • Direction: Decrease • Data quality (limitations/advantages of the data): This will be a new process and new system, so there will be a learning curve for all users. • Measurement Validation, verification, and improvement of measure: TBD • Sequence: 26
Metric	<p>Percent of jurisdictions that receive training or technical assistance from HUD within 12 months of Assessment of Fair housing (AFH) submission due dates</p> <ul style="list-style-type: none"> • Description: Proportion of jurisdictions required to submit AFH documentation who receive specified assistance prior to expected date of AFH submission to HUD. • Data source: SharePoint tracking system • Unit of measurement: Percent • Dimension: Ratio • Calculation method: Number of jurisdictions submitting AFH documentation during the period divided into the number of these jurisdictions who received assistance prior to submission. • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): The AFH is a new process, so systems for data capture are still being established. Jurisdictions are not required to accept offered assistance, so measure may not reflect all HUD efforts to render assistance. • Measurement Validation, verification, and improvement of measure: TBD • Sequence: 27
Metric	<p>Percent of AFFH related document reviews completed and accepted by HUD within 60 days of receipt of the first submission</p> <ul style="list-style-type: none"> • Description: Of all AFH documents received by HUD, the percent of initial reviews completed within 60 days of receipt. • Data source: AFFH User Interface • Unit of measurement: Percent • Dimension: Ratio • Calculation method: Number of AFH initial reviews completed on day 60 after receipt divided by the number of jurisdictions submitting AFH documentation at that time. This percentage will be calculated cumulatively for each fiscal year. • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): The AFH is a new process, so systems for data capture are still being established. • Measurement Validation, verification, and improvement of measure: TBD • Sequence: 28
Metric	<p>Percent of AFH submissions deemed acceptable by their second submission</p> <ul style="list-style-type: none"> • Description: Number of AFH submissions that are accepted after first or second review divided by the number of submission so reviewed during the period. • Data source: AFFH User Interface • Unit of measurement: Percent • Dimension: Ratio

	<ul style="list-style-type: none"> • Calculation method: During a given period, the number of AFH submissions that are deemed acceptable after either their first or second review divided by the total number of reviews conducted. This will be calculated on the date the second review is required to be completed, even if a second review is not required for a given jurisdiction. • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): The AFH is a new process, so systems for data capture are still being established. • Measurement Validation, verification, and improvement of measure: TBD • Sequence: 29
Strategic Objective 4	Increase the health and safety of homes and embed comprehensive energy efficiency and healthy housing criteria across HUD programs.
Metric with Sub-metrics	<p><i>Number of HUD-assisted or HUD-associated units completing energy efficient and healthy retrofits or new construction</i></p> <ul style="list-style-type: none"> • Description: Total number of energy efficient and healthy retrofits • Data source: Multiple • Unit of measurement: Number of energy efficient and healthy retrofits • Dimension: Count • Calculation method: Total of related-programs • Frequency: Varied, see sub-metrics below. • Direction: Increased • Data quality (limitations/advantages of the data): Varied, see sub-metrics below. • Measurement Validation, verification, and improvement of measure: Varied, see sub-metrics below. • Sequence: 30 <p><u>Public and Indian Housing</u> <i>Indian Housing Block Grant/Public Housing Capital Fund (PHCF)</i></p> <ul style="list-style-type: none"> • Description: Public Housing Capital Fund (PHCF) energy efficient unit-equivalents. • Data source: PIH created the Energy and Performance Information Center (EPIC) which collects information on energy conservation measures implemented by housing authorities. Using a checklist, public housing agencies also report on all units that include 1 or more of 39 Energy Conservation Measures, as well as on new or substantial rehabilitation projects that meet ENERGY STAR for New Homes or one or more green standards. • Unit of measurement: The number of specified energy retrofits • Dimension: Count • Calculation method: A “unit equivalent” method was developed to address these data limitations, using the top 10 most cost-effective measures. • Frequency: Quarterly • Direction: Increased • Data quality (limitations/advantages of the data): The energy data collected is self-reported and limited; each Energy Conservation Measure is reported separately for each unit (by project) but not bundles so as to report on which bundle of Energy Conservation Measures was installed in a particular unit. Other data limitations are that HUD does not collect pre- and post-retrofit consumption data for these measures, or Energy Conservation Measure costs, so determinations of cost effectiveness for these investments must be estimates, using recognized engineering or costs methods. • Measurement Validation, verification, and improvement of measure: Public and Indian Housing staff validates the data entered into the system in terms of completeness of information. Public and Indian Housing staff provides information to grantees to ensure that the definitional boundaries of data prompts are fully understood. Data may also be confirmed through remote and onsite reviews of public housing agencies. • Sequence: 30a

Energy Performance Contracts (EPC)

- **Description:** Energy Performance Contract units
- **Data source:** The data used for reporting for the Energy Performance Contract program were gathered through the Energy Performance Contract Inventory, which all Public and Indian Housing field offices are required to complete annually.
- **Unit of measurement:** Number of Energy Performance Contract Units with Retrofits
- **Dimension:** Count
- **Calculation method:** Every unit incorporated into EPC
- **Frequency:** Annually
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** For the first time, in FY 2010, the Energy Performance Contract Inventory was restructured to gather data at the asset management project level rather than at the contract level. Training was provided to the field offices to increase the reporting accuracy and completeness. Despite this effort, the Energy Performance Contract Inventory frequently contains missing or erroneous data.
- **Measurement Validation, verification, and improvement of measure:** The data are reviewed for suspected inaccuracies. When reporting data, the Office of Public and Indian Housing makes a strong effort to confirm the data are valid and makes corrections as noted. The Office of Public and Indian Housing is endeavoring to improve the Energy Performance Contract Inventory to make it easier to complete, thus improving accuracy and completeness. At the same time, the Office of Public and Indian Housing is working to integrate the Energy Performance Contract Inventory with its existing reporting systems, which tend to be more sophisticated, yet easier to use.
- **Sequence:** 30b

Developed/Retrofitted Energy Efficient Units (HOPE VI/Mixed-Finance/Choice Neighborhoods)

- **Description:** Developed Energy Efficient Units, including HOPE VI, Mixed-Finance, and energy efficient Choice Neighborhoods units.
- **Data source:** The HOPE VI Grants Management System and Choice Neighborhoods INFORM system
- **Unit of measurement:** Units built to green standard
- **Dimension:** Count
- **Calculation method:** Units built to green standard
- **Frequency:** Quarterly
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** For the first time, during FY 2010, the Grants Management System was expanded to collect information on whether the HOPE VI units being built were achieving a comprehensive green standard (for example, LEED for Homes), a non-comprehensive energy-efficiency standard (for example, ENERGY STAR for New Homes), or meeting the local building code. The Grants Management System has some limitations. In particular, the data are self-reported. The data collected through the system are limited in scope to the achievement of green standards. Although these standards are the highest ideal, no data are collected about building practices that are better than the minimum, but yet, the practices do not reach the level of a green standard.
- **Measurement Validation, verification, and improvement of measure:** Grantees are required to use the data system quarterly. Each quarter, the grants manager in charge of each project checks the data for reasonableness. In addition, the HOPE VI program has a data collection contractor on staff to provide technical assistance to grantees that are completing their reporting requirements.
- **Sequence:** 30c

Community Planning Development
HOME Energy STAR

- **Description:** The number of newly constructed units in the HOME program which have been identified by grantees as Energy Star.
- **Data source:** IDIS
- **Unit of measurement:** Housing units
- **Dimension:** Count
- **Calculation method:** Data is derived from grantee accomplishments reported by HOME grantees in the Integrated Disbursement and Information System.
- **Frequency:** Quarterly
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** System has edit controls that help prevent Grantees from making data entry errors.
- **Measurement Validation, verification, and improvement of measure:** When monitoring grantees, Community Planning and Development field staff verifies program data.
- **Sequence:** 30d

Community Development Block Grant (CDBG) — Energy STAR

- **Description:** The number of newly constructed units in the CDBG program which have been identified by grantees as Energy STAR
- **Data source:** Aggregated (summed) raw data on accomplishments reported by Community Development Block Grant grantees in the Integrated Disbursement and Information System.
- **Unit of measurement:** Housing Units
- **Dimension:** Count
- **Calculation method:** Data is derived from grantee accomplishments reported by CDBG grantees in the Integrated Disbursement and Information System.
- **Frequency:** Quarterly
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** System has edit controls that help prevent Grantees from making data entry errors.
- **Measurement Validation, verification, and improvement of measure:** When monitoring grantees, Community Planning and Development field staff verifies program data.
- **Sequence:** 30e

Community Development Block Grant – Disaster Relief (CDBG-DR Sandy)

- **Description:** The number of new construction units and substantially rehabilitated units (including reconstruction) funded by the CDBG-DR Sandy allocation. All of these types of units are required to meet one of the green building certification standards identified by Notice.
- **Data source:** DRGR
- **Unit of measurement:** Number of substantially rehabilitated units
- **Dimension:** Count
- **Calculation method:** Data is derived from CDBG-DR Sandy grantee projections reported in DRGR.
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Sandy grantees are still providing projections
- **Measurement Validation, verification, and improvement of measure:** Sandy grantees are still providing projections
- **Sequence:** 30f

Multifamily
FHA Endorsements

- **Description:** Finally endorsed FHA-insured units that are retrofitted with energy efficient features
- **Data source:** DAP and SharePoint site for MAP goals for insured production as reported for MAP goal 4C
- **Unit of measurement:** Number of units
- **Dimension:** Count
- **Calculation method:** Total count of finally endorsed FHA-insured units that are retrofitted with energy efficient features
- **Frequency:** Monthly
- **Direction:** Increasing
- **Data quality (limitations/advantages of the data):** Newly constructed or substantially rehabilitated properties with tax credits or tax-exempt bond financing are tracked in DAP. Other properties with certified green design (Energy Star appliances, Energy Star systems, or Water Sense) must be entered post-endorsement into a SharePoint site developed specifically to track this goal. Since the site is updated independently of DAP, there is no assurance that all applicable units are reported in SharePoint.
- **Measurement Validation, verification, and improvement of measure:** The purpose of a loan (for example, new construction, substantial rehabilitation) and special characteristics (for example, LIHTC, tax exempt bonds) which were entered in DAP by technical staff in insured production are displayed on DAP Form HUD-290 which is reviewed and signed by Hub and Program Center Directors and so are considered to be reliable.
- **Sequence:** 30g

Green Preservation Plus (formerly Green Refinance Plus)

- **Description:** The number of QPE green risk sharing applications that have been finally endorsed.
- **Data source:** DAP
- **Unit of measurement:** The number of applications that have been finally endorsed.
- **Dimension:** Count
- **Calculation method:** Total count of applications under the QPE risk sharing program that have been finally endorsed
- **Frequency:** Quarterly
- **Direction:** Increasing
- **Data quality (limitations/advantages of the data):** The Agency has a high degree of confidence in the accuracy of the data that has been entered in DAP.
- **Measurement Validation, verification, and improvement of measure:** The purpose of a loan (for example, refinancing) and the section of the act (which identifies risk sharing) which were entered in DAP by technical staff in insured production are displayed on DAP Form HUD-290 which is reviewed and signed by Hub and Program Center Directors and so are considered to be reliable.
- **Sequence:** 30h

Mark to Market (M2M)

- **Description:** The Rehabilitation Escrow Administration database, a system maintained to track and approve retrofit schedules, costs, and specifications, and used to review and approve funding draws on completion and verification of work completion.
- **Data source:** Office of Recapitalization data system
- **Unit of measurement:** The number of units retrofitted with energy efficient features through the Mark to Market program
- **Dimension:** Count
- **Calculation method:** Total number of units retrofitted through the M2M Green Initiative program with energy efficient features.
- **Frequency:** Monthly
- **Direction:** Increasing

- **Data quality (limitations/advantages of the data):** The Agency has a high degree of confidence in the accuracy of the data. Basic transaction parameters are derived from official record sources—Mark-to-Market system and Rehabilitation Escrow Administrations database—and locked down in the independently maintained database.
- **Measurement Validation, verification, and improvement of measure:** Limited and finite number of properties being tracked; independently maintained database; accessible only by a limited number of highly trained professionals, minimizing the opportunity for user input errors or data corruption; regular reports from the database allow for a reality check period over period; Approved Funds Control Plans and Front End Risk Assessments require a high degree of review and approval for accuracy (that is, the process ensures quality data).
- **Sequence:** 30i

Rental Assistance Demonstration (RAD)

