



Performance Architecture
Version 3.0

February 2008

Revision History

Date	Version	Summary
2/06	Version 1.0	Initial version of the performance architecture.
9/06	Version 2.0	Revised version to support integration with the IT Master Schedule as required to mature
2/07	Version 2.1	Added associated segments to initiatives listed on page 1.
10/07	Version 2.2	Draft revised to incorporate performance measurement indicators from OMB Exhibit 300 submissions for FY 2009.
10/07	Version 2.3	Draft revised to incorporate major performance milestones from OMB Exhibit 300 submissions for FY 2009.
02/08	Version 3.0	Draft revised to incorporate Acquisition Management performance milestones and performance measures resulting from business collaboration meetings. Re-alignment with the IT Master Schedule.

References

Document Title	Source
Enterprise Modernization Plan	http://www.hud.gov/offices/cio/ea/newea/resources/eatpv2.pdf
Enterprise Architecture 5.0	http://www.hud.gov/offices/cio/ea/newea/resources/eav5.pdf
Business and IT Modernization Plan Development Guidance / Work Product and Decision Templates 1.4	http://www.hud.gov/offices/cio/ea/newea/resources/segment.pdf
Performance Architecture	http://www.hud.gov/offices/cio/ea/newea/resources/perform.pdf
IT Master Schedule	http://www.hud.gov/offices/cio/ea/newea/resources/itmaster.pdf
Technical Reference Model	http://www.hud.gov/offices/cio/sdm/devlife/def/trm/trmmainpage.cfm

Demonstrated level of EA Practice maturity

This document demonstrates the following level of EA practice maturity relative to the current version of the OMB EA assessment framework.

COMPLETION			
Assessment Criteria	Level(s)	Section/Reference	Summary Rationale
Performance Architecture	4	1.3.1/Completion	Alignment between Performance Measurements and IT Portfolio Master Schedule Milestones (HUD Enterprise Sequencing Plan).

Presidential Management Agenda (PMA) Milestones

This document fulfills the following quarterly Presidential Management Agenda (PMA) milestones:

Milestone	Due Date	Completion Date	Status
Complete Initial Performance Architecture for Target EA	9/30/06	9/30/06	Delivered.

Table of Contents

1 INTRODUCTION 1

1.1 Performance Measurement and Monitoring.....3

1.2 Performance Management Cycles4

2 HUD PERFORMANCE ARCHITECTURE 6

2.1 Multifamily Housing Finance (iREMS).....8

2.2 Single Family Housing (SFI)24

2.3 Federal Housing Authority (FHA).....45

2.4 Tenant Based - Rental Housing Assistance (EIV).....49

2.5 Project Based- Rental Housing Assistance (TRACS)73

2.6 Financial Management (FMLOB)88

2.7 Human Resource Management (HIHRTS)117

2.8 Electronic Document and Records Management (HERS).....145

2.9 Grants Management (eGrants).....169

2.10 Acquisition Management (ACQ-HIAMS).....198

Table of Tables

TABLE 1 - PERFORMANCE ARCHITECTURE INITIATIVES AND ASSOCIATED SEGMENTS2

Table of Exhibits

EXHIBIT 1 - IT LIFECYCLE FRAMEWORK INTEGRATION.....1

EXHIBIT 2 - PERFORMANCE MEASUREMENT AND MONITORING FRAMEWORK.....3

1 Introduction

The Performance Architecture contains performance measurement information for the U.S. Housing and Urban Development (HUD). Each performance measurement is aligned with the Federal Enterprise Architecture (FEA) Performance Reference Model (PRM) framework and structure, which was adopted as the HUD PRM taxonomy. There is also an alignment between the measurement and major modernization and modification milestones captured in the HUD Enterprise IT Portfolio Master Schedule, a part of the EA Transition Plan (EATP). The alignment matures HUD's ability to measure value gained from IT investments.

The performance architecture and the HUD Enterprise IT Portfolio Master Schedule are part of the overarching IT Lifecycle Framework. **Error! Reference source not found.** illustrates how the HUD Performance Architecture and HUD Enterprise IT Portfolio Master Schedule relate to one another and the IT Lifecycle Framework.

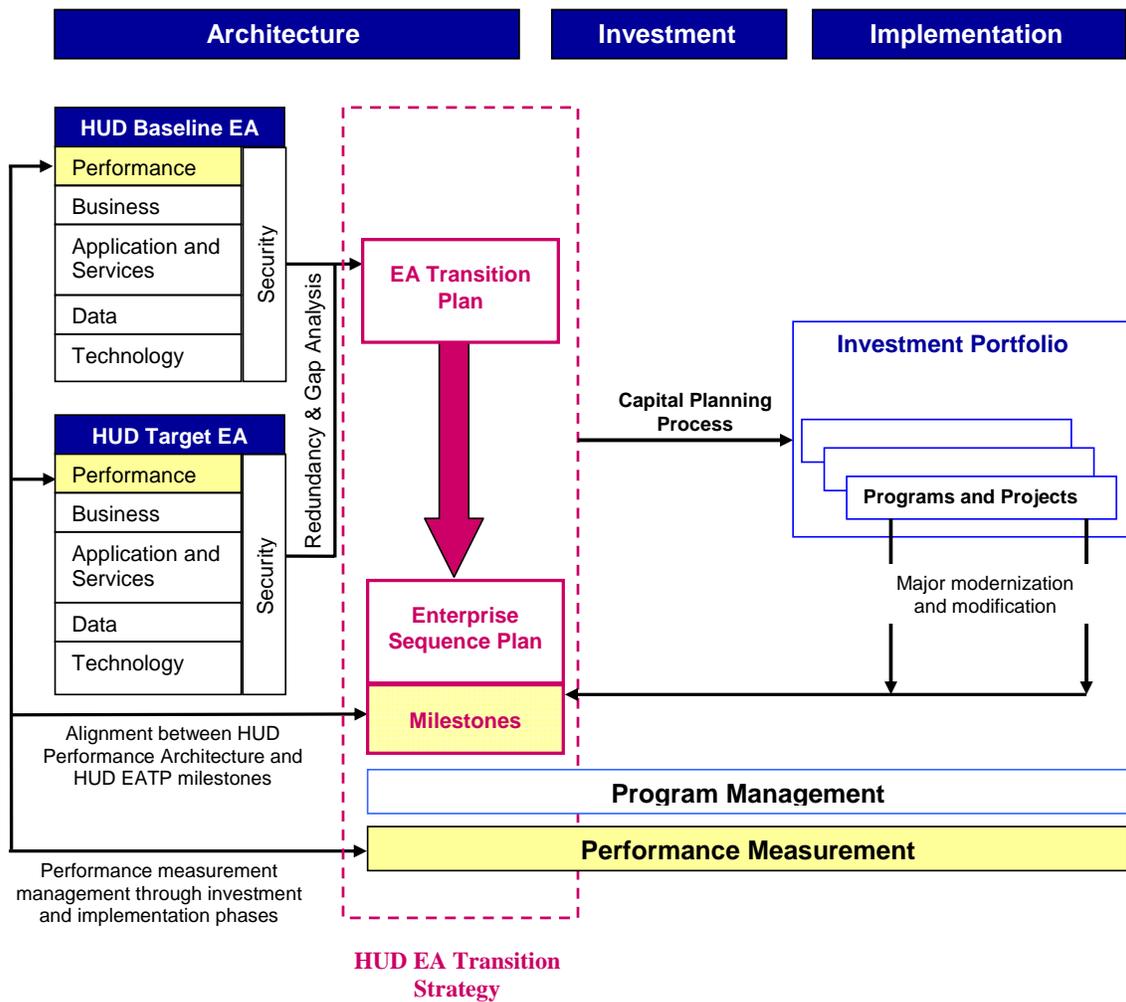


Exhibit 1 - IT Lifecycle Framework Integration

Business Area programs identified in HUD’s Enterprise Modernization Plan (formerly: the EA Transition Plan) and captured in the Enterprise Sequence Plan (HUD IT Portfolio Master Schedule) contain high level milestones taken from project plans of programs in the Investment Portfolio. The IT Portfolio Master Schedule is used to track progress of the major milestones and provide a direct link from the milestones to their contribution to specific program performance metrics. Together, this provides a “line of sight” view between a higher level aspiration such as a strategic goal to a supporting investment in a particular system or technology. This provides the ability to use the IT Portfolio Master Schedule to assess the performance impact of changes across programs and associated milestones. A more detailed discussion concerning performance tracking is provide below.

Performance measurement information is provided for eight priority business and IT modernization initiatives that are critical to the HUD EATP. These initiatives and associated segments are the following:

Table 1 - Performance Architecture Initiatives and Associated Segments

Initiative	Segment
Integrated Real Estate Management System (iREMS)	Multifamily Housing Finance
Single Family Integration (SFI)	Single Family Housing
Earned Income Verification (EIV)	Rental Housing Assistance
Tenant Rental Assistance Certification System (TRACS)	Rental Housing Assistance
Financial Management Line of Business (FMLOB)	Financial Management
HUD Integrated Human Resources and Training System (HIHRTS)	Human Resources Management
iManage	Electronic Document and Records Management
HUD Electronic Grants Management System (eGrants)	Grants Management
Acquisition Management (ACQ-HIAMS)	Acquisition Management

Relative to the above initiatives, measurement indicators have been identified and selected by examining the HUD Strategic Plan 2006-2011, Fiscal Year 2007 (FY07) HUD Annual Performance Plan 1 and Section 1.C of HUD’s FY07 Office of Management and Budget (OMB) Exhibit 300 Submissions; conducting stakeholder interviews; leveraging HUD EATP and segment architecture information; and reviewing best practices. This approach ensures that the selected measurement indicators provide meaningful information and insight into the initiatives’ impacts on HUD’s mission, customers, and intended business results.

The initiatives identified in this iteration of the HUD Target Performance Architecture represent a subset of initiatives within the Department. Additional initiatives will be evaluated and appropriate performance measures captured as part of the quarterly EA performance review. This will serve to mature HUD’s performance portion of the EA and to ensure concrete, measurable milestones in the HUD EATP. The HUD EA team will continue to work with the Office of the Chief Information Officer (OCIO) and program areas to refine and improve performance measures through the quarterly review process.

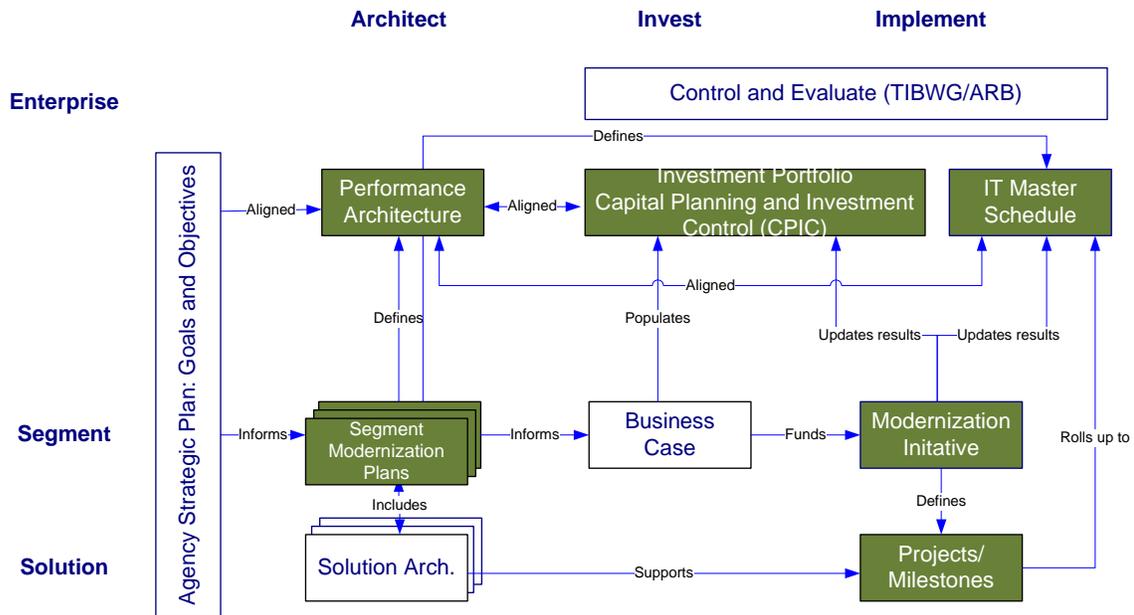
¹ Annual Performance Plan Fiscal Year 2007, <http://www.hud.gov/offices/cfo/reports/pdfs/app2007.pdf>

1.1 Performance Measurement and Monitoring

HUD monitors business modernization progress using the Performance Measurement and Monitoring framework. EA and IT Investment Management (ITIM) practice policy, guidance, support services, and information sources combine to enable performance measurement and monitoring.

Figure 1 illustrates the performance measurement and monitoring framework and relationships between framework elements. Elements shown in green are described below.

Exhibit 2 - Performance Measurement and Monitoring framework



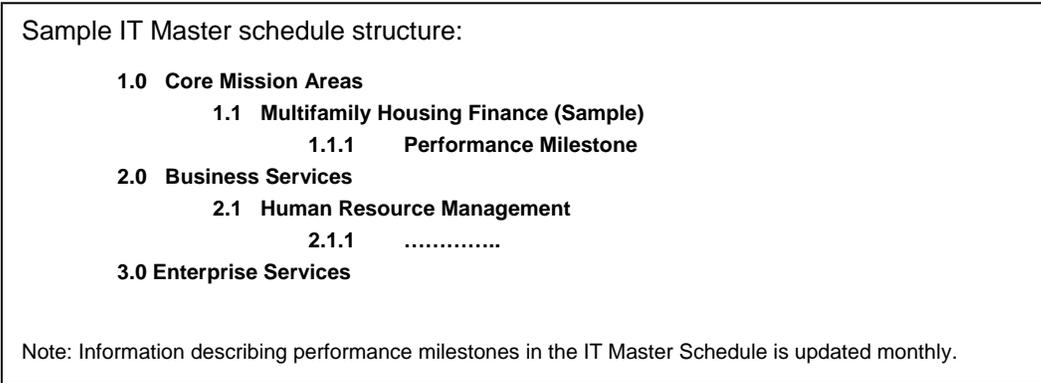
Segment Modernization Plan: Business and support offices develop modernization plans to meet agency strategic goals and objectives and fulfill business and information management requirements. Modernization plans define performance indicators and measures. Individual performance indicators and associated measures are linked to one or more implementation milestones (performance milestones), describing points in time where performance improvements (results) will be achieved. Performance indicators and measures are included in the enterprise-wide performance architecture. Performance milestones are organized and maintained (by modernization initiative) in HUD’s IT Master Schedule.

Performance Architecture: The Performance Architecture defines performance indicators and measures across major modernization initiatives. Indicators and measures are aligned with HUD’s mission and strategic goals and objectives. The Performance Architecture also contains cross references to performance milestones managed in HUD’s IT Master schedule. One or more of the following series of events triggers an update to performance indicators, measures, and milestone references in the performance architecture:

- An updated segment modernization plan is produced;
- New performance milestones are added to IT Master Schedule;
- Performance Milestones are retired from the IT Master Schedule;

- Business cases are developed or refreshed during the Annual Select.

IT Master Schedule: The IT Master Schedule framework component provides a milestone-level, management plan across major modernization initiatives and EA transition activities. Milestones in the IT Master Schedule are linked to one or more performance indicators and measures found in the performance architecture. Performance milestones represent a point-in-time where modernization initiatives achieve measurable business performance improvements. The IT Master Schedule work breakdown structure (WBS) matches the structure of HUD’s Enterprise Modernization Plan (EMP). Similarly, the sequencing of performance milestones reflects priorities defined in the EMP sequencing plan. This structure simplifies reporting and is mirrored across the modernization framework, as illustrated below.