- **Description:** Number of units completed in the Rental Assistance Demonstration Program First Component with Low Income Housing Tax Credits (LIHTC).
- **Data source:** RAD Resource Desk
- **Unit of measurement:** Units
- **Dimension:** Count
- **Calculation method:** The RAD Units are selected from and based on the universe of "closed" RAD units that are identified as "4% LIHTC" or "9% LIHTC" with the RAD Resource Desk System. The count of units is summed.
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Public housing agencies (PHAs) apply for tax credits during the application and the entering into a Commitment Housing Assistance Payment (CHAP) award process. RAD Transaction Managers verify the accuracy of data in the RAD Resource Desk
- **Measurement Validation, verification, and improvement of measure:** Data inconsistencies are identified through periodic data integrity checks by RAD Resource Desk (RRD) systems administrators and Recap's System Support Manager. Based on the findings data errors are corrected as a collaborated effort between, the Resource Desk system administrators and the Transaction Managers. The corrections are verified by the RRD systems admins. Technical issues or information about the content of the Desk can be submitted online or via email to a mailbox designated for technical issues.
- **Sequence:** 30j

Section 202/811

- **Description:** The number of units retrofitted with energy efficient features through the 202/811 program
- **Data source:** Multifamily Portfolio Reporting Database (MPRD) as reported for MAP goal 4B
- **Unit of measurement:** Number of units retrofitted with energy efficient features
- **Dimension:** Count
- **Calculation method:** Total number of units retrofitted with energy efficient features through the 202/811 program
- **Frequency:** Monthly
- **Direction:** Increasing
- **Data quality (limitations/advantages of the data):** 202/811 program data is drawn from the Multifamily Portfolio Reporting Database which is populated by the integrated Real Estate Management System (iREMS). iREMS is the official source of data on Multifamily Housing's portfolio of insured and assisted properties. iREMS obtains its data from interfacing systems as well as user entry. iREMS uses the HEREMS database, which serves as Housing's and DEC's centralized database. For 202/811 development purposes HEREMS obtains its data from the Development Application Processing (DAP) system.

- **Measurement Validation, verification, and improvement of measure:** The activity indicator used to calculate the 202/811 energy efficiency measure is "dap_construction_completion_dt". The energy efficiency requirement was incentivized in the FY2009 NOFA selection process and was mandated in the FY 2010 NOFA. Therefore, every 202/811 project funded in FY 2010 and virtually every one funded in FY 2009 that have completed construction count towards the goal. Thus, the information is considered to valid and reliable.
- **Sequence:** 30k

Single Family

Energy Efficient Mortgages (EEMs)

- **Description:** Total number of Energy Efficient Mortgages
- **Data source:** Single Family Data Warehouse
- **Unit of measurement:** Number of Energy Efficient Mortgages
- **Dimension:** Count
- **Calculation method:** Excel Count
- **Frequency:** Quarterly
- **Direction:** Reduction of trending decline
- **Data quality (limitations/advantages of the data):** Dependent on lender's input of info.
- **Measurement Validation, verification, and improvement of measure:** None
- **Sequence:** 30l

PowerSaver 203(k)

- **Description:** Total number of PowerSaver 203(k) loans
- **Data source:** Single Family Data Warehouse
- **Unit of measurement:** Number of PowerSaver 203(k) loans
- **Dimension:** Count
- **Calculation method:** Excel Count
- **Frequency:** Quarterly
- **Direction:** Stable
- **Data quality (limitations/advantages of the data):** Lender supplied is good as reporting is connected to grant funds.
- **Sequence:** 30m

PowerSaver (Title 1)

- **Description:** Total number of PowerSaver Title 1 loans
- **Data source:** Single Family Data Warehouse
- **Unit of measurement:** Number of PowerSaver Title 1 loans
- **Dimension:** Count
- **Calculation method:** Excel Count
- **Frequency:** Quarterly
- **Direction:** Stable
- **Data quality (limitations/advantages of the data):** Lender supplied is good as reporting is connected to grant funds.
- **Measurement Validation, verification, and improvement of measure:** None
- **Sequence:** 30n

203(k) non-PowerSaver

- **Description:** Total number of 203(k) non-PowerSaver loans
- **Data source:** Single Family Data Warehouse
- **Unit of measurement:** Number of 203(k) non-PowerSaver loans
- **Dimension:** Count
- **Calculation method:** Excel Count
- **Frequency:** Quarterly

- **Direction:** Stable
- **Data quality (limitations/advantages of the data):** Lender supplied is good as reporting is connected to grant funds.
- **Sequence:** 30o

Office of Healthy Homes and Lead Hazard Control

Lead Hazard Control Grants

- **Description:** Number of housing units made lead-safe through 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:** Increased
- **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
- **Measurement 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:** 30p

Healthy Housing Grants

- **Description:** Number of housing units made healthier and/or safer through 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:** Increased
- **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
- **Measurement 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:** 30q

Lead Hazard Enforcement

- **Description:** Housing units made lead-safe per agreements or orders under the Lead Disclosure Rule
- **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:** Increased
- **Data quality (limitations/advantages of the data):** Units are counted only after the owners/managers have documented completing work and the units have been tested and for low

	<p>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.</p> <ul style="list-style-type: none"> • Measurement Validation, verification, and improvement of measure: Lead hazard control work is validated by consistency checks on records from owners/managers, and verified by EPA- or State-certified lead risk assessors; measure could be improved with routine on-site quality control checking by HUD lead program enforcement and/or its lead enforcement partners. • Sequence: 30r <p><u>Community Planning & Development</u> Lead Safe Housing Rule (LSHR) - HOME-CDBG-HOPWA</p> <ul style="list-style-type: none"> • Description: Housing units made lead safe through work under HUD’s Lead Safe Housing Rule • Data source: Reporting by funding recipients as tracked by CPD’s 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: Increased • 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. • Measurement 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: 30s
<p>Metric</p>	<p><i>Number of properties participating in utility data benchmarking</i></p> <ul style="list-style-type: none"> • Description: Measurement of the number of public housing and multifamily building units who have entered utility data into EPA’s Portfolio Manager or another compatible data collection tool • Data source: EPA’s Portfolio Manager • Unit of measurement: Public housing and multifamily building units • Dimension: Count • Calculation method: Number of public housing and multifamily building units utilizing EPA’s Portfolio Manager. • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): Participation in benchmarking program is self-reported. • Measurement Validation, verification, and improvement of measure: HUD staff work with building owners and managers to ensure accuracy of data. • Sequence: 31
<p>Metric</p>	<p><i>Installed megawatts toward federal renewable energy target</i></p> <ul style="list-style-type: none"> • Description: Measurement of the number of megawatts of installed renewable energy capacity and the number of megawatts of renewable energy committed to within the HUD-assisted portfolio • Data source: PD&R survey • Unit of measurement: Number of megawatts of installed renewable energy capacity plus the number of megawatts of renewable energy committed • Dimension: Count • Calculation method: Add number of megawatts of installed renewable energy capacity plus the number of megawatts of renewable energy committed within the HUD-assisted portfolio

	<ul style="list-style-type: none"> • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): Currently self-reported and reliant upon the responder for accuracy. • Measurement Validation, verification, and improvement of measure: HUD is working to develop IT and policy solutions to improve data gathering. • Sequence: 32
Metric	<p><i>Estimated impact of energy efficiency programs on HUD-assisted portfolio</i></p> <ul style="list-style-type: none"> • Description: Cumulative estimate of the percent of energy savings in the HUD-assisted portfolio and the proportion of the HUD-assisted portfolio made more energy efficient since FY 2010. • Data source: Energy Model tool • Unit of measurement: 1) Increase in HUD’s estimated (modeled) energy savings; 2) increase in number of units impacted by relevant energy efficient programs. • Dimension: Count • Calculation method: 1) Decrease in HUD’s estimated (modeled) energy use due to energy efficient construction and retrofits from pre-intervention (non-energy efficient new construction and rehabilitation) development projections, represented as an increase in percent saved; 2) proportion of HUD-assisted units impacted by relevant energy efficient programs relative to non-energy efficient HUD-assisted major rehabilitations and new construction. • Frequency: Quarterly • Direction: Increasing • Data quality (limitations/advantages of the data): Energy savings are based upon pre-populated assumptions grounded in industry research and not actual utility usage data. • Measurement Validation, verification, and improvement of measure: As HUD expands its utility benchmarking efforts, the amount to actual utility usage data in the Energy Model tool will increase. • Sequence: 33a and 33b
Metric	<p><i>Estimated cumulative reduction in carbon emissions</i></p> <ul style="list-style-type: none"> • Description: Cumulative estimate of metric tons of reduced greenhouse gas (carbon) emissions since 2010 • Data source: Energy Model tool • Unit of measurement: Estimate metric tons of reduced greenhouse gas (carbon). • Dimension: Count • Calculation method: Decrease in HUD’s estimated (modeled) carbon emissions due to energy efficient construction and retrofits from pre-intervention (non-energy efficient new construction and rehabilitation) development projections. • Frequency: Quarterly • Direction: Increasing • Data quality (limitations/advantages of the data): Carbon emission estimates are based upon pre-populated assumptions grounded in industry research and not actual utility usage data, nor have the assumptions been updated based upon changes in policies and technology since 2013. • Measurement Validation, verification, and improvement of measure: As HUD expands its utility benchmarking efforts, the amount to actual utility usage data in the Energy Model tool will increase. • Sequence: 34
Metric	<p><i>Estimated cumulative water saved</i></p> <ul style="list-style-type: none"> • Description: Cumulative estimate of utility water saved since 2010 • Data source: Energy Model tool • Unit of measurement: Gallons • Dimension: Count

	<ul style="list-style-type: none"> • Calculation method: Decrease in HUD’s estimated (modeled) usage of water due to energy efficient construction and retrofits from pre-intervention (non-energy efficient new construction and rehabilitation) development projections. • Frequency: Quarterly • Direction: Increasing • Data quality (limitations/advantages of the data): Water-usage estimates are based upon pre-populated assumptions grounded in industry research and not actual utility usage data, nor have the assumptions been updated based upon changes in policies and technology since 2013. • Measurement Validation, verification, and improvement of measure: As HUD expands its utility benchmarking efforts, the amount to actual utility usage data in the Energy Model tool will increase. • Sequence: 35
<p>Metric</p>	<p><i>Better Buildings Challenge Multi-family housing partners’ energy use</i></p> <ul style="list-style-type: none"> • Description: Better Buildings Challenge Multi-family housing partners’ energy use intensity as measured in BTUs/sq. ft. • Data source: EPA’s Portfolio Manager • Unit of measurement: BTUs/sq. ft. • Dimension: Count • Calculation method: Energy use in BTUs as reported in EPA’s Portfolio Manager divided by the square footage of the building. • Frequency: Quarterly • Direction: Decreasing • Data quality (limitations/advantages of the data): Dependent upon end-user accurately and consistently entering utility data into EPA’s Portfolio Manager. • Measurement Validation, verification, and improvement of measure: Future HUD benchmarking requirements will improve consistency of process. • Sequence: 36
<p>Metric</p>	<p><i>Percent of Better Building Challenge multifamily housing partners reporting energy use data</i></p> <ul style="list-style-type: none"> • Description: Tracks the percent of all Better Building Challenge multifamily partners that report energy use data to HUD • Data source: Better Building Challenge Tracking Database • Unit of measurement: Partners that report energy use data to HUD • Dimension: Percent • Calculation method: Count of partners reporting energy use data to HUD divided by the total count of partners that are participating in the Better Building Challenge. • Frequency: Quarterly • Direction: Increasing • Data quality (limitations/advantages of the data): Dependent upon partners accurately and consistently reporting information to HUD. • Measurement Validation, verification, and improvement of measure: Hub office staff review the tracking database to check accuracy of data on a regular basis. Future HUD benchmarking requirements will improve consistency of process. • Sequence: 37
<p>Metric</p>	<p><i>Number of Better Buildings Challenge multifamily units</i></p> <ul style="list-style-type: none"> • Description: Track the number of Multi-family housing units in a participating Better- Buildings Challenge partner’s portfolio • Data source: Better Building Challenge Tracking Database • Unit of measurement: Partners that are participating in the Better Building Challenge • Dimension: Count • Calculation method: Total count of partners that are participating in the Better Building Challenge • Frequency: Quarterly