Modernization Initiative: HUD modernization initiatives are sponsored by business areas and support offices, and are managed using project plans and milestones that are rolled-up into the IT Master Schedule. Project managers provide updates and status on both IT Master Schedule performance milestones and results. In addition, project managers report performance results by initiative in the electronic Capital Planning and Investment Control (eCPIC) system. Project managers also make monthly updates to their project plans to reflect incurred costs and progress on task completion.

1.2 Performance Management Cycles

Performance management (including performance measurement and monitoring) are executed on monthly and annual cycles, in accordance with budgeting and modernization requirements. Performance management cycles are organized into planning events and control events outlined below.

Planning Events

Annual Cycle (Modernization Planning)

HUD prioritizes modernization plans in accordance with HUD’s Departmental goals, objectives and Enterprise Modernization Plan.

- Individual segment modernization plans are developed or updated in accordance with EA program guidance. New or revised performance indicators and milestones are defined in modernization plans.

Annual Cycle (Budget Planning)

Instructions for these processes can be found in HUD’s Select Users Guide and Information Technology Investment Management Process Guide.

- Business case submission: Target performance measures for the “budget year” are submitted for individual initiatives.
- Technology Investment Board Executive Committee (TIBEC) approval of the IT Portfolio: Target performance measures may be revised to reflect any changes in funding requests.
- HUD’s Operating Plan approved: Target performance measures may be revised to reflect the actual funds received for the current budget year.

Control Events

HUD controls and evaluates its modernization initiatives using the information supplied by project managers on both monthly and annual cycles. The control events are summarized below.

Monthly Cycle:

- The IT Master Schedule and associated data are updated.
- Modernization Initiative Project managers update project cost and schedule data.
- HUD’s Technology Investment Board Working Group (Architecture Review Board) reviews project management performance and implement corrective actions when necessary.

Annual Cycle:

- Performance results are reported for the fiscal year in the first quarter of the following fiscal year.
- HUD’s Operational Analysis is updated and reviewed to evaluate performance of legacy systems.

2 HUD Performance Architecture

The Performance Architecture has been organized by the eight priority business and IT modernization initiatives. For each initiative, a set of measurement indicators is identified. The following information was collected for each indicator:

Performance Measurement Identifier

This element contains the identification code assigned to the performance measurement.

Measurement Method

This element describes how the metric will be determined. It describes the source from which the measure will be collected for the measurement.

Fiscal Year

This element captures the federal government financial operating year associated with the baseline metric, planned improvement, target metric for the measurement indicator.

Baseline Metric

The Baseline Metric represents the current or starting level of performance for the measurement indicator.

Planned Improvement

This element represents the expected performance improvement gain for the measurement indicator.

Target Metric

The Target Metric represents the ending level of performance that is expected at a given time.

Target Metric Due Date

This identifies the date when the agency should be evaluated to determine if the target metric has been met.

Results

The PRM is aligned with HUD's eCPIC performance results periodically. This alignment provides end users a consistent reference point for performance milestone results tracking.

Strategic Goal(s)

This element links the performance measure to one or more of HUD strategic goals, which are outlined in the HUD Strategic Plan 2006-2011.

Strategic Objective(s)

This element links the performance measure to one or more of the HUD strategic objectives, which are outlined in the HUD Strategic Plan 2006-2011.

Measurement Area

The content for this column is pre-defined by the FEA PRM taxonomy. It is the highest level of the taxonomy.

Measurement Grouping

The content for this column is pre-defined by the FEA PRM taxonomy. The grouping options are different depending on the measurement area selected.

Measurement Category

The content for this element is pre-defined by the FEA PRM taxonomy. The category options are different depending on the measurement grouping selected.

Milestone ID

This element contains the identification code assigned to the performance measurement.

Performance Improvement Milestone(s)

This element contains a description of the project plan milestone(s) that is/are related to the achievement of the target metric.

EA Performance Category

The content for this element is pre-defined by the FEA Program EA Assessment Framework. The EA performance category articulates how the milestone will improve agency performance. The following are the pre-defined options for this element:

- Cost Savings
- Cost Avoidance
- Improved services to citizens
- Improved mission performance
- Improved management and use of information including greater dissemination, reduced collection burden on the public, and greater information sharing and collaboration
- Technology consolidation and standardization

Milestone Planned Completion Date

This element identifies the date the milestone is scheduled to be completed.

Associated Initiative

This element identifies the initiative associated to the milestone.

Each section begins with a summary of the performance measures for a HUD initiative and a mapping of current IT Portfolio Master Schedule milestones mapped to performance measures. In some cases, specific milestones may contribute to and be mapped to multiple performance measures. The summary is followed by a more detailed description of each performance measures including defining how and when the performance measures will be captured and used to show improvement in the performance area indicated by the measure.

2.1 Multifamily Housing Finance (iREMS)

The Integrated Real Estate Management System (IREMS) will incorporate existing functions of Active Partner Performance System (APPS), Development Application Processing (DAP), Mark-to-Market (M2M), Multifamily Default and Delinquency Reporting (MDDR), Online Property Integrated Information Suite (OPIIS), and Real Estate Management System (REMS) into one comprehensive system. Consolidation of the independent Multifamily Housing (MFHF) systems into one concise system will enhance MFHF's ability to integrate similar functions and modify the system to match Multifamily Housing's future business needs.

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
MFH-IREMS-PM-01	Active properties with no financial compliance flags	MFH-iREMS-M-02	Redesign Financial Instrument Screens and Data Structures Version 6.0
		MFH-iREMS-M-06	Retired. Complete full conversion to Oracle/J2EE
MFH-IREMS-PM-02	Percentage of active properties with EH&S items addressed within 3 days.	MFH-iREMS-M-02	Redesign Financial Instrument Screens and Data Structures Version 6.0
		MFH-iREMS-M-06	Complete full conversion to Oracle/J2EE
MFH-IREMS-PM-03	Retired. Average satisfaction rating on quality of service surveys after each Major Release broadcast training session.	TBD	TBD
MFH-IREMS-PM-04	Retired. % of data collected on accessibility features for HUD properties.	TBD	TBD
MFH-IREMS-PM-05	Retired. # of new types of notifications added to the automated Event Notification module. These events automate notification of critical business events and streamline the discovery process, thereby increasing the efficiency of field level project manager.	MFH-iREMS-M-08	Enhance/automate data exchange processes between HUD Multifamily systems and Performance Based Contract Administrators (PBCA) Systems
MFH-IREMS-PM-07	Number of employees accessing iREMS from HUD's Secure Internet.	MFH-iREMS-M-07	Obtain contract support to develop a formal Business Modernization Plan

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
MFH-IREMS-PM-08	Retired. Increase Percent of HUD Property Owners and Management Agents access to the REMS system. This includes adding the ability to update data on their properties.	MFH-iREMS-M-06	Complete full conversion to Oracle/J2EE
MFH-IREMS-PM-10	% of Tier 2/3 problem tickets received from customers performing Property Profile functions resolved within 5 business days.	MFH-iREMS-M-06	Complete full conversion to Oracle/J2EE
MFH-IREMS-PM-11	% of active properties that meet HUD-established physical standards (e.g., last inspection score exceeded 60) for decent, safe, and sanitary housing.	MFH-iREMS-M-06	Complete full conversion to Oracle/J2EE
MFH-IREMS-PM-12	Retired. % of Units renewed, based on total number of units eligible for renewal during the FY. Ensures that MF's portfolio is maintained and affordable Housing is available.	TBD	TBD
MFH-IREMS-PM-13	Number of Event notifications for critical business events	MFH-iREMS-M-09	Expand REMS event notification system to automate notifications that are sent to housing project managers
MFH-IREMS-PM-14	Number of sub-systems integrated and consolidated into iREMS in accordance with HUD's Technical Reference Model.	MFH-iREMS-M-07	Obtain contract support to develop a formal Business Modernization Plan
MFH-IREMS-PM-15	% of business information available for Government to Business (G2B)/Business to Government (B2G) automated data exchange providing HUD's business partners with a means to update iREMS and their automated systems without dual entry.	MFH-iREMS-M-08	Enhance/automate data exchange processes between HUD Multifamily systems and Performance Based Contract Administrators (PBCA) Systems