	<ul style="list-style-type: none"> • Direction: Increase • Data quality (limitations/advantages of the data): Dependent upon partners accurately and consistently reporting information to HUD. • Measurement Validation, verification, and improvement of measure: Hub office staff review the tracking database to check accuracy of data on a regular basis. Future HUD benchmarking requirements will improve consistency of process. • Sequence: 38
Strategic Objective	Support the recovery of communities from disasters by promoting community resilience, developing state and local capacity, and ensuring a coordinated federal response that reduces risk and produces a more resilient built environment.
Metric	<p>Percent of HUD Climate Change Adaption Plan action completed</p> <ul style="list-style-type: none"> • Description: This metric tracks the Department’s progress implementing its 2014 Climate Change Adaptation Plan (“CCAP”), required by EO 13563. The CCAP identified 35 actions that would mitigate the impact of climate change on the Department’s mission, programs, and operations. • Data source: Manually tracked • Unit of measurement: % of actions completed • Calculation method: # of actions completed / total # of actions in CCAP (35) • Direction: Increase • Data quality (limitations/advantages of the data): Many of the remaining actions are partially complete or have changed in scope. Therefore, it can be difficult to determine when certain actions are considered complete. • Measurement Validation, verification, and improvement of measure: Lead Offices for each action periodically report their progress, which is then aggregated by the Strategic Objective Lead. • Sequence: 39
Metric	<p>Number of FHA 203(k) single-family rehabilitation loans that incorporate hazard mitigation</p> <ul style="list-style-type: none"> • Description: Discontinued. • Data source: • Unit of measurement: • Calculation method: • Direction: Increase • Data quality (limitations/advantages of the data): • Measurement Validation, verification, and improvement of measure: • Sequence: 40
Strategic Objective	Strengthen communities’ economic health, resilience, and access to opportunity.
Metric	<p><u>ConnectHome</u></p> <p>Percentage of public housing households with school-age children in ConnectHome communities with at-home high-speed Internet</p> <ul style="list-style-type: none"> • Description: Percentage of additional public housing households with children age 4 to 19 in ConnectHome communities’ initial targeted developments with at-home high-speed Internet • Data source: PDR designed and PHA administered survey • Unit of measurement: Household • Dimension: Count • Calculation method: Adding projected households local PHAs will attempt to get connected as stated in their plans • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): This is a pilot program, so there will be a learning curve. There is currently no accurate accounting of connectivity in our PHAs.

	<ul style="list-style-type: none"> • Measurement Validation, verification, and improvement of measure: HUD HQ PIH staff members will serve as desk officers and work with PHA officials in the ConnectHome cities to obtain regular reports on their progress to accomplish the goals for their project plans. • Sequence: 41 <p>Number of HUD-assisted households that gain high-speed Internet access through ConnectHome</p> <ul style="list-style-type: none"> • Description: Number of HUD-assisted households that gain high-speed internet access through ConnectHome in the 28 pilot cities • Data source: Internet Service Providers • Unit of measurement: Household • Dimension: Count • Calculation method: • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): This is a pilot program, so there will be a learning curve. There is currently no accurate accounting of connectivity in our PHAs. • Measurement Validation, verification, and improvement of measure: HUD HQ PIH staff members will serve as desk officers and work with PHA officials in the ConnectHome cities, as well as ISPs and EveryoneOn and US Ignite, to obtain regular reports on connections and progress on other goals (e.g. digital literacy training). • Sequence: 42 <p>Percent of new residential construction and substantial rehabilitation projects that support high-speed internet connectivity in individual housing units</p> <ul style="list-style-type: none"> • Description: Percent of new residential construction and substantial rehabilitation projects that support high-speed internet connectivity in individual housing units. • Data source: TBD • Unit of measurement: TBD • Dimension: Percent • Calculation method: Percent of new residential construction and substantial rehabilitation • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): TBD • Measurement Validation, verification, and improvement of measure: TBD • Sequence: 43
<p>Metric</p>	<p><u>Community Partnerships</u></p> <p>Number of Community Partnerships</p> <ul style="list-style-type: none"> • Description: Field Working Group will implement a community partnership within which the Office will hold roundtables with key stakeholders, create an opportunity matrix and plan projects to be implemented to achieve locally-driven community goals. This indicator counts the cumulative number of Community Partnerships that have been implemented. • Data source: FPM's Operating Plan System • Unit of measurement: The unit of measure is the development of a partnership. • Dimension: Count • Calculation method: A minimum of one partnership per field office. • Frequency: Quarterly • Direction: NA • Data quality (limitations/advantages of the data): Current limitations are provided due to outcome metrics being evaluated. • Measurement Validation, verification, and improvement of measure: Validation and verification will be completed through the quarterly reports • Sequence: 44
<p>Metric</p>	<p><u>Promise Zones</u></p> <p>Number of Federal grants received with preference</p> <ul style="list-style-type: none"> • Description: Number of Federal grants received with preference • Data source: PZs and federal agencies

	<ul style="list-style-type: none"> • Unit of measurement: Grants • Dimension: Count • Calculation method: Designees report the federal grants they have received; OMB works with Federal Agencies to verify lists, which are then summarized as the total number of grants received that had offered preference points or priority consideration for Promise Zones. • Frequency: Quarterly • Direction: Increasing • Data quality (limitations/advantages of the data): Because the data are verified by agencies, the data quality is higher than a pure PZ self-report, but the process can be time consuming for agencies. Additionally, using a compiled list of grants awarding PP makes it easier for PZs to report and agencies to verify data by limiting the universe of grants to consider. As this is written, we have not identified the denominator to anchor this measure. It could be the number of grants received w PP out of total grants received or the number of grants received out of total grants with PP that the PZ applied. • Measurement Validation, verification, and improvement of measure: As described above, federal agencies with competitive grants offering PP will participate in a process of verifying PZ-reported data. OMB has initially committed to facilitate this process. HUD and PZs will iteratively revise the reporting system and format. • Sequence: 45 <p>Number of federal grants offering preference points</p> <ul style="list-style-type: none"> • Description: Number of federal grants offering preference points • Data source: Fiscal Year grant list maintained by FPM with support from partner agencies • Unit of measurement: Grants • Dimension: Counts • Calculation method: Total number of federal grant programs offering Promise Zone preference points. • Frequency: Annual • Direction: Increasing • Data quality (limitations/advantages of the data): Grants are released throughout the year, so some grants may offer preference points or priority consideration even though they are not included in the current year's list. Due to internal reporting errors, a grant that does not include PP or priority consideration might be included on the list. In these infrequent cases the grant will be removed on an ongoing basis as needed. • Measurement Validation, verification, and improvement of measure: HUD will work with agencies to make the reporting system more seamless and accurate. • Sequence: 46 <p>Federal dollars awarded to Promise Zone communities</p> <ul style="list-style-type: none"> • Description: Federal dollars awarded to Promise Zone communities • Data source: PZs and federal agencies with assistance from OMB • Unit of measurement: US Dollar • Dimension: Count • Calculation method: Designees report the federal grants they have received; OMB works with Federal Agencies to verify lists, which are then summarized as the total number of grants received and their total dollar value. • Frequency: Monthly from designees, quarterly from agencies • Direction: Increasing • Data quality (limitations/advantages of the data): A major limitation of the data is reliability of reports from sites, and ability of agencies to verify in a timely and efficient manner. Because the data are verified by agencies, the data quality is higher than a pure PZ self-report, but the process can be time consuming for agencies; it is difficult to determine which grants benefit the PZ communities, since agencies do not currently track grant awards by PZ, and the PZ boundaries do not align perfectly to other data collection boundaries like Census tracts and zip codes. Thus agencies might over or under report grants awarded within a PZ. Additionally, some city, county or statewide grants benefit the PZ, even though the award is not made directly within the PZ, which complicates reporting.
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	<ul style="list-style-type: none"> • Measurement Validation, verification, and improvement of measure: HUD is working with OMB to streamline the reporting process and establish consistent definitions for what is considered an award to a PZ. • Sequence: 47
<p>Metric</p>	<p><u>Strong Cities, Strong Communities (SC2)</u></p> <p>Amount of existing federal funds more effectively utilized due to technical assistance and capacity building</p> <ul style="list-style-type: none"> • Description: This measure includes federal expenditures that fall into the following categories: (1) SC2 intervention significantly improved the pace of the specific federal expenditure; (2) SC2 intervention improved the quality of how the resources were being spent, deployed, or otherwise used; (3) SC2 intervention helped the City identify old, unspent/inactive federal dollars that were on the books and as a result the City re-purposed them; (4) SC2 intervention prevented an existing grant from being recaptured or otherwise repurposed; (5) SC2 intervention helped to leverage or access TA that otherwise was not being delivered and was at risk of not being identified by the City, which subsequently helped the grant in one of the four ways above. • Data source: Reported by SC2 Team Leads and/or National Resource Network grantee. • Unit of measurement: US Dollar • Dimension: Count • Calculation method: Addition of funds in all the categories above across all SC2 and National Resource Network cities. • Frequency: Annually • Direction: Increasing • Data quality (limitations/advantages of the data): The data is reported and confirmed by SC2 Team Leads and National Resource Network staff working in the field with City staff. This figure may not capture all federal dollars that fall into the above categories. • Measurement Validation, verification, and improvement of measure: SC2 Team Leads and National Resource Network staff provide monthly reports to the SC2 Council at headquarters. These reports document achievement of milestones and measurement data. Definition and calculation of performance measures are discussed in detail with the Team Leads and the Network grantee, operationalized, and standardized across each SC2 site. • Sequence: 48 <p>Number of best practices adopted by SC2 cities</p> <ul style="list-style-type: none"> • Description: SC2 Team Leads draw best practices in a range of subject areas from across the federal government (19 Federal agency partners), the National Resource Network, networking and peer convening with other similarly-situated cities, and through partners in philanthropy, universities and non-profit institutions. Team Leads introduce best practices to their city counterparts and work with them to adapt these practices to the unique needs of each city/region. A best practice is adopted when city staff institute a new operation or policy due to the work of the Team Lead. • Data source: Reported by SC2 Team Leads • Unit of measurement: number (#) • Dimension: Count • Calculation method: Summation of all best practices adopted across all SC2 cities. • Frequency: Annually • Direction: Increasing • Data quality (limitations/advantages of the data): The data is reported and confirmed by SC2 Team Leads working in the field with City staff. This figure may not capture all the best practices that are adopted by City staff due to an SC2 intervention. • Measurement Validation, verification, and improvement of measure: SC2 Team Leads provide monthly reports to the SC2 Council at headquarters. These reports document achievement of milestones and measurement data. Definition and calculation of performance measures are discussed in detail with the Team Leads, operationalized, and standardized across each SC2 site. • Sequence: 49

	<p>Number of new local partnerships formed as a result of an SC2 intervention</p> <ul style="list-style-type: none"> • Description: SC2 cities benefit from increases in the number and quality of partnerships to enhance coordination of revitalization efforts. This measure includes new local partnerships with business and industry; local anchor institutions; philanthropy; non-profit organizations; and/or other public entities, in SC2 cities. • Data source: Reported by SC2 Team Leads • Unit of measurement: Count • Dimension: Count • Calculation method: Summation of all new partnerships across all SC2 cities. • Frequency: Annually • Direction: Increasing • Data quality (limitations/advantages of the data): The data is reported and confirmed by SC2 Team Leads working in the field with City staff. • Measurement Validation, verification, and improvement of measure: SC2 Team Leads provide monthly reports to the SC2 Council at headquarters. These reports document achievement of milestones and measurement data. Definition and calculation of performance measures are discussed in detail with the Team Leads, operationalized, and standardized across each SC2 site. • Sequence: 50
Strategic Objective	Ensure sustainable investments in affordable rental housing.
Metric	<p>Number of households experiencing "Worst Case Housing Needs"</p> <ul style="list-style-type: none"> • Description: Long-term series of reports designed to measure the scale of critical housing problems facing very low-income, un-assisted renters • Data source: American Housing Survey • Unit of measurement: Number of specified households • Dimension: Count • Calculation method: Biennial survey • Frequency: Annual • Direction: Downwards • Data quality (limitations/advantages of the data): The AHS provides current information on a wide range of housing subjects, including size and composition of the nation's housing inventory, vacancies, fuel usage, physical condition of housing units, characteristics of occupants, equipment breakdowns, home improvements, mortgages and other housing costs, persons eligible for and beneficiaries of assisted housing, home values, and characteristics of recent movers. In addition to these core indicators, the 2013 AHS includes topical supplements on public transportation, emergency and disaster preparedness, community involvement, neighborhood characteristics, and doubled-up households (movers entering and leaving unit). Topical supplements added in 2011 (health and safety hazards, modifications made to assist occupants with disabilities, and energy efficiency) were dropped, but may rotate back into the questionnaire in subsequent surveys. • Measurement Validation, verification, and improvement of measure: Current plans call for a complete AHS sample redesign beginning with the 2015 survey. As a result, data from the new sample will not be comparable with those from the previous sample. • Sequence: 51
Metric	<p>Proportion of very-low income renters facing severe rent burdens</p> <ul style="list-style-type: none"> • Description: Very low income renters have a household income of 50 percent or less of the area median income, with adjustments for household size. • Data source: American Community Survey • Unit of measurement: Specified renters with rent burdens • Dimension: Ratio • Calculation method: Annual Surveys • Frequency: Annual • Direction: Downwards • Data quality (limitations/advantages of the data): All data that are based on samples, such as the ACS and the census long-form samples, include a range of uncertainty. Two broad types of

	<p>error can occur: sampling error and non-sampling error. Non-sampling errors can result from mistakes in how the data are reported or coded, problems in the sampling frame or survey questionnaires, or problems related to nonresponse or interviewer bias. The Census Bureau tries to minimize non-sampling errors by using trained interviewers and by carefully reviewing the survey's sampling methods, data processing techniques, and questionnaire design.</p> <ul style="list-style-type: none"> • Measurement Validation, verification, and improvement of measure: See above. • Sequence: 52
<p>Metric</p>	<p><i>Percent of rental units built in the preceding four years that are affordable to very low-income renters</i></p> <ul style="list-style-type: none"> • Description: Indicator tracking the U.S. housing market's recent performance in providing new affordable rental housing • Data source: American Housing Survey • Unit of measurement: Percent (affordable rental units divided by all rental units) • Dimension: Ratio • Dimension: Ratio • Calculation method: Tabulation of survey data • Frequency: Biennial • Direction: Increase • Data quality (limitations/advantages of the data): The AHS, which the Census Bureau administers for HUD during odd years, is the most detailed national data source available about characteristics of the housing stock and occupants and changes over time. All survey data are subject to sampling and non-sampling error. • Measurement Validation, verification, and improvement of measure: The AHS drew a new sample of housing units for the 2015 survey, so AHS data for 2015 and future years will not be comparable with preceding surveys. • Sequence: 53
<p>Metric</p>	<p><i>Production of rental units across affordability levels</i></p> <ul style="list-style-type: none"> • Description: Includes the production or rehabilitation of rental units to increase the total amount of rental units available in the market. Program units include: FHA new construction and substantial rehabilitation, RAD substantial rehabilitation, and HOME Rental. • Units of Measure: Units • Dimension: Count • Direction: Increase • Sequence: 54 <p><i>Multi-family Housing Programs (RAD, FHA New Construction)</i></p> <ul style="list-style-type: none"> • Description: Units included for Multi-family are, (1) RAD new construction and substantial rehabilitation ("substantial rehabilitation" is defined as a rehabilitation investment of \$25,000 or greater per unit), (2) FHA new construction and substantial rehabilitation endorsements, and (3) • Data source: Development Application Processing (DAP) system; RAD data system • Unit of measurement: Units • Dimension: Count • Calculation method: Sum of (1) RAD new construction and substantial rehabilitation, (2) FHA new construction and substantial rehabilitation endorsements. • Frequency: Annual • Direction: N/A Tracking Only • Data quality (limitations/advantages of the data): Definition of "substantial rehabilitation" varies. Rehabilitation of FHA units qualifies as "substantial rehabilitation" if the rehabilitation cost exceeds a threshold, which varies by property location. For RAD units, Multifamily is defining "substantial rehabilitation" as any rehabilitation of \$25,000 or greater per unit.

	<ul style="list-style-type: none"> • Measurement Validation, verification, and improvement of measure: For RAD units, new construction and substantial rehabilitation is determined in the application process in the process of the Development Budget: Sources & Uses of Funds. The estimate is verified by a Physical Conditions Assessment (PCA). DAP data is entered by the Housing staff directly and if self-verified. • Sequence: 54a <p>Public and Indian Housing Programs</p> <ul style="list-style-type: none"> • Description: Units included for PIH are, Section 8 (non-FHA) substantial rehabilitation Indian Housing Block Grant Funds, HOPEVI, Mixed Finance, and traditional development using Capital Funds. For PIH this indicator does not include substantial redevelopment • Data source: ONAP Access databases, HUD's Inventory Management System/Public and Indian Housing Information Center System, PIH Internal Excel tracking • Unit of measurement: Rental Units • Dimension: Construction • Calculation method: Count • Frequency: Annual • Direction: N/A Tracking Only • Data quality (limitations/advantages of the data): The same limitations and advantages that apply to the Office of Native American Programs (ONAP) and Public Housing Occupied Unit Count ally to this metric • Measurement Validation, verification, and improvement of measure: The same measurement validation, verification, and improvement measures that apply to the Office of Native American Programs (ONAP) and Public Housing Occupied Unit Count ally to this metric • Sequence: 54b <p>Community Planning and Development Programs</p> <ul style="list-style-type: none"> • Description: Units included for CPD are, HOME Rental. • Data source: IDIS • Unit of measurement: Completed Rental Units • Dimension: Count • Calculation method: Data is derived from grantee accomplishments reported by HOME grantees in the Integrated Disbursement and Information System. • Frequency: Quarterly • Direction: N/A Tracking Only • Data quality (limitations/advantages of the data): System has edit controls that help prevent Grantees from making data entry errors. • Measurement Validation, verification, and improvement of measure: When monitoring grantees, Community Planning and Development field staff verifies program data. • Sequence: 54c
Strategic Objective	Preserve quality affordable rental housing, where it is needed most, by simplifying and aligning the delivery of rental housing programs.
Metric	<p>Number of families served through HUD rental assistance</p> <ul style="list-style-type: none"> • Description: Total number of households served through HUD rental assistance • Data source: Multiple • Unit of measurement: Households served through HUD rental assistance • Dimension: Count • Calculation method: Total count of units supported by rental assistance programs serving Households • Frequency: Varied, see below • Direction: Increased • Data quality (limitations/advantages of the data): See sub-metrics below.

- **Measurement Validation, verification, and improvement of measure:** See sub-metrics below.
- **Sequence:** 55

Public and Indian Housing

Tenant Based Rental Assistance Vouchers (TBRA) [HCV]

- **Description:** This indicator tracks the number of utilized vouchers within PIH's Housing Choice Vouchers 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:** HUD's Inventory Management System
- **Unit of measurement:** TBRA Utilized Vouchers (Occupied units)
- **Dimension:** Count
- **Calculation method:** The Housing Choice Voucher utilized voucher count is based on the number of utilized vouchers entered into PIH's Voucher Management System (VMS) with Moving to Work PHA vouchers counted as 100% utilized.
- **Frequency:** Quarterly
- **Direction:** Flat
- **Data quality (limitations/advantages of the data):** The Voucher Management System captures information related to the leasing and Housing Assistance Payment expenses for the Housing Choice Voucher program. The public housing agencies enter the information, which provides the latest available leasing and expense data. The data, therefore, are subject to human (data-entry) error. The Department, however, has instituted "hard edits" for entries in the system.
- **Measurement 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. When a hard edit is generated, a financial analyst reviews the data and, if necessary, contacts the public housing agency to resolve differences. If the issue 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 Housing Choice Voucher 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 Voucher Management System 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 Voucher Management System to ensure that the data are accurate.
- **Sequence:** 55a

Rental Assistance Demonstration (RAD) units moved to TBRA

- **Description:** Number of units converted from Moderate Rehab to Tenant-Based Rental Assistance (TBRA) using the Rental Assistance Demonstration (RAD).
- **Data Source:** RAD Resource Desk
- **Unit of measurement:** Occupied Units
- **Dimension:** Count
- **Calculation method:** The RAD Units converted to TBRA count is selected from and based on the universe of "closed" RAD units that are identified as Project Based Voucher (PBV) with the RAD Resource Desk System. RAD units are assigned with a subsidy type category. The count of units is summed.
- **Frequency:** Quarterly
- **Direction:** Increase

- **Data quality (limitations/advantages of the data):** Public housing agencies (PHAs) select the conversion, subsidy type, and number of units to conversion during the application and the entering into a Commitment Housing Assistance Payment (CHAP) award process. RAD Transaction Managers verify the accuracy of data in the RAD Resource Desk.
- **Measurement Validation, verification, and improvement of measure:** Data inconsistencies are identified through periodic data integrity checks by RAD Resource Desk (RRD) systems administrators and RECAP's System Support Manager. Based on the findings data errors are corrected as a collaborated effort between, the Resource Desk system administrators and the Transaction Managers. The corrections are verified by the RRD systems admins. Technical issues or information about the content of the Desk can be submitted online or via email to a mailbox designated for technical issues.
- **Sequence:** 55b

Public Housing

- **Description:** This indicator tracks the number of occupied rental units within PIH's Public Housing stock, which play a significant role in contributing to overall families served by HUD.
- **Data source:** HUD's Inventory Management System/Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Public Housing occupied rental units under an Annual Contribution Contract (ACC)
- **Dimension:** Count
- **Calculation method:** The Public Housing occupied rental unit count is based on the universe of Public Housing units that are identified as being under an ACC (Annual Contribution Contract) with HUD. Public Housing units are assigned a unit category and status to note the nature of use within the program. The counts of units within unit statuses of "occupied by assisted tenants", "occupied by non-assisted tenants", and "special use" are summed to produce the Public Housing occupied rental units count.
- **Frequency:** Quarterly
- **Direction:** Decrease
- **Data quality (limitations/advantages of the data):** Public housing agencies self-report inventory and occupancy data in HUD's Inventory Management System/Public and Indian Housing Information Center using the 50058 form. Changes to unit use categories are approved by local HUD field offices. This data is used to calculate Capital Fund and Operating Fund grants. Public housing agencies annually certify to the accuracy of public housing building and unit counts within PIC/IMS system.
- **Measurement Validation, verification, and improvement of measure:** Through the annual Capital Fund certification process errors in physical inventory information are identified in IMS/PIC. Public housing agencies are required to correct errors before certifying to the accuracy of the data for each development. When a public housing agency encounters errors that the public housing agency staff or field office staff cannot correct the public housing agency is required to inform the Real Estate Assessment Center Technical Assistance Center help desk. This center assigns a help ticket number to the public housing agency and the public housing agency enters the number and a comment in their certification.

The largest data set used in the calculation of Operating Subsidy is unit status data from the IMS/PIC system. Tenant move ins and move outs are captured via Form 50058 submissions and public housing agencies and HUD field offices collaborate to add units to Special Use categories. 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. Furthermore, when the public housing agency encounters errors that the public housing agency or field office staff are unable to correct, the public housing agency is required to inform the Real Estate Assessment Center Technical Assistance Center help desk. This center

assigns a help ticket number to the public housing agency and the public housing agency enters the number on the Operating Subsidy form they submit to the field office

- **Sequence:** 55c

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, public housing agencies provide data to the Public and Indian Housing 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 also calculates and requests total required renewal and replacement funding. After funding has been received, the Financial Management Center obligates and disburses funding for Moderate Rehabilitation Renewals or Replacement vouchers with Housing Choice Vouchers funds.
- **Unit of measurement:** Occupied Unit
- **Dimension:** Count
- **Calculation method:** Count
- **Frequency:** Annual
- **Direction:** Decrease
- **Data quality (limitations/advantages of the data):** Timeliness and validity of data are dependent on multiple entities, including the Moderate Rehabilitation project owners, Public and Indian Housing field offices, and the Financial Management Center. It is primarily a detailed, time-consuming, manual process.
- **Measurement 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. The Office of Housing Voucher Programs is currently working to develop a more streamlined and automated process to validate and improve the validation.
- **Sequence:** 55d

Mainstream Vouchers

- **Description:** Mainstream program vouchers enable families having a person with disabilities to lease affordable private housing of their choice. Mainstream program vouchers also assist persons with disabilities who often face difficulties in locating suitable and accessible housing on the private market.
- **Description:** This indicator tracks the number of vouchers within this program that are being utilized. The data is reported 70 days after the end of the quarter due to data validation processes.
- **Data source:** HUD's Voucher Management System
- **Unit of measurement:** Occupied Unit
- **Dimension:** Count
- **Calculation method:** The Mainstream utilized voucher count is based on the number of utilized vouchers entered into PIH's Voucher Management System (VMS).
- **Frequency:** Quarterly
- **Direction:** Constant
- **Data quality (limitations/advantages of the data):** The Voucher Management System captures information related to the leasing and Housing Assistance Payment expenses for the Housing Choice Voucher program. The public housing agencies enter the information, which provides the latest available leasing and expense data. The data, therefore, are subject to human (data-entry) error. The Department, however, has instituted "hard edits" for entries in the system.