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
MFH-IREMS-PM-16	Number of dual-entry errors	MFH-iREMS-M-08	Enhance/automate data exchange processes between HUD Multifamily systems and Performance Based Contract Administrators (PBCA) Systems

Performance Measurement Details

Performance Indicator Identifier: MFH-IREMS-PM-01					
Performance Indicator Description:					
Active properties with no financial compliance flags					
Measurement Method: REMS Report					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	95%	Maintain with an expanding universe of properties	95%	9/30/2006	98% as of 09/30/2006. Results based on the number of properties with no compliance issued (14095), properties with closed compliance reviews (3586), & properties with open compliance reviews (300). Formula = $14095 + 3586 / 14095 + 3586 + 300$.
2007	95%	Maintain with an expanding universe of properties	95%	9/30/2007	TBD
2008	95%	Maintain with an expanding universe of properties	95%	9/30/2008	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Mission and Business Results					
Measurement Category: Controls and Oversight					
Measurement Grouping: Program Monitoring					

Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
MFH-iREMS-M-02	Redesign Financial Instrument Screens and Data Structures Version 6.0	Improved mission performance	6/30/2006	iREMS
MFH-iREMS-M-06	Complete full conversion to Oracle/J2EE	Technology conversion and standardization	7/2/2007	iREMS

Performance Indicator Identifier: MFH-IREMS-PM-02					
Performance Indicator Description:					
Percentage of active properties with EH&S items addressed within 3 days.					
Measurement Method: REMS Report					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	95%	Maintain with an expanding universe of properties	95%	9/30/2006	99% as of 3/31/06. Result based on total inspections with EH&S (5668), inspections with no action reported (12), inspections where owner was notified of outstanding EH&S (8), inspections where owner failed to mitigate items (9), items mitigated.
2007	95%	Maintain with an expanding universe of properties	95%	9/30/2007	TBD
2008	95%	Maintain with an expanding universe of properties	95%	9/30/2008	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Mission and Business Results					

Measurement Category: Controls and Oversight				
Measurement Grouping: Program Monitoring				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
MFH-iREMS-M-02	Redesign Financial Instrument Screens and Data Structures Version 6.0	Improved mission performance	6/30/2006	iREMS
MFH-iREMS-M-06	Complete full conversion to Oracle/J2EE	Technology conversion and standardization	7/2/2007	iREMS

Performance Indicator Identifier: MFH-IREMS-PM-03					
Performance Indicator Description:					
Average satisfaction rating on quality of service surveys after each major release broadcast training session.					
Measurement Method: REMS Report					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	TBD	Improve rating and positive comments on training surveys.	TBD	9/30/2006	For 2006, respondents have been very satisfied with the presentation of information, quality of service, and the immediate feedback to questions. Updated 3/31/07
2007	TBD	Improve rating and positive comments on training surveys.	TBD	9/30/2007	TBD
2008	TBD	Improve rating and positive comments on training surveys.	TBD	9/30/2008	TBD
Strategic Goal(s)			Strategic Objective(s)		

Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E2: Improve HUD’s management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Customer Results				
Measurement Category: Service Quality				
Measurement Grouping: Accuracy of Service or Product Delivered				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
TBD				

Performance Indicator Identifier: MFH-IREMS-PM-04					
Performance Indicator Description:					
% of data collected on accessibility features for HUD properties.					
Measurement Method: REMS Report					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	16	Increase data collection	10%	9/30/2006	In 2006, 100% of the desired functionality was developed and implemented providing the users the ability to collect data on accessibility features for HUD properties.
2007	TBD	Increase data collection	10%	9/30/2007	TBD
2008	TBD	Increase data collection	10%	9/30/2008	TBD
Strategic Goal(s)		Strategic Objective(s)			
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E2: Improve HUD’s management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. 			

Measurement Area: Mission and Business Results				
Measurement Category: Controls and Oversight				
Measurement Grouping: Program Evaluation				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
TBD				

Performance Indicator Identifier: MFH-IREMS-PM-05					
Performance Indicator Description:					
# of new types of notifications added to the automated Event Notification module. These events automate notification of critical business events and streamline the discovery process, thereby increasing the efficiency of field level project manager.					
Measurement Method: REMS Report					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	5	Increase the efficiency of field level project managers by improving the event notification module.	5	9/30/2006	7 new event rules were added.
2007	13	Increase the efficiency of field level project managers by improving the event notification module.	5	9/30/2007	TBD
2008	TBD	Increase the efficiency of field level project managers by improving the event notification module.	5	9/30/2008	TBD
Strategic Goal(s)			Strategic Objective(s)		

Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E2: Improve HUD’s management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Processes and Activities				
Measurement Category: Productivity and Efficiency				
Measurement Grouping: Efficiency				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
MFH-iREMS-M-08	Enhance/automate data exchange processes between HUD Multifamily systems and Performance Based Contract Administrators (PBCA) Systems	Technology conversion and standardization	8/31/10	iREMS

Performance Indicator Identifier: MFH-IREMS-PM-07					
Performance Indicator Description:					
Increase access to REMS via Secure Internet access for HUD Employees.					
Measurement Method: REMS Report					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	0	Improve REMS capabilities.	100%	9/30/2006	100% - enhancement completed in 2006.
Strategic Goal(s)			Strategic Objective(s)		

Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E2: Improve HUD’s management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Technology				
Measurement Category: Efficiency				
Measurement Grouping: Accessibility				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
MFH-iREMS-M-07	Obtain contract support to develop a formal Business Modernization Plan	Control and Oversight	8/29/08	iREMS

Performance Indicator Identifier: MFH-IREMS-PM-08					
Performance Indicator Description:					
Increase Percent of HUD Property Owners and Management Agents access to the REMS system. This includes adding the ability to update data on their properties.					
Measurement Method: REMS Report					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	0	Improve REMS capabilities.	95%	9/30/2006	Due to higher priorities, enhancement was cancelled for 2006.
Strategic Goal(s)		Strategic Objective(s)			
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E2: Improve HUD’s management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. 			
Measurement Area: Technology					

Measurement Category: Efficiency				
Measurement Grouping: Accessibility				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
MFH-iREMS-M-06	Complete full conversion to Oracle/J2EE	Technology conversion and standardization	2/29/08	iREMS

Performance Indicator Identifier: MFH-IREMS-PM-10					
Performance Indicator Description:					
% of Tier 2/3 problem tickets received from customers performing Property Profile functions resolved within 5 business days					
Measurement Method:					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
TBD	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			TBD		
Measurement Area: Technology					
Measurement Category: Financial (Technology)					
Measurement Grouping: Operations and Maintenance Costs					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
MFH-iREMS-M-06	Complete full conversion to Oracle/J2EE	Technology conversion and standardization	2/29/08	iREMS	

Performance Indicator Identifier: MFH-IREMS-PM-11					
Performance Indicator Description:					
% of active properties that meet HUD-established physical standards (e.g. last inspection score exceeded 60) for decent, safe, and sanitary housing.					
Measurement Method: REMS Report					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)			
Goal E: Embrace High Standards of Ethics, Management and Accountability		TBD			
Measurement Area: TBD					
Measurement Category: TBD					
Measurement Grouping: TBD					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
MFH-iREMS-M-06	Complete full conversion to Oracle/J2EE	Technology conversion and standardization	2/29/08	iREMS	

Performance Indicator Identifier: MFH-IREMS-PM-12					
Performance Indicator Description:					
% of Units renewed, based on total number of units eligible for renewal during the FY. Ensures that MF's portfolio is maintained and affordable Housing is available.					
Measurement Method: REMS Report					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results

2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)			
TBD		TBD			
Measurement Area: TBD					
Measurement Category: TBD					
Measurement Grouping: TBD					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
TBD	TBD	TBD	TBD	TBD	

Performance Indicator Identifier: MFH-IREMS-PM-13					
Performance Indicator Description:					
Number of Event notifications for critical business events					
Measurement Method: REMS Report					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2010	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)			
Goal E: Embrace High Standards of Ethics, Management and Accountability		TBD			
Measurement Area: TBD					

Measurement Category: TBD				
Measurement Grouping: TBD				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
MFH-iREMS-M-08	Expand REMS event notification system to automate notifications that are sent to housing project managers	TBD	8/31/10	iREMS

Performance Indicator Identifier: MFH-iREMS-PM-14					
Performance Indicator Description:					
Number of sub-systems integrated and consolidated into iREMS in accordance with HUD's Technical Reference Model.					
Measurement Method: REMS Report					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)			
Goal E: Embrace High Standards of Ethics, Management and Accountability		TBD			
Measurement Area: TBD					
Measurement Category: TBD					
Measurement Grouping: TBD					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
MFH-iREMS-M-07	Obtain contract support to develop a formal Business Modernization Plan	TBD	8/29/08	iREMS	

Performance Indicator Identifier: MFH-IREMS-PM-15					
Performance Indicator Description:					
% of business information available for Government to Business (G2B)/Business to Government (B2G) automated data exchange providing HUD's business partners with a means to update iREMS and their automated systems without dual entry.					
Measurement Method: REMS Report					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2010	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)			
Goal E: Embrace High Standards of Ethics, Management and Accountability		TBD			
Measurement Area: TBD					
Measurement Category: TBD					
Measurement Grouping: TBD					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
MFH-iREMS-M-08	Enhance/automate data exchange processes between HUD Multifamily systems and Performance Based Contract Administrators (PBCA) systems	TBD	8/31/10	iREMS	

Performance Indicator Identifier: MFH-IREMS-PM-16
Performance Indicator Description:

Number of dual-entry errors					
Measurement Method: REMS Report					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2010	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)			
Goal E: Embrace High Standards of Ethics, Management and Accountability		TBD			
Measurement Area: TBD					
Measurement Category: TBD					
Measurement Grouping: TBD					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
MFH-iREMS-M-08	Enhance/automate data exchange processes between HUD Multifamily systems and Performance Based Contract Administrators (PBCA) Systems	TBD	8/31/10	iREMS	

2.2 Single Family Housing (SFI)

The Single Family Integration (SFI) Project was initiated to replace outmoded legacy and cuff systems within FHA's Office of Single Family Housing (SFH) and to help the office transition from a large number individual systems developed for unique purposes to an integrated systems architecture that serves present and future needs.

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
SFI-PM-01	Share of Single Family mortgages endorsed for insurance by FHA through electronic endorsement	SFH-M-01	Begin Deployment of E-Endorsement/Lender Insurance electronic submission to 15,000 lenders.
		SFH-M-12	Complete Deployment of E-Endorsement/Lender Insurance electronic submissions.
SFI-PM-02	Retired. Percentage of Business Partner submissions that can be received electronically	SFH-M-07	Award Single Family Asset Management System (AMS) Business Service Provider (BSP) contract- Part 1 – Admin (Case Management/Tracking)
		SFH-M-10	Award SFI Integrator contract – Phase 1 – Roll-out Loan Origination and Lender Approval systems
		SFH-M-11	Award Single Family AMS BPS Contract – Part 2 – Financial Management
SFI-PM-03	Percentage of annual mortgage case binders submitted electronically	SFH-M-01	Deploy E-endorsement/Lender Insurance electronic submission
		SFH-M-02	Retired Deploy TransAccess Case binder inventory tracking and retrieval system at headquarters.
		SFH-M-03	Retired Deploy TransAccess Case binder inventory tracking and retrieval system at Atlanta.
		SFH-M-04	Retired Deploy TransAccess Case binder inventory tracking and retrieval system at Philadelphia.
		SFH-M-05	Retired Deploy TransAccess Case binder inventory tracking and retrieval system at Denver.
		SFH-M-06	Retired Deploy TransAccess Case binder inventory tracking and retrieval system at Santa Ana.

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
SFI-PM-04	Retired Maintain the share of insurable REO properties sold to owner/occupants at no less than 66%	SFH-M-07	Award Single Family Asset Management System (AMS) Business Service Provider (BSP) contract-Part 1 – Admin (Case Management/Tracking)
		SFH-M-10	Award SFI Integrator contract – Phase 1 – Roll-out Loan Origination and Lender Approval systems
		SFH-M-11	Award Single Family AMS BPS Contract – Part 2 – Financial Management
SFI -PM-05	Retired Ensure that at least 45% of total claims on FHA-insured Single Family mortgages are loss-mitigation claims	SFH-M-07	Award Single Family Asset Management System (AMS) Business Service Provider (BSP) contract-Part 1 – Admin (Case Management/Tracking)
		SFH-M-10	Award SFI Integrator contract – Phase 1 – Roll-out Loan Origination and Lender Approval systems
		SFH-M-11	Award Single Family AMS BPS Contract – Part 2 – Financial Management
SFI -PM-06	Retired Ensure that at least 62% of mortgagors receiving default counseling will successfully avoid foreclosure	SFH-M-07	Award Single Family Asset Management System (AMS) Business Service Provider (BSP) contract-Part 1 – Admin (Case Management/Tracking)
		SFH-M-10	Award SFI Integrator contract – Phase 1 – Roll-out Loan Origination and Lender Approval systems
		SFH-M-11	Award Single Family AMS BPS Contract – Part 2 – Financial Management
SFI -PM-07	Retired Reduce the percentage of mortgage insurance claims	TBD	Not included in Exhibit 300 OMB submission, 09/2007.
SFI -PM-08	Retired Reduce the percentage of loss mitigation claim cases that re-default	SFH-M-07	Award Single Family Asset Management System (AMS) Business Service Provider (BSP) contract-Part 1 – Admin (Case Management/Tracking)
		SFH-M-10	Award SFI Integrator contract – Phase 1 – Roll-out Loan Origination and Lender Approval systems

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
		SFH-M-11	Award Single Family AMS BPS Contract – Part 2 – Financial Management
SFI-PM-09	Retired Increase the share of audited financial statements submitted electronically by FHA-approved lenders	SFH-M-07	Award Single Family Asset Management System (AMS) Business Service Provider (BSP) contract- Part 1 – Admin (Case Management/Tracking)
		SFH-M-10	Award SFI Integrator contract – Phase 1 – Roll-out Loan Origination and Lender Approval systems
		SFH-M-11	Award Single Family AMS BPS Contract – Part 2 – Financial Management
SFI-PM-10	I Retired Increase the average quarterly performance score for all M&M contracts by 3% over the score for the initial period	SFH-M-07	Award Single Family Asset Management System (AMS) Business Service Provider (BSP) contract- Part 1 – Admin (Case Management/Tracking)
		SFH-M-10	Award SFI Integrator contract – Phase 1 – Roll-out Loan Origination and Lender Approval systems
		SFH-M-11	Award Single Family AMS BPS Contract – Part 2 – Financial Management
SFI-PM-11	Retired Reduce the share of mortgage insurance applications rejected during e-verification of SSN to .5% of all applications submitted to FHA	SFH-M-07	Award Single Family Asset Management System (AMS) Business Service Provider (BSP) contract- Part 1 – Admin (Case Management/Tracking)
		SFH-M-10	Award SFI Integrator contract – Phase 1 – Roll-out Loan Origination and Lender Approval systems
		SFH-M-11	Award Single Family AMS BPS Contract – Part 2 – Financial Management
SFI-PM-12	Retired Reduce the number of different platforms required to perform Single Family business, thereby reducing maintenance costs and employing current technology	SFH-M-07	Award Single Family Asset Management System (AMS) Business Service Provider (BSP) contract - Part 1 - Admin (Case Management/Tracking)
		SFH-M-08	Retired. SFI Middleware integration, linking HUD with BSP