- **Measurement 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. When a hard edit is generated, a financial analyst reviews the data and, if necessary, contacts the public housing agency to resolve differences. If the issue 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 Housing Choice Voucher Program uses four other means to ensure the accuracy of the data:
 1. The Housing Choice Voucher Financial Management Division performs data-validation checks of the Voucher Management System 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 Voucher Management System to ensure that the data are accurate.
 2. The Public and Indian Housing Quality Assurance Division, using onsite and remote Voucher Management System reviews, validates the data. The division staff reviews source documents on site at the public housing agency to determine if the leasing, Housing Assistance Program expenses, and Net Restricted Assets are consistent with data reported in the Voucher Management System. REAC also compares VMS to FASS data and rejects it if it is materially different.
- **Sequence:** 55e

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:** Occupied Unit
- **Dimension:** Count
- **Calculation method:** ONAP rental units’ count is aggregated by ONAP, 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:** Increase
- **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.
- **Measurement 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:** 55f

Housing

Project-Based Rental Assistance (PBRA) [Section 8]

- **Description:** This sub-metric tracks the number of families receiving rental assistance through the Section 8 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 Section 8 Project-Based Rental Assistance program
- **Dimension:** Count
- **Calculation method:** Total count of units receiving rental assistance through the Section 8 Project-Based Rental Assistance program

- **Frequency:** Quarterly
- **Direction:** Flat
- **Data quality (limitations/advantages of the data):** The Tenant Rental Assistance Certificate System (TRACS) has more than 6,000 business rules to ensure data validation. The applications are working with clean, accurate, and meaningful data. 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.
- **Measurement 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. The primary data element for the Tenant Rental Assistance Certificate System 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. The Tenant Rental Assistance Certificate System edits every field, according to the HUD rental assistance program policies.
- **Sequence:** 55g

Rental Assistance Demonstration (RAD) units move to PBRA

- **Description:** Number of units converted to Project-Based Rental Assistance (PBRA) using the Rental Assistance Demonstration (RAD).
- **Data source:** RAD Resource Desk
- **Unit of measurement:** Occupied Unit
- **Dimension:** Count
- **Calculation method:** The RAD Units converted to PBRA count is selected from and based on the universe of "closed" RAD units that are identified as Project Based Rental Assistance (PBRA) with the RAD Resource Desk System. RAD units are assigned with a subsidy type category. The count of units is summed.
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Public housing agencies (PHAs) select the conversion, subsidy type, and number of units to conversion during the application and the entering into a Commitment Housing Assistance Payment (CHAP) award process. RAD Transaction Managers verify the accuracy of data in the RAD Resource Desk.
- **Measurement Validation, verification, and improvement of measure:** Data inconsistencies are identified through periodic data integrity checks by RAD Resource Desk (RRD) systems administrators and Recap's System Support Manager. Based on the findings data errors are corrected as a collaborated effort between, the Resource Desk system administrators and the Transaction Managers. The corrections are verified by the RRD systems admins. Technical issues or information about the content of the Desk can be submitted online or via email to a mailbox designated for technical issues.
- **Sequence:** 55h

Other Multifamily Subsidies (202, 236 and 221d3 BMIR)

- **Description:** Count of units covered by old 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)

- **Unit of measurement:** Number of Households living in units subsidized by the old 202, 236, IRP, and BMIR programs
- **Dimension:** Occupied Unit
- **Calculation method:** Count
- **Frequency:** Quarterly
- **Direction:** Decreasing (as mortgages mature)
- **Data quality (limitations/advantages of the data):** All of these units are assumed to be occupied. There is no assurance that this assumption is correct.
- **Measurement 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:** 55i

***Project Rental Assistance Contract (Sections 202 Elderly and 811 Persons with Disabilities)
[PRAC 202/811]***

- **Description:** This sub-metric tracks the number of families receiving rental assistance through the 202/811 Project Rental Assistance 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 202/811 Project Rental Assistance program
- **Dimension:** Count
- **Calculation method:** Total count of units receiving assistance through a 202/811 PRAC
- **Frequency:** Quarterly
- **Direction:** Increasing
- **Data quality (limitations/advantages of the data):** The Tenant Rental Assistance Certificate System (TRACS) has more than 6,000 business rules to ensure data validation. The applications are working with clean, accurate, and meaningful data. Data fields are required for property and project management purposes.
- **Measurement 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. The primary data element for the Tenant Rental Assistance Certificate System 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. The Tenant Rental Assistance Certificate System edits every field, according to the HUD rental assistance program policies.
- **Sequence:** 55j

Insured Tax-Exempt/Low-Income Tax Credit (LIHTC)

- **Description:** 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:** Unit
- **Dimension:** Count
- **Calculation method:** Total count of commitments with new or existing low-income housing tax credits or tax-exempt bond financing as part of the FHA transaction.

- **Frequency:** Quarterly
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** Complete new LIHTCH/TE units are posed on the SharePoint site based on data provided by the HUD Project Managers who have worked on these projects. The data are judged to be reliable for this measure.
- **Measurement Validation, verification, and improvement of measure:** HUD field staff provide the data which is reviewed and verified by Multifamily Hub and Headquarters staff.
- **Sequence:** 55k

Rental Assistance Payments (RAP)

- **Description:** This sub-metric tracks the number of families receiving rental assistance through the Rental Assistance Payment (RAP) program
- **Data source:** Tenant Rental Assistance Certificate System (TRACS) and Integrated Real Estate Management System (iREMS)
- **Unit of measurement:** Households receiving rental assistance through the Rental Assistance Payment (RAP) program
- **Dimension:** Count
- **Calculation method:** Total count of units receiving assistance through the Rental Assistance Payment (RAP) program
- **Frequency:** Quarterly
- **Direction:** Decreasing
- **Data quality (limitations/advantages of the data):** The Tenant Rental Assistance Certificate System (TRACS) has more than 6,000 business rules to ensure data validation. The applications are working with clean, accurate, and meaningful data. Data fields are required for property and project management purposes.
- **Measurement 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. The primary data element for the Tenant Rental Assistance Certificate System 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. The Tenant Rental Assistance Certificate System edits every field, according to the HUD rental assistance program policies.
- **Sequence:** 55l

Rent Supplement

- **Description:** This sub-metric tracks the number of families receiving rental assistance through the Rent Supplement (SUP) program
- **Data source:** Tenant Rental Assistance Certificate System (TRACS) and Integrated Real Estate Management System (iREMS)
- **Unit of measurement:** Households receiving rental assistance through Rent Supplement (SUP) program
- **Dimension:** Count
- **Calculation method:** Total count of units receiving assistance through the Rent Supplement (SUP) program
- **Frequency:** Quarterly
- **Direction:** Decreasing

- **Data quality (limitations/advantages of the data):** The Tenant Rental Assistance Certificate System (TRACS) has more than 6,000 business rules to ensure data validation. The applications are working with clean, accurate, and meaningful data. Data fields are required for property and project management purposes.
- **Measurement 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. The primary data element for the Tenant Rental Assistance Certificate System 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. The Tenant Rental Assistance Certificate System edits every field, according to the HUD rental assistance program policies.
- **Sequence:** 55m

Mortgage Insurance for Residential Care Facilities (Sect. 232)

- **Description:** Affordable assisted living facility units for Medicaid-eligible tenants preserved by Section 232 endorsements within a fiscal year.
- **Data source:** DAP; SharePoint
- **Unit of measurement:** Number of Medicaid-eligible assisted living facility units preserved
- **Dimension:** Count
- **Calculation method:** Apply national Medicaid percent table to total actual number of assisted living facilities endorsed within Medicaid-eligible states under Section 232 program within a fiscal year to determine units.
- **Frequency:** Quarterly
- **Direction:** Flat
- **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 and tends to be more conservative relative to the FHA portfolio.
- **Measurement Validation, verification, and improvement of measure:** The Office of Residential Care Facilities monitors and verifies actual data quarterly.
- **Sequence:** 55n

Community Planning and Development

HOME Occupied Rental Units

- **Description:** HOME funds may be used for the acquisition, new construction or rehabilitation of affordable rental housing
- **Data source:** IDIS
- **Unit of measurement:** Occupied Rental Units
- **Dimension:** Count
- **Calculation method:** Data is derived from grantee accomplishments reported by HOME grantees in the Integrated Disbursement and Information System.
- **Frequency:** Quarterly
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** System has edit controls that help prevent Grantees from making data entry errors.

- **Measurement Validation, verification, and improvement of measure:** When monitoring grantees, Community Planning and Development field staff verifies program data.
- **Sequence:** 55o

McKinney-Vento Homeless Assistance Units

- **Description:** The number of Continuum of Care (CoC) occupied rental units provided through the McKinney-Vento Act
- **Data source:** HIC
- **Unit of measurement:** Occupied rental units for specified people
- **Dimension:** Count
- **Calculation method:** Number of McKinney-Vento funded rental units; specifically, this measure is the annual total of HH Units with Children, HH Beds without children and HH Beds with only children. These are annual files and the current total is subtracted from the previous annual performance period to derive the incremental actual reported in the APR.
- **Frequency:** Annually
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** CoCs apply for funding for McKinney-Vento rental assistance
- **Measurement Validation, verification, and improvement of measure:** TBD
- **Sequence:** 55p

Tax Credit Assistance Program

- **Description:** Completed units
- **Data source:** IDIS
- **Unit of measurement:** Completed units
- **Dimension:** Count
- **Calculation method:** Data was derived from grantee accomplishments reported in IDIS
- **Frequency:** Quarterly
- **Direction:** 2009 ARRA program has ended; currently being closed out
- **Data quality (limitations/advantages of the data):** System has edit controls that help prevent Grantees from making data entry errors.
- **Measurement Validation, verification, and improvement of measure:** Program staff reviewed reports to ensure data validity and resolved identified data issues.
- **Sequence:** 55q

Community Development Block Grants—Disaster Relief (CDBG-DR)

- **Description:** The number of rental units
- **Data source:** DRGR
- **Unit of measurement:** Count of low and moderate income renter households
- **Dimension:** Count
- **Calculation method:** Data is derived from CDBG-DR Sandy grantee projections reported in DRGR
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Sandy grantees are still providing projections
- **Measurement Validation, verification, and improvement of measure:** Sandy grantees are still providing projections
- **Sequence:** 55r

Housing Opportunities for Persons with Aids (HOPWA)

	<ul style="list-style-type: none"> • Description: The HOPWA program collects performance outcomes on housing stability, access to care, and prevention of homelessness. • Data source: Integrated Disbursement and Information System (IDIS) • Unit of measurement: Households receiving assistance • Dimension: Count • Calculation method: These performance reports are collected by grantees • Frequency: Annually • Direction: Increased • Data quality (limitations/advantages of the data): Data are reported by formula and competitive grantees through the Consolidated Annual Performance and Evaluation Report and the Annual Progress Report, respectively. These reports reflect annual data collection with limited use of information management technology systems, pending further upgrades. These performance reports are completed by grantees provide the program with insights into client demographics, expenditures for eligible activities, and the number of households served. At this time, the program does not have a client-level data system that provides site-specific information on performance outcomes. Pending enhancements to IDIS, however, will help support data quality and reduce the grantees' burden. • Measurement Validation, verification, and improvement of measure: Performance reporting information is reviewed by HOPWA technical assistance providers and recorded in grant profiles and national summaries on the program's website (HUDHRE.info). HUD guidance and technical assistance assists grantees in verifying data quality and completing reports. • Sequence: 55s <p>HOME TBRA</p> <ul style="list-style-type: none"> • Description: For tenants with incomes at or below 80 percent of area median income. • Data source: IDIS • Unit of measurement: Households assisted with TBRA • Dimension: Count • Calculation method: Data is derived from grantee accomplishments reported by HOME grantees in the Integrated Disbursement and Information System. • Frequency: Quarterly • Direction: Increased • Data quality (limitations/advantages of the data): Current data systems do not capture the length of time or type of assistance (e.g. security deposit) provided to households. • Measurement Validation, verification, and improvement of measure: When monitoring grantees, Community Planning and Development field staff verifies program data. For FY2014, presentation of this data was revised. • Sequence: 55t
<p>Metric</p>	<p>Number of units converted using the Rental Assistance Demonstration (RAD): First Component</p> <ul style="list-style-type: none"> • Description: Number of public housing and Section 8 Moderate Rehabilitation (Mod Rehab) units converted to PBRA or TBRA. • Data source: Office of Recapitalization data systems (MS Access Database) • Unit of measurement: Units converted through RAD • Dimension: Count • Calculation method: Total units counted through RAD • Frequency: Quarterly • Direction: Increased • Data quality (limitations/advantages of the data): The data is considered to be accurate and reliable.