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
		SFH-M-11	Award Single Family AMS BSP Contract- Part 2- Financial Management
		SFH-M-13	Retired. Develop a formal Business Modernization Plan
SFI-PM-13	Maintenance and system administration costs	SFH-M-07	Award Single Family Asset Management System (AMS) Business Service Provider (BSP) contract – Part 1 - Admin (Case Management/Tracking)
		SFH-M-08	Retired. SFI Middleware integration, linking HUD with BSP
		SFH-M-15	Retired. Retire TransAccess Case binder inventory tracking and retrieval system in Headquarters, Atlanta, Philadelphia, Denver, and Santa Ana
		SFH-M-16	
		SFH-M-17	
		SFH-M-18	
SFH-M-10	Retired. Award SFI Integrator contract – Phase 1 – Roll-out Loan Origination and Lender Approval systems		
SFI-PM-14	Retired Increase the percentage of mortgage insurance applications that pass all automated edits for electronically submitted data	SFH-M-07	Award Single Family Asset Management System (AMS) Business Service Provider (BSP) contract- Part 1 – Admin (Case Management/Tracking)
		SFH-M-10	Award SFI Integrator contract – Phase 1 – Roll-out Loan Origination and Lender Approval systems
		SFH-M-11	Award Single Family AMS BPS Contract – Part 2 – Financial Management
SFI-PM-15	Number of FHA Lenders	SFH-M-08	SFI Middleware integration, linking HUD with BSP
		SFH-M-10	Retired. Award SFI Integrator contract – Phase 1 – Roll-out Loan Origination and Lender Approval systems

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
SFI-PM-16	Improve HUD's Compliance with IG findings and mandates by automating the reconciliation of fund and cash balances.	TBD	Home Equity Conversion Mortgage (HECM) (251250)
SFI-PM-17	Improved integration and collaboration of processes	SFH-M-13	Develop Formal Business Modernization Plan
SFI-PM-18	Improve the operating efficiency and cost avoidance by increasing the percentage of annual case binders submitted electronically	SFH-M-14	Retire TransAccess Case binder inventory tracking and retrieval system in Headquarters, Atlanta, Philadelphia, Denver, and Santa Ana
		SFH-M-15	
		SFH-M-16	
		SFH-M-17	
		SFH-M-18	
SFI-PM-19	Number of new FHA lenders	SFH-M-09	Implement e-Authentication for FHA connection (Site Minder)
		SFH-M-10	Award SFI Integrator contract – Phase 1 – Roll-out Loan Origination and Lender Approval systems
		TBD	Retire/replace Loan Origination and Lender Approval Systems
SFI-PM-20	Number of legacy mainframe systems	SFH-M-07	Award Single Family Asset Management System (AMS) Business Service Provider (BSP) contract- Part 1 – Admin (Case Management/Tracking)
		SFH-M-11	Award Single Family AMS BPS Contract – Part 2 – Financial Management
SFI-PM-21	Number of E-Authenticated FHA approved lenders	SFH-M-09	Implement e-Authentication for FHA connection (Site Minder)

Performance Measurement Details

Performance Indicator Identifier: SFI-PM-01					
Performance Indicator Description:					
Increase the share of Single Family mortgages endorsed for insurance by FHA through electronic endorsement					
Measurement Method: Compare total endorsements to electronic endorsements.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	0%	25%	25%	9/30/2007	TBD
2008	25%	25%	50%	9/30/2008	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> E3: Improve accountability, service delivery and customer service of HUD and its partners 		
Measurement Area: Customer Results					
Measurement Category: Service Accessibility					
Measurement Grouping: Automation					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
SFH-M-01	Deploy E-endorsement/Lender Insurance electronic submission.	Improve Service To Citizens	6/30/2006	SFI	
SFH-M-12	Complete Deployment of E-Endorsement/Lender Insurance electronic submissions.		5/31/2010	SFI	

Performance Indicator Identifier: SFI-PM-02
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Performance Indicator Description:					
Percentage of Business Partner submissions that can be received electronically					
Measurement Method: Compare total Business Partner submissions to those that are submitted electronically.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	20%	5%	25%	9/30/2007	TBD
2008	25%	5%	30%	9/30/2008	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal A: Increase Homeownership Opportunities			<ul style="list-style-type: none"> A3: Make the home buying process less complicated and less expensive 		
Measurement Area: Customer Results					
Measurement Category: Service Accessibility					
Measurement Grouping: Automation					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
SFH-M-07	Award Single Family Asset Management System BSP contract.	Technology consolidation and standardization	6/30/06	SFI	
SFH-M-10	Retire/replace Loan Origination and Lender Approval systems	Improved management and use of information ...	11/30/2010	SFI	
SFH-M-11	Award Single Family AMS BSP Contract- Part 2-Financial Management	Technology consolidation and standardization	5/31/2010	SFI	

Performance Indicator Identifier: SFI-PM-03
Performance Indicator Description:
Increase the percentage of annual mortgage case binders submitted electronically

Measurement Method: Compare total number of annual case binders to those that are submitted via TransAccess.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	0%	.50%	.50%	9/30/2006	TBD
2007	.50%	10%	10.50%	9/30/2007	TBD
2008	10.50%	10%	20.50%	9/30/2008	TBD
Strategic Goal(s):			Strategic Objective(s):		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> E3: Improve accountability, service delivery and customer service of HUD and its partners 		
Measurement Area: Customer Results					
Measurement Category: Service Accessibility					
Measurement Grouping: Automation					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
SFH-M-01	Deploy E-endorsement/Lender Insurance electronic submission.	Improve Service To Citizens	6/30/2006	SFI	
SFH-M-02	Deploy TransAccess Case binder inventory tracking and retrieval system at headquarters.	Improved management and use of info...	3/31/2006	SFI	
SFH-M-03	Deploy TransAccess Case binder inventory tracking and retrieval system at Atlanta.	Improved management and use of info...	3/31/2006	SFI	
SFH-M-04	Deploy TransAccess Case binder inventory tracking and retrieval system at Philadelphia.	Improved management and use of info...	3/31/2006	SFI	
SFH-M-05	Deploy TransAccess Case binder inventory tracking and retrieval system at Denver.	Improved management and use of info...	6/30/2006	SFI	

SFH-M-06	Deploy TransAccess Case binder inventory tracking and retrieval system at Santa Ana.	Improved management and use of info...	6/30/2006	SFI
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Performance Indicator Identifier: SFI-PM-04					
Performance Indicator Description:					
Maintain the share of insurable REO properties sold to owner/occupants at no less than 66%					
Measurement Method: Compare total REO properties sold to those sold to owner/occupants.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	54%	12%	66%	9/30/2007	TBD
2008	66%	0%	66%	9/30/2008	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal A: Increase Homeownership Opportunities			<ul style="list-style-type: none"> A1: Expand national homeownership opportunities 		
Measurement Area: Mission and Business Results					
Measurement Category: Community and Social Services					
Measurement Grouping: Homeownership Promotion					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
SFH-M-07	Award Single Family Asset Management System BSP contract.	Technology consolidation and standardization	6/30/2006	SFI	
SFH-M-10	Retire/replace Loan Origination and Lender Approval systems	Improved management and use of information ...	11/30/2010	SFI	
SFH-M-11	Award Single Family AMS BSP Contract- Part 2-Financial Management	Technology consolidation and standardization	5/31/2010	SFI	

Performance Indicator Identifier: SFI-PM-05					
Performance Indicator Description:					
Ensure that at least 45% of total claims on FHA-insured Single Family mortgages are loss-mitigation claims					
Measurement Method: Compare total number of claims each year to the number that are loss mitigation claims.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	35%	10%	45%	9/30/2007	TBD
2008	45%	45%	45%	9/30/2008	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal A: Increase Homeownership Opportunities			<ul style="list-style-type: none"> A6: Keep existing homeowners from losing their homes 		
Measurement Area: Mission and Business Results					
Measurement Category: Community and Social Services					
Measurement Grouping: Homeownership Promotion					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
SFH-M-07	Award Single Family Asset Management System BSP contract.	Technology consolidation and standardization	6/30/2006	SFI	
SFH-M-10	Retire/replace Loan Origination and Lender Approval systems	Improved management and use of information ...	11/30/2010	SFI	
SFH-M-11	Award Single Family AMS BSP Contract- Part 2-Financial Management	Technology consolidation and standardization	5/31/2010	SFI	