	<ul style="list-style-type: none"> • Measurement Validation, verification, and improvement of measure: Data inconsistencies are identified through periodic data integrity checks by Transaction Reviewers and Recap's System Support Manager. Based on the findings data errors are corrected as a collaborated effort between, the Transaction reviewers and RECAP staff. • Sequence: 56
Metric	<p>Number of units converted using the Rental Assistance Demonstration (RAD): Second Component</p> <ul style="list-style-type: none"> • Description: Number of projects funded under the Rent Supplement (RentSupp), Rental Assistance Payment (RAP), and Mod Rehab programs converted to project-based vouchers (PBVs) or project-based rental assistance (PBRA). • Data source: Office of Recapitalization data systems • Unit of measurement: Units converted through RAD • Dimension: Count • Calculation method: Total units counted through RAD • Frequency: Quarterly • Direction: Increased • Data quality (limitations/advantages of the data): The data is considered to be accurate and reliable. • Measurement Validation, verification, and improvement of measure: The data is entered and validated by RECAP staff. • Sequence: 57
Metric	<p>Housing Choice Voucher budget utilization rate</p> <ul style="list-style-type: none"> • Description: Budget authority expended as a percent of all budget authority for the calendar year. • Data source: VMS • Unit of measurement: Budget authority expended as a percent of all budget authority. • Dimension: Percent • Calculation method: Housing Assistance Payments 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: Quarterly • Direction: Varies based on budget provided • Data quality (limitations/advantages of the data): The Voucher Management System captures information related to the leasing and Housing Assistance Payment expenses for the Housing Choice Voucher program. The public housing agencies enter the information, which provides the latest available leasing and expense data. The data, therefore, are subject to human (data-entry) error. The Department, however, has instituted "hard edits" for entries in the system. • Measurement 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. When a hard edit is generated, a financial analyst reviews the data and, if necessary, contacts the public housing agency to resolve differences. If the issue 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 Housing Choice Voucher Program uses three other means to ensure the accuracy of the data: <ol style="list-style-type: none"> 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 Voucher Management System 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.

	<p>Corrections are entered directly into the Voucher Management System to ensure that the data are accurate.</p> <p>3. The Public and Indian Housing Quality Assurance Division, using onsite and remote Voucher Management System reviews, validates the data. The division staff reviews source documents on site at the public housing agency to determine if the leasing, Housing Assistance Program expenses, and Net Restricted Assets are consistent with data reported in the Voucher Management System. REAC also compares VMS to FASS data and rejects it if it is materially different.</p> <ul style="list-style-type: none"> • Sequence: 58
<p>Metric</p>	<p>Public Housing occupancy rate</p> <ul style="list-style-type: none"> • Description: Occupancy rate in Public Housing • Data source: HUD’s Inventory Management System/Public and Indian Housing Information Center (IMS/PIC) • Unit of measurement: Percent of occupied Public Housing Units • Dimension: Percent • Calculation method: The APG Occupancy Rate is calculated using the following methodology: Total of Public Housing occupied rental units under an ACC/ (Total Standing ACC Units – Total Uninhabitable Units) The total Public Housing occupied rental units under an ACC count is the sum of units occupied by assisted tenants, units occupied by non-assisted tenants, and Special Use units. Total Standing ACC Units, refers to the number of standing (i.e. not removed) units under Annual Contributions Contracts with HUD. The number of Uninhabitable Units refers to ACC units that are vacant and approved for removal from inventory. • Frequency: Quarterly • Direction: Constant • Data quality (limitations/advantages of the data): The Public Housing occupancy rate faces the same limitations as the “Public Housing occupied rental units” measure. However, the rate may also fluctuate per the changing denominator of ACC units, while retaining the same count of Public Housing occupied rental units. • Measurement Validation, verification, and improvement of measure: The measurement validation processes applied to the “Public Housing occupied rental units” metric also apply to the Public Housing occupancy rate. • Sequence: 59
<p>Metric</p>	<p>Project Based Rental Assistance (PBRA) occupancy rate</p> <ul style="list-style-type: none"> • Description: Percent of units occupied for PBRA • Data source: Tenant Rental Assistance Certificate System (TRACS) and Integrated Real Estate Management System (iREMS) • Unit of measurement: Percent PBRA units occupied • Dimension: Percent • Calculation method: Occupied Units divided by Total Units • Frequency: Quarterly • Direction: Flat • Data quality (limitations/advantages of the data): The Tenant Rental Assistance Certificate System (TRACS) has more than 6,000 business rules to ensure data validation. The applications are working with clean, accurate, and meaningful data. Data fields are required for property and project management purposes. • Measurement 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. The primary data element for the Tenant Rental Assistance Certificate System is the HUD 50059 tenant certification, which originates from owner/agents, performance-based contract administrators,

	<p>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. The Tenant Rental Assistance Certificate System edits every field, according to the HUD rental assistance program policies.</p> <ul style="list-style-type: none"> • Sequence: 60
<p>Metric</p>	<p><i>Percent of Section 8 Housing Assistance Payment contracts renewed</i></p> <ul style="list-style-type: none"> • Description: Percent of Housing Assistance Payment (HAP) contracts renewed • Data source: HEREMS database; TRACS DataMart • Unit of measurement: Contracts • Dimension: Percent • Calculation method: $([\text{Expiring Unique contracts}] - [\text{TRACS HAP true Terminations}] / ([\text{Expiring Unique contracts}] + [\text{TRACS HAP true Terminations}]$). Expiring Unique Contracts data was calculated based on renewal tables from HEREMS database. TRACS HAP true Terminations data is based on data from Voucher_Edit table from TRACS DataMart. Contracts terminated due to the following termination reasons: combined (code B), grant funding (code G), conversion (code S), RAD conversion (code V) were excluded. • Frequency: Annual • Direction: Increased • Data quality (limitations/advantages of the data): The data quality is directly related to the data quality of HEREMS database and TRACS DataMart • Measurement Validation, verification, and improvement of measure: As currently measured, the data may include a small number of contracts that have expired but were neither terminated nor renewed. The measure could be improved by finding a way to remove these contracts. • Sequence: 61
<p>Metric</p>	<p><i>Number of inspections saved through inspection sharing</i></p> <ul style="list-style-type: none"> • Description: Number of duplicative inspections for units with multiple funding streams saved through inspection sharing to both federal and state housing partners • Data source: Manual tracking system (SharePoint) • Unit of measurement: Number of duplicative inspections saved through inspection sharing • Dimension: Count • Calculation method: For each property enrolled in the pilot within each year, inspections saved are calculated by taking the sum of inspections that would have taken place per federal programmatic requirements and subtracting the number of physical inspections that have actually taken place, with one inspection ideally serving all needs. The complete metrics is the count of all duplicative inspections saved for each property. • Frequency: Annually (tracking only) • Direction: Increased • Data quality (limitations/advantages of the data): The Physical Inspection Alignment Initiative utilizes several combined sources of information, including HUD-REAC systems, state HFA reports, IRS/Treasury LIHTC compliance reporting, and USDA-RD reports, to create a baseline of properties to be enrolled in and inspected as part of the alignment pilot. Although some information does come directly from systems (PASS, IREMS), and is combined utilizing SQL queries and Access databases, there is manual manipulation of tracking system data by pilot team staff that is unavoidable, as sources for this information are not located elsewhere. Because no defined system exists, nor are there areas to enter relevant pilot data into preexisting systems, manual errors are a risk. • Measurement Validation, verification, and improvement of measure: Inspections completed by REAC inspectors or contracted inspectors are validated per normal processes—the completion of inspections is systematic and relatively error-free. Inspections completed by HFA partners are validated through the same mechanisms as other REAC inspections so that the completion of an inspection is verified.

	<ul style="list-style-type: none"> • Sequence: 62
Strategic Objective	Establish a sustainable housing finance system that provides support during market disruptions, with a properly defined role for the U.S. government.
Metric	<p>Overall market-share of single-family new originations for private capital, Government-sponsored enterprises (GSEs), Federal Housing Administration (FHA), and the Veterans Affairs (VA)</p> <ul style="list-style-type: none"> • Description: This measure tracks the share of the mortgage market for private lenders, government-sponsored entities (Fannie Mae and Freddie Mac), FHA, and VA in order to observe FHA's role in the housing market and the balance of the housing market • Data source: FHA Single Family Data Warehouse, CoreLogic TrueStandings; Mortgage Bankers Association of America • Unit of measurement: Share of market • Dimension: Percent • Calculation method: Share of specified mortgage market over share of entire market • Frequency: Quarterly • Direction: Downwards • Data quality (limitations/advantages of the data): We are relying upon CoreLogic TrueStandings loan servicing data for shares by funding source, and MBA for total market origination volumes. CoreLogic coverage of the market has slipped in recent years because subscribing lenders have been selling major servicing portfolios to non-subscribing lenders. CoreLogic is actively recruiting these new non-bank lenders and re-populating its database for 2012 and 2013. The MBA volumes are estimates and subject to error as shares of originations coming through different funding channels changes in real time from what is assumed in the MBA algorithms. Over the last two years, this has led to large revisions in market-size estimates with the release of the annual HMDA LAR data (in September). • Measurement Validation, verification, and improvement of measure: Inside Mortgage Finance publishes its own estimates of agency versus non-agency lending, and we can use that as a reasonability check on our estimates. • Sequence: 63
Metric	<p>Share of FHA mortgages to first-time home buyers</p> <ul style="list-style-type: none"> • Description: This measure tracks the share FHA originations that are made to first-time home buyers. • Data source: Single-Family Data Warehouse and American Housing Survey • Unit of measurement: Share of FHA originations that belong to first-time home buyers • Dimension: Percent • Calculation method: Percent of FHA originations made to first-time homebuyers. • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): We will rely on data from the Single-Family Data Warehouse, which tracks the number of FHA loans to first-time homebuyers on a quarterly basis • Measurement Validation, verification, and improvement of measure: American Housing Survey is available every 2 years • Sequence: 64
Strategic Objective	Ensure equal access to sustainable housing financing and achieve a more balanced housing market, particularly in underserved communities.
Metric	<p>Federal Housing Administration share of originations</p> <ul style="list-style-type: none"> • Description: This measure will show the percent of mortgage originations in the housing market that were made by FHA. • Data source: FHA Single Family Data Warehouse, Corelogic TrueStandings; Mortgage Bankers Association of America • Unit of measurement: Percent of FHA Mortgage Originations • Dimension: Percent

	<ul style="list-style-type: none"> • Calculation method: Share of specified mortgage market over share of entire market • Frequency: Quarterly • Direction: Downwards • Data quality (limitations/advantages of the data): We rely upon the MBA for total volumes and CoreLogic for average loan amounts (used to derive loan counts). See limitations on these sources in SO 1A. • Measurement Validation, verification, and improvement of measure: We discuss data quality with MBA and with CoreLogic, and have open communications to express any concerns. • Sequence: 65
Metric	<p>Federal Housing Administration number of minority borrowers</p> <ul style="list-style-type: none"> • Description: This indicator measures the minority share of new FHA endorsements. • Data source: Single Family Data Warehouse • Unit of measurement: Percent of FHA endorsements • Dimension: Percent • calculation method: The number of endorsements in which the primary borrower is identified as of a minority race or of Hispanic or Latino origin, divided by the total number of new FHA endorsements. • Frequency: Monthly • Direction: Increase • Data quality (limitations/advantages of the data): Internal FHA data provides the most comprehensive coverage of FHA endorsements. "Minority" excludes borrowers that did not disclose a race or ethnicity. • Measurement Validation, verification, and improvement of measure: Metric could disaggregate between FHA programs or loan purpose. • Sequence: 66
Metric	<p>Federal Housing Administration insured lending as a percent of total purchase activity by Census region</p> <ul style="list-style-type: none"> • Description: This indicator measures FHA's market-share of home purchase mortgage originations by Census region • Data source: Home Mortgage Disclosure Act (HMDA) via Consumer Financial Protection Bureau (CFPB) http://www.consumerfinance.gov/data-research/hmda/explore • Unit of measurement: Percent of all purchase loans. • Dimension: Percent • Calculation method: The number of FHA-insured first lien mortgage originations for purchase of owner-occupied one-to-four unit properties divided by all first lien mortgage originations for purchase of owner-occupied one-to-four unit properties. • Frequency: Annual (9 Month Lag) • Direction: Decrease • Data quality (limitations/advantages of the data): HMDA provides the most comprehensive coverage of the entire mortgage market (including conventional loans), but has a nine-month lag. • Measurement Validation, verification, and improvement of measure: FHA loan totals can be compared to internal data from the Single Family Data Warehouse. A timelier measure could be generated using McDash servicing data, but would not be as comprehensive. The measure could be disaggregated and re-aligned with HUD regions. There appear to be some small data discrepancies between the interactive tool provided by CFPB and the HMDA data currently stored in the Single Family Data Warehouse. • Sequence: 67
Metric	<p>Percent of loans endorsed with credit score < 680</p> <ul style="list-style-type: none"> • Description: This measure tracks the percent of FHA loans endorsed that have borrowers with a credit score under 680. • Data source: FHA Single Family Data Warehouse (FHA Single-Family Origination Trends Report) • Unit of measurement: Loans endorsed that have borrowers with a credit score less than 680