Performance Indicator Identifier: SFI-PM-06					
Performance Indicator Description:					
Ensure that at least 62% of mortgagors receiving default counseling will successfully avoid foreclosure					
Measurement Method: Compare total mortgagors that receive default counseling to those that received counseling but end up in foreclosure.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	45%	17%	62%	9/30/2007	TBD
2008	62%	62%	62%	9/30/2008	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal A: Increase Homeownership Opportunities			<ul style="list-style-type: none"> A6: Keep existing homeowners from losing their homes 		
Measurement Area: Mission and Business Results					
Measurement Category: Community and Social Services					
Measurement Grouping: Homeownership Promotion					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
SFH-M-07	Award Single Family Asset Management System BSP contract.	Technology consolidation and standardization	6/30/2006	SFI	
SFH-M-10	Retire/replace Loan Origination and Lender Approval systems	Improved management and use of information ...	11/30/2010	SFI	
SFH-M-11	Award Single Family AMS BSP Contract- Part 2-Financial Management	Technology consolidation and standardization	5/31/2010	SFI	

Performance Indicator Identifier: SFI-PM-07					
Performance Indicator Description:					
Reduce the number of mortgage insurance claims					
Measurement Method: Compare total endorsements to total claims for each year.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	248,995	16,252	232,743	9/30/2007	TBD
2007	232,743	11,637	221,106	9/30/2007	TBD
2008	221,106	11,055	210,051	9/30/2008	TBD
Strategic Goal(s)		Strategic Objective(s)			
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> E3: Improve accountability, service delivery and customer service of HUD and its partners. 			
Measurement Area: Mission and Business Results					
Measurement Category: Controls and Oversight					
Measurement Grouping: Program Monitoring					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
TBD					

Performance Indicator Identifier: SFI-PM-08					
Performance Indicator Description:					
Reduce the percentage of loss mitigation claim cases that re-default					

Measurement Method: Compare total loss-mitigation claims to those that re-default.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	15.57%	2%	13.57%	9/30/2007	TBD
2008	13.57%	2%	11.57%	9/30/2008	TBD
Strategic Goal(s)		Strategic Objective(s)			
Goal A: Increase Homeownership Opportunities		<ul style="list-style-type: none"> A6: Keep existing homeowners from losing their homes 			
Measurement Area: Mission and Business Results					
Measurement Category: Internal Risk Management and Mitigation					
Measurement Grouping: Continuity Of Operations					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
SFH-M-07	Award Single Family Asset Management System BSP contract.	Technology consolidation and standardization	6/30/2006	SFI	
SFH-M-10	Retire/replace Loan Origination and Lender Approval systems	Improved management and use of information ...	11/30/2010	SFI	
SFH-M-11	Award Single Family AMS BSP Contract- Part 2-Financial Management	Technology consolidation and standardization	5/31/2010	SFI	

Performance Indicator Identifier: SFI-PM-09					
Performance Indicator Description:					
Increase the share of audited financial statements submitted electronically by FHA-approved lenders					
Measurement Method: Compare total financial statements submitted to those that are submitted electronically.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	0%	20%	20%	9/30/2007	TBD
2008	20%	10%	30%	9/30/2008	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Processes and Activities					
Measurement Category: Management and Innovation					
Measurement Grouping: Innovation and Improvement					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
SFH-M-07	Award Single Family Asset Management System BSP contract.	Technology consolidation and standardization	6/30/2006	SFI	
SFH-M-10	Retire/replace Loan Origination and Lender Approval systems	Improved management and use of information ...	11/30/2010	SFI	
SFH-M-11	Award Single Family AMS BSP Contract- Part 2-Financial Management	Technology consolidation and standardization	5/31/2010	SFI	

Performance Indicator Identifier: SFI-PM-10					
Performance Indicator Description:					
Increase the average quarterly performance score for all M&M contracts by 3% over the score for the initial period					
Measurement Method: Compare the previous year's performance score to the current year's score.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	82.8	3%	85.3	9/30/2007	TBD
2008	85.3	3%	87.9	9/30/2008	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Processes and Activities					
Measurement Category: Productivity and Efficiency					
Measurement Grouping: Efficiency					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
SFH-M-07	Award Single Family Asset Management System BSP contract.	Technology consolidation and standardization	6/30/2006	SFI	
SFH-M-10	Retire/replace Loan Origination and Lender Approval systems	Improved management and use of information ...	11/30/2010	SFI	
SFH-M-11	Award Single Family AMS BSP Contract- Part 2-Financial Management	Technology consolidation and standardization	5/31/2010	SFI	

Performance Indicator Identifier: SFI-PM-11					
Performance Indicator Description:					
Reduce the share of mortgage insurance applications rejected during e-verification of SSN to .5% of all applications submitted to FHA					
Measurement Method: Compare the total number of applications that are sent through e-verification to the number rejected.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	.70%	.20%	.50%	9/30/2007	TBD
2008	.50%	.10%	.40%	9/30/2008	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal A: Increase Homeownership Opportunities			<ul style="list-style-type: none"> A3: Make the home buying process less complicated and less expensive 		
Measurement Area: Processes and Activities					
Measurement Category: Quality					
Measurement Grouping: Errors					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
SFH-M-07	Award Single Family Asset Management System BSP contract.	Technology consolidation and standardization	6/30/06	SFI	
SFH-M-10	Retire/replace Loan Origination and Lender Approval systems	Improved management and use of information ...	11/30/10	SFI	
SFH-M-11	Award Single Family AMS BSP Contract- Part 2-Financial Management	Technology consolidation and standardization	5/31/10	SFI	

Performance Indicator Identifier: SFI-PM-12					
Performance Indicator Description:					
Reduce the number of different platforms required to perform Single Family business, thereby reducing maintenance costs and employing current technology					
Measurement Method: Compare total number of platforms in use each year to the previous year's number.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	5	1	4	9/30/2007	TBD
2008	4	1	3	9/30/2008	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Technology					
Measurement Category: Effectiveness					
Measurement Grouping: IT Contribution to Process, Customer, or Mission					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
SFH-M-07	Award Single Family Asset Management System BSP contract.	Technology consolidation and standardization	6/30/2006	SFI	
SFH-M-08	SFI Middleware integration, linking HUD with BSP.	Technology consolidation and standardization	3/31/2007	SFI	
SFH-M-13	Develop a formal Business Modernization Plan.	Technology consolidation and standardization	9/30/2008	SFI	

Performance Indicator Identifier: SFI-PM-13					
Performance Indicator Description:					
Reduce the # of legacy mainframe systems for SF business processes, reducing maintenance costs and improving data quality					
Measurement Method: Compare the total number of systems in use each year to the previous year's number.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	32	2	30	9/30/2007	TBD
2008	30	5	25	9/30/2008	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Technology					
Measurement Category: Financial (Technology)					
Measurement Grouping: Overall Costs					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
SFH-M-07	Award Single Family Asset Management System BSP contract.	Technology consolidation and standardization	6/30/2006	SFI	
SFH-M-08	SFI Middleware integration, linking HUD with BSP.	Technology consolidation and standardization	3/31/2007	SFI	
SFH-M-10	Retire/replace Loan Origination and Lender Approval systems	Improved management and use of information ...	11/30/2010	SFI	
SFH-M-15	Retire TransAccess Case binder inventory tracking and retrieval system in Headquarters, Atlanta.	Technology consolidation and standardization	8/29/2008	SFI	

SFH-M-16	Retire TransAccess Case binder inventory tracking and retrieval system in Headquarters, Philadelphia	Technology consolidation and standardization	8/29/2008	SFI
SFH-M-17	Retire TransAccess Case binder inventory tracking and retrieval system in Headquarters, Denver.	Technology consolidation and standardization	8/29/2008	SFI
SFH-M-18	Retire TransAccess Case binder inventory tracking and retrieval system in Headquarters, Santa Ana.	Technology consolidation and standardization	8/29/2008	SFI

Performance Indicator Identifier: SFI-PM-14					
Performance Indicator Description:					
Number of new FHA lenders					
Measurement Method: Compare total insurance applications to total that receive NORs or are called for review due to errors.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	83%	5%	88%	9/30/2007	TBD
2008	88%	2%	90%	9/30/2008	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal A: Increase Homeownership Opportunities			<ul style="list-style-type: none"> A3: Make the home buying process less complicated and less expensive 		
Measurement Area: Technology					
Measurement Category: Information and Data					
Measurement Grouping: Data Reliability and Quality					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	

SFH-M-09	Implement e-Authentication for FHA connection (Site Minder)	TBD	TBD	SFI
SFH-M-10	Retire/replace Loan Origination and Lender Approval systems	Improved management and use of information ...	11/30/2010	SFI
TBD	Retire/replace Loan Origination and Lender Approval Systems	TBD	TBD	SFI

Performance Indicator Identifier: SFI-PM-20					
Performance Indicator Description:					
Reduce the # of legacy mainframe systems for SF business processes					
Measurement Method: Compare the total number of systems in use each year to the previous year's number.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	32	2	30	9/30/2007	TBD
2008	30	5	25	9/30/2008	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Technology					
Measurement Category: Financial (Technology)					
Measurement Grouping: Overall Costs					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
SFH-M-07	Award Single Family Asset Management System BSP contract.	Technology consolidation and standardization	6/30/2006	SFI	

SFH-M-11	Award Single Family AMS BSP Contract- Part 2-Financial Management	Technology consolidation and standardization	5/31/2010	SFI
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Performance Indicator Identifier: SFI-PM-21					
Performance Indicator Description:					
Number of E-Authenticated FHA approved lenders					
Measurement Method: Compare the total number of systems in use each year to the previous year's number.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	32	2	30	9/30/2007	TBD
2008	30	5	25	9/30/2008	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Technology					
Measurement Category: Financial (Technology)					
Measurement Grouping: Overall Costs					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
SFI-PM-21	Number of E-Authenticated FHA approved lenders	TBD	TBD	SFI	

2.3 Federal Housing Authority (FHA)

FHA encompasses the processes, systems, and technologies that enable HUD to provide mortgage insurance to lenders on loans for the development/purchase/refinancing of new or existing homes, condominiums, and manufactured housing; financing of houses needing rehabilitation; and for reverse equity mortgages to elderly homeowners.

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
FHA-PM-01	Cost of collection of upfront and periodic premiums for FHA mortgage insurance	FHA-M-01	Begin Implementation of Pay.gov - Phase 1 (replace lockbox operations)
		FHA-M-02	FHA Risk-Based Pricing
FHA-PM-02	Turnkey accounting/financial system with hosting services/support as a shared service center	TBD	Retire and/or Integrate 5 FHA Legacy Systems
FHA-PM-03	Increase number of lenders using FHA as a provider of mortgage insurance	TBD	Retire and/or Integrate 5 FHA Legacy Systems
FHA-PM-04	Number of legacy mainframe systems not in compliance with federal financial management guidelines	TBD	Retire and/or Integrate 5 FHA Legacy Systems

Performance Measurement Details

Performance Indicator Identifier: FHA-PM-01					
Performance Indicator Description:					
Cost of collection of upfront and periodic premiums for FHA mortgage insurance					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	TBD	TBD	TBD	TBD	TBD

2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)			Strategic Objective(s)		
TBD			TBD		
Measurement Area: TBD					
Measurement Category: TBD					
Measurement Grouping: TBD					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
FHA-M-01	Begin Implementation of Pay.gov - Phase 1 (replace lockbox operations)	TBD	1/2/2006	FHA	
FHA-M-02	FHA Risk-Based Pricing	TBD	8/29/2008	FHA	

Performance Indicator Identifier: FHA-PM-02					
Performance Indicator Description:					
Turnkey accounting/financial system with hosting services/support as a shared service center					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)			Strategic Objective(s)		
TBD			TBD		
Measurement Area: TBD					

Measurement Category: TBD				
Measurement Grouping: TBD				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
TBD	Retire and/or Integrate 5 FHA Legacy Systems	TBD	1/2/2006	FHA

Performance Indicator Identifier: FHA-PM-03					
Performance Indicator Description:					
Increase number of lenders using FHA as a provider of mortgage insurance					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)			Strategic Objective(s)		
TBD			TBD		
Measurement Area: TBD					
Measurement Category: TBD					
Measurement Grouping: TBD					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
TBD	Retire and/or Integrate 5 FHA Legacy Systems	TBD	1/2/2006	FHA	

Performance Indicator Identifier: FHA-PM-04					
Performance Indicator Description:					
Number of legacy mainframe systems not in compliance with federal financial management guidelines					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)			Strategic Objective(s)		
TBD			TBD		
Measurement Area: TBD					
Measurement Category: TBD					
Measurement Grouping: TBD					
Milestone ID	Performance Improvement Milestone(s)		EA Performance Category	Milestone Planned Completion Date	Associated Initiative
TBD	Retire and/or Integrate 5 FHA Legacy Systems		TBD	1/2/2006	FHA

2.4 Tenant Based - Rental Housing Assistance (EIV)

Earned Income Verification (EIV) is a shared service that supports other HUD systems, including TRACS. It involves collaboration with the Department of Health and Human Services (HHS) to utilize the National Directory of New Hires (NDNH) to verify participants' income levels.

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
EIV-PM-01	Percentage of correct subsidy determinations	RHA-M-01	Release 5.0 - Absorb TASS -- provide SSA data to MFH (once a year feed from SSA).
		RHA-M-02	Release 6.0 - Provide EIV services to MFH -- SSA and HHS data that is refreshed quarterly
		RHA-M-04	Retired. Release 7.0 - Improve Business Intelligent reports for MFH, PIH and Business Partners
EIV-PM-02	Amount of underreported and unreported income	RHA-M-01	Release 5.0 - Absorb TASS -- provide SSA data to MFH (once a year feed from SSA).
		RHA-M-02	Retired. Release 6.0 - Provide EIV services to MFH -- SSA and HHS data that is refreshed quarterly
		RHA -M-04	Retired. Release 7.0 - Improve Business Intelligent reports for MFH, PIH and Business Partners
EIV-PM-03	Number of HUD Business partner entities using EIV	RHA -M-01	Release 5.0 - Absorb TASS -- provide SSA data to MFH (once a year feed from SSA).
		RHA -M-02	Release 6.0 - Provide EIV services to MFH -- SSA and HHS data that is refreshed quarterly
		RHA -M-03	Retired Release 6.1 - Infrastructure/Technology refresh and fail over capabilities
		RHA -M-04	Retired Release 7.0 - Improve Business Intelligent reports for MFH, PIH and Business Partners
		RHA-M-05	Implement the Uniform Relocation Act by extending EIV to support CPD
EIV-PM-04	Number of authorized users active	RHA -M-01	Release 5.0 - Absorb TASS -- provide SSA data to MFH (once a year feed from SSA).
		RHA -M-02	Retired Release 6.0 - Provide EIV services to MFH -- SSA and HHS data that is refreshed quarterly

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
		RHA -M-03	Retired Release 6.1 - Infrastructure/Technology refresh and fail over capabilities
		RHA -M-04	Retired Release 7.0 - Improve Business Intelligent reports for MFH, PIH and Business Partners
RHA-PM-05	Accuracy of Payments to PHAs	RHA-M-04	Automate formula funding for Capital Fund, Operating Fund, and