	<ul style="list-style-type: none"> • Dimension: Percent • Calculation method: Number of FHA loans endorsed with a credit score less than 680 divided by the total number of FHA loans with a credit score (those with no score excluded) • Frequency: Quarterly • Direction: Increased • Data quality (limitations/advantages of the data): Quality is good; Credit score data comes to HUD via the TOTAL Scorecard, which leverages various private AUS platforms which pull credit scores directly from the credit repositories. • Measurement Validation, verification, and improvement of measure: "Equal access" should not be defined solely by borrower credit score. Lower credit scores mean higher risk of not being able to manage the financial responsibility of large fixed debt payments and other requirements of homeownership. The goal could rather be defined by income level or minority concentrations in geographic areas. • Sequence: 68
<p>Metric</p>	<p><i>Percent of loans endorsed with credit score <680 that evidence successful homeownership during the first three years</i></p> <ul style="list-style-type: none"> • Description: This measure tracks the percent of loans endorsed with credit score less than 680 that evidence successful homeownership over the first three years • Data source: FHA Single Family Data Warehouse • Unit of measurement: Loans with specified credit score conditions • Dimension: Percent • Calculation method: by age/seasoning of loans, show percent that have NOT resulted in claim nor are in the process of borrowers losing their homes through short sale, DIL, or foreclosure. We need to be careful to treat a streamline refinance as-if it were a continuation of the original home-purchase loan for this exercise. • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): Data comes from FHA systems and is solid. • Measurement Validation, verification, and improvement of measure: We will likely see ways to improve this over time. • Sequence: 69
<p>Metric</p>	<p><i>HUD's Housing Counseling Program clients served</i></p> <ul style="list-style-type: none"> • Description: This indicator measures the number of clients served through the HUD Housing Counseling program. • Data source: 9902 • Unit of measurement: Number of clients served • Dimension: Count • Calculation method: Number of clients served as aggregated by agency reporting into 9902. • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): Housing Counseling Agencies submit the data to HUD's Housing Counseling System (HCS). • Measurement Validation, verification, and improvement of measure: No data limitations are known to affect this indicator. The Housing Counseling Agencies enter the data, and the Office of Housing Counseling monitors the data entry. • Sequence: 70
<p>Metric</p>	<p><i>Percent of housing counseling clients that gain access to resources to improve their housing situation</i></p> <ul style="list-style-type: none"> • Description: This indicator measures the percent of housing counseling clients who gain access to resources to help them improve their housing situation (e.g., down payment assistance, rental assistance) as a direct result of receiving Housing Counseling Services. • Data source: Revised 9902 released October 2014

	<ul style="list-style-type: none"> • Unit of measurement: Clients households counseled that gain access to housing finance resources • Dimension: Percent • Calculation method: Total number of clients that gain access to resources, divided by clients receiving one-on-one counseling. • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): Housing Counseling Agencies submit the data to HUD's Housing Counseling System (HCS). • Measurement Validation, verification, and improvement of measure: data point that HUD started collecting in fiscal year 2015, and some client management systems have had difficulty tracking and reporting the new data points to HUD. HUD is currently working with housing counseling agencies to improve data and report quality. The Housing Counseling Agencies enter the data, and the Office of Housing Counseling monitors the data entry. • Sequence: 71
<p>Metric</p>	<p>Percent of housing counseling clients with whom a counselor developed a sustainable household budget</p> <ul style="list-style-type: none"> • Description: This indicator measures the percentage of Housing Counseling clients with whom a counselor developed a sustainable household budget through the provision of financial management and/or budget services. • Data source: Revised 9902 released October 2014 • Unit of measurement: Households counseled that develop a sustainable household budget • Dimension: Percent • Calculation method: Total number of clients that develop a sustainable household budget, divided by clients receiving one-on-one counseling. • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): Housing Counseling Agencies submit the data to HUD's Housing Counseling System (HCS). • Measurement Validation, verification, and improvement of measure: This is a new data point that HUD started collecting in fiscal year 2015, and some client management systems have had difficulty tracking and reporting the new data points to HUD. HUD is currently working with housing counseling agencies to improve data and report quality. The Housing Counseling Agencies enter the data, and the Office of Housing Counseling monitors the data entry. • Sequence: 72
<p>Strategic Objective</p>	<p>Restore the Federal Housing Administration's financial health, while supporting the housing market recovery and access to mortgage financing.</p>
<p>Metric</p>	<p>Asset disposition recovery rate</p> <ul style="list-style-type: none"> • Description: This is the net recovery rate that FHA realizes on the sale of distressed assets as a percent of unpaid loan balance. • Data source: FHA Single Family Data Warehouse • Unit of measurement: Net recovery rate as a percent of unpaid loan balance of loans that go to claim. • Dimension: Percent of defaulted unpaid principal balance (UPB) • Calculation method: Standard calculations from our monthly Loan Performance Trends Report. Overall Asset Disposition includes Real Estate Owned (REO), Third Party (TPS), Note Sales (DASP) and Pre-Foreclosure Sales (PFS). Fiscal year to date (FYTD) number of permanent Loss Mitigation Actions divided by 90+ day delinquencies FYTD running average. <ul style="list-style-type: none"> ○ Real Estate Owned (REO). The traditional remedy available to FHA was to use the legal foreclosure process to obtain title to the property as satisfaction for the debt, and then to manage and sell that property via the "real-estate owned" (REO) process. REO sales, however, are typically the most expensive disposition method for FHA.

	<ul style="list-style-type: none"> ○ Distressed Asset Stabilization Program (DASP). Through DASP, FHA sells non-performing mortgages to investors prior to the completion of a foreclosure, potentially providing alternatives to foreclosure for borrowers and enabling FHA to avoid costs associated with managing and marketing the underlying collateral as REO properties. ○ Third-Party Sales (TPS). A program to encourage sales of foreclosed properties to third-parties at foreclosure auctions. Such sales allow FHA to avoid the costs associated with taking possession of properties and selling them as REO. ○ Pre-foreclosure Sales (PFS). The Pre-Foreclosure Sale (PFS) Program allows the defaulted Borrower to sell his/her home and use the Net Sale Proceeds to satisfy the mortgage debt even though the Proceeds are less than the amount owed <ul style="list-style-type: none"> ● Frequency: Quarterly ● Direction: reduced overall loss rates (increased recovery rates) ● Data quality (limitations/advantages of the data): There are timing lags and reporting lags that make this difficult to accurately assess in real time. ● Measurement Validation, verification, and improvement of measure: We are constantly reviewing how we calculate net loss and recovery on asset disposition. ● Sequence: 73
<p>Metric</p>	<p><i>Percent of modifications resulting in re-defaults within six months of closing</i></p> <ul style="list-style-type: none"> ● Description: This measure tracks the percent of borrowers that become 90 days or more delinquent on their loans within six months of receiving a loan modification/FHA HAMP product. ● Data source: FHA Single Family Data Warehouse ● Unit of measurement: Borrowers ● Dimension: Percent ● Calculation method: For the current month, determine 1) how many loan mods were paid during the previous 6 months and 2) how many are presently 90+ days down. Divide 2) results by 1) results. ● Frequency: Monthly ● Direction: Decreased ● 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. ● Measurement 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: 74
<p>Metric</p>	<p><i>Loss mitigation uptake</i></p> <ul style="list-style-type: none"> ● Description: This is the percent of permanent loss mitigation actions taken as a percent of serious delinquencies. ● Data source: FHA Single Family Data Warehouse ● Unit of measurement: Borrowers ● Dimension: Percent ● Calculation method: For the current month, determine 1) how many loan mods were paid during the previous 6 months and 2) how many are presently 90+ days down. Divide 2) results by 1) results. ● Frequency: Monthly ● Direction: Increased ● Data quality (limitations/advantages of the data): For the current month, determine 1) how many loan mods were paid during the previous 6 months and 2) how many are presently 90+ days down. Divide 2) results by 1) results. ● Measurement 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: 75

<p>Metric</p>	<p>Number of FHA insured mortgages benefitting from housing counseling</p> <ul style="list-style-type: none"> • Description: This is the number of FHA borrowers that receive pre- or post-purchase counseling. • Data source: FHA Single Family Data Warehouse • Unit of measurement: Number of specified mortgages • Dimension: Count • Calculation method: Number of FHA borrowers under specified conditions • Frequency: Quarterly • Direction: Increased • Data quality (limitations/advantages of the data): Loan servicers submit data through TOTAL Scorecard and FHA Connection. • Measurement Validation, verification, and improvement of measure: Loan servicers are required to submit counseling data for HECM loans and HAWK Back to Work loans, and for other loan products that do not require housing counseling. During FY 2016, HUD issued system changes and communications to improve how FHA lenders report counseling for loans with no counseling requirement. • Sequence: 76
<p>Metric</p>	<p>Capital Reserve Ratio</p> <ul style="list-style-type: none"> • Description: The capital ratio compares the “economic net worth” of the MMI Fund to the dollar balance of active, insured loans, at a point in time. Economic net worth is defined as a net asset position, where the present value of expected future revenues and net claim expenses is added to current balance sheet positions. The capital ratio computation is part of an annual valuation of the outstanding portfolio of insured loans at the end of each fiscal year. • Data source: FHA Single Family Data Warehouse Meta Tables. • Unit of measurement: Comparative between net asset position to balance of loans • Dimension: Ratio • Calculation method: The Net Present Value of future cash flows plus capital resources divided by insurance-in-force • Frequency: annual; we will investigate ways of showing on a quarterly basis how the business is actually tracking against the most recent actuarial forecast. • Direction: Increased • 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. • Measurement 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: 77
<p>Management Objective Operational Excellence</p>	
<p>Acquisitions</p>	<p>Improve HUD’s acquisitions performance through early collaborative planning and enhanced utilization of acquisition tools.</p>
<p>Metric</p>	<p>Percent of requisitions released by the target requisition release date (by Program Office)</p> <ul style="list-style-type: none"> • Description: Improve customers’ timely submission of acquisition requirements by the agreed-upon planned target requisition release date. • Data Source: HIAMS • Unit of measurement: Requisitions released • Dimension: Timeliness • Calculation Method: Percent of requisitions meeting target requisition date where the numerator is the count of all requisition release dates within an annual performance review period (fiscal year) that met or preceded the target requisition release date and the denominator is the count of all requisitions that await a requisition release date. The Requisition Release Date is within the annual performance period fiscal year, nulls are omitted; Version has a value of ‘Orig’; Status must be ‘Release’ or ‘Closed’ • Frequency: Quarterly

	<ul style="list-style-type: none"> • Direction: Increase • Data quality (limitations/advantages of the data): While most of the data originates in HIAMS, there are some manual calculations that were completed by the CPO office regarding GNMA acquisitions that uses LOCCS • Measurement Validation, verification, and improvement of measure: Identify or build a reporting solution that includes HUD, GNMA, and OIG • Sequence: 78
Metric	<p>Percent of awards meeting target award date (by the Office of the Chief Procurement Officer)</p> <ul style="list-style-type: none"> • Description: This indicator tracks the percent of awards that are made by the agreed-upon target award date, for actions released by the target requisition release date. • Data Source: HIAMS • Unit of measurement: Awards • Dimension: Percent • Calculation Method: Percent of awards meeting target award date where the numerator is the count of all awards that met the established target award date and the denominator is the count of all requisitions that met that target requisition release date. The Status of the award is either 'Released', 'Closed', or 'Completed' with an Award Date value that is within the annual performance period fiscal year. • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): While most of the data originates in HIAMS, there are some manual calculations that were completed by the CPO office regarding GNMA acquisitions that uses LOCCS • Measurement Validation, verification, and improvement of measure: Identify or build a reporting solution that includes HUD, GNMA, and OIG • Sequence: 79
Metric	<p>Total number of days to contract award, by acquisition strategy</p> <ul style="list-style-type: none"> • Description: This indicator tracks the total number of days to award procurement, categorized by each of the main acquisition strategies used to make the award. • Data Source: HIAMS • Unit of measurement: Days • Dimension: Count • Calculation Method: Total number of days from requisition release date to the contract award, grouped by acquisition strategy • Frequency: Quarterly • Direction: Decrease • Data quality (limitations/advantages of the data): While most of the data originates in HIAMS, there are some manual calculations that were completed by the CPO office regarding GNMA acquisitions that uses LOCCS • Measurement Validation, verification, and improvement of measure: Identify or build a reporting solution • Sequence: 80
Equal Employment Opportunity Management	Promote a diverse and inclusive work environment that is free of discrimination and harassment by educating the workforce on the overall Equal Employment Opportunity (EEO) process and their EEO responsibilities as managers and employees of HUD
Metric	<p>Number of pre-complaint resolutions occurring through the Alternate Dispute Resolution process</p> <ul style="list-style-type: none"> • Description: HUD will seek to increase the number of pre-complaint resolutions occurring through the Alternate Dispute Resolution process. • Data Source: iComplaints software • Unit of measurement: Pre-complaint Filings • Dimension: Count • Calculation Method: Number of pre-complaint resolutions occurring through the Alternative Dispute Resolution process • Frequency: Two times in a fiscal year • Direction: Increase • Data quality (limitations/advantages of the data): Data quality/integrity of the new iComplaints system is being tested and evaluated

	<ul style="list-style-type: none"> • Measurement Validation, verification, and improvement of measure): Management dashboards will be developed in the new iComplaints system to validate data • Sequence: 81
Metric	<p>Number of complaint filings per fiscal year</p> <ul style="list-style-type: none"> • Description: HUD will seek to reduce the number of complaint filings per fiscal year on the basis of reprisal resulting in a hostile working environment. • Data Source: iComplaints software • Unit of measurement: Filings • Dimension: Count • Calculation Method: Number of complaint filings per fiscal year • Frequency: Annual • Direction: Decrease • Data quality (limitations/advantages of the data): Data quality/integrity of the new iComplaints system is being tested and evaluated • Measurement Validation, verification, and improvement of measure: Management dashboards will be developed in the new iComplaints system to validate data • Sequence: 82
Financial Management	Increase accuracy, speed, transparency, and accountability in financial management and budgeting for the agency.
Metric	<p>Reduce significantly overdue audit recommendations</p> <ul style="list-style-type: none"> • Description: This indicator addresses implementation of OIG recommendations with existing corrective action plans also known as management decisions. The subset of significantly overdue OIG audit recommendations includes open recommendations with management decisions whose final actions are or will be one year or more overdue at the end of the fiscal year unless resolved. • Data Source: The Audit Resolution Corrective Action Tracking System (ARCATS) • Unit of measurement: Significantly overdue OIG audit recommendation as of the end of the fiscal year. • Dimension: Percent • Calculation Method: For the given annual performance review period (a fiscal year) the numerator is the number of significantly overdue recommendations closed and the denominator is the beginning balance of significantly overdue recommendations. • Frequency: Annual • Direction: Decrease in number of significantly overdue or increase in percent closed (depends on perspective) • Data quality (limitations/advantages of the data): Data are reliable and reviewed and maintained in ARCATS. • Measurement Validation, verification, and improvement of measure: The number of significantly overdue recommendations is reported by ARCATS via an aging report. Source data are jointly maintained, managed, and confirmed by OIG and HUD management. • Sequence: 83
	<p>Percent of timely management decisions</p> <ul style="list-style-type: none"> • Description: Each OIG recommendation requires a management decision which is an approved corrective action plan. Maintain percent of timely management decisions established by the OIG timeline • Data Source: The Audit Resolution Corrective Action Tracking System and the Inspector General's Semiannual Report to Congress • Unit of measurement: Management decisions reached • Dimension: Percent • Calculation Method: For the given annual performance review period (a fiscal year) the numerator is the count of management decisions that are made within the established OIG timeline for that annual performance review period and the denominator is the total count of

	<p>all required management decisions established within the OIG timeline as reported in the OIG's two semiannual reports as a cumulative value.</p> <ul style="list-style-type: none"> • Frequency: Semiannual but reported annually • Direction: Decrease in the number of decisions needed or Increase in the percent reached (depends on perspective) • Data quality (limitations/advantages of the data): Data are reliable and reviewed and maintained in ARCATS. OIG identifies and reports this data set semiannually. • Measurement Validation, verification, and improvement of measure: Source data are jointly maintained, managed and confirmed by both OIG and HUD management. • Sequence: 84
Grants Management	Make the grants management process more efficient and effective by automating and streamlining processes, improving timeliness, and tracking performance.
Metric	<p>Notice of Funding Availability (NOFA) Timeliness</p> <ul style="list-style-type: none"> • Description: Number of days from submission of NOFA into departmental clearance to obligation of funds • Data Source: Grantsolutions • Unit of measurement: Days • Dimension: Count • Calculation Method: Days from budget pass to obligation • Frequency: Annual • Direction: Decrease • Data quality (limitations/advantages of the data): No data quality issues • Measurement Validation, verification, and improvement of measure: Quality control performed by Grants Management and Oversight Division • Sequence: 85
Human Capital Management	Employ, develop, and foster a collaborative, high-performing workforce that is capable of continuing to deliver HUD's mission in a changing and uncertain future.
Metric	<p>Promote greater leadership effectiveness</p> <ul style="list-style-type: none"> • Description: This measure looks at three metrics: Retention rate of supervisors/ managers, Number of management training completions, and number of workshops, seminars, and trainings for leaders, managers, and supervisors. <p>Retention rate of supervisors/manager</p> <ul style="list-style-type: none"> • Description: This metric looks at the retention rate for supervisors and managers • Data Source: NFC • Unit of measurement: Percent of managers retained • Dimension: Percent • Calculation Method: Number of managers retained over total number of managers at the start of the fiscal year • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): Good, NFC is the system of record. • Measurement Validation, verification, and improvement of measure: The NFC bi-weekly reporting structure has a data lag of two weeks. The lag allows for critical data verification and validation. • Sequence: 86 <p>Number of management training completions</p> <ul style="list-style-type: none"> • Description: This metric looks at the total number of management trainings completed. • Data Source: HVU (HUD Virtual University) • Unit of measurement: Number of management trainings • Dimension: Count • Calculation Method: Sum of total management trainings taken by managers • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): Good. • Measurement Validation, verification, and improvement of measure: None.

	<ul style="list-style-type: none"> • Sequence: 87 <p>Number of workshops, seminars, and trainings for leaders, managers, and supervisors</p> <ul style="list-style-type: none"> • Description: TBD • Data Source: HVU (HUD Virtual University) • Unit of measurement: Number of management training events • Dimension: Count • Calculation Method: • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): Good • Measurement Validation, verification, and improvement of measure: None • Sequence: 88
<p>Metric</p>	<p>Enhance Employee Engagement</p> <ul style="list-style-type: none"> • Description: This measure will contain the following three metrics: Employee Viewpoint Survey Engagement Index, Percent of offices with engagement plans, and percent of activities on engagement plans complete. <p>Employee Viewpoint Survey Engagement Index</p> <ul style="list-style-type: none"> • Description: Employee Engagement Index score as defined by OPM • Data Source: EVS Program Offices are generated by OCHCO; OPM provides the responses • Unit of measurement: Percent positive responses • Dimension: Percent • Calculation Method: Engagement score based on an average of 15 EVS questions • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): Good • Measurement Validation, verification, and improvement of measure: None • Sequence: 89 <p>Percent of offices with engagement plans</p> <ul style="list-style-type: none"> • Description: The percent of HUD offices with employee engagement plans • Data Source: EVS Program Offices are generated by OCHCO; OPM provides the responses • Unit of measurement: Percent of offices • Dimension: Percent • Calculation Method: Number of offices with engagement plans divided by total number of offices. • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): Good • Measurement Validation, verification, and improvement of measure: None • Sequence: 90 <p>Percent of activities on engagement plans complete</p> <ul style="list-style-type: none"> • Description: Percent of activities on employee engagement plans complete. • Data Source: EVS Program Offices are generated by OCHCO; OPM provides the responses • Unit of measurement: Percent of activities • Dimension: Percent • Calculation Method: Number of activities complete on engagement plan divided by the total number of activities on engagement plan • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): Good. • Measurement Validation, verification, and improvement of measure: None. • Sequence: 91
<p>Metric</p>	<p>Human capital customer satisfactions scores</p> <ul style="list-style-type: none"> • Description:

	<ul style="list-style-type: none"> • Data Source: Survey Monkey • Unit of measurement: • Dimension: Count • Calculation Method: • Frequency: • Direction: Increase • Data quality (limitations/advantages of the data): • Measurement Validation, verification, and improvement of measure: • Sequence: 92
Information Management	Make high-quality data available to those who need it, when they need it, where they need it, to support decision-making in furtherance of HUD's mission.
Metric	<p>Number of IT systems</p> <ul style="list-style-type: none"> • Description: Total number of HUD IT systems • Data Source: Inventory of Automated Systems (IAS) • Unit of measurement: System • Dimension: Count • Calculation Method: Sum • Frequency: Annual • Direction: Decline • Data quality (limitations/advantages of the data): IAS is tied to the change control system at HUD • Measurement Validation, verification, and improvement of measure: Provide a strata of systems as they relate to the HUD Enterprise Architecture breakdown • Sequence: 93
Metric	<p>Cost of IT systems (in millions)</p> <ul style="list-style-type: none"> • Description: Total cost of operating and maintaining HUD IT systems, excluding infrastructure • Data Source: Inventory of Automated Systems, IAS; CFO Financial Data Mart; IT 10 Year Obligation Report • Unit of measurement: Dollars • Dimension: Count • Calculation Method: Total cost of operating and maintaining HUD IT Systems • Frequency: Annual • Direction: Slight annual increase • Data quality (limitations/advantages of the data): findings from NFR-16 indicate that a more accurate account of cost can be acquired • Measurement Validation, verification, and improvement of measure: Compare obligations to expenditures • Sequence: 94
Metric	<p>IT customer service satisfaction scores</p> <ul style="list-style-type: none"> • Description: Conduct an annual survey of HUD staff on satisfaction with IT services provided. • Data Source: Survey Monkey • Unit of measurement: Satisfaction • Dimension: Score • Calculation Method: Average • Frequency: Semi-annually • Direction: Increase • Data quality (limitations/advantages of the data): Currently the IT survey is administered ad-hoc to a random selection of recipients. • Measurement Validation, verification, and improvement of measure: The survey is myopic and not inclusive of all service types offered by IT. • Sequence: 95
Organizational Structure Management	Reduce the cost of leased space, utilities, travel, and other related costs by adapting our business processes.
Metric	<p>Amount of money spent on space and travel (in millions)</p> <ul style="list-style-type: none"> • Description: Total dollars spent on leased space, building maintenance, utilities, travel and other related costs.

	<ul style="list-style-type: none"> • Data Source: • Unit of measurement: Dollars • Dimension: Count • Calculation Method: • Frequency: Annual • Direction: Decrease • Data quality (limitations/advantages of the data): • Measurement Validation, verification, and improvement of measure: • Sequence: 96
<p>Metric</p>	<p><i>Space Utilization (in sq. ft.)</i></p> <ul style="list-style-type: none"> • Description: Average square footage of usable workspace per employee and contractor. • Data Source: • Unit of measurement: Average Square Foot • Dimension: Count • Calculation Method: Add head count for all employees and contractors at a given time in the fiscal year and divide by the usable square feet. • Frequency: Annual • Direction: Down • Data quality (limitations/advantages of the data): • Measurement Validation, verification, and improvement of measure: • Sequence: 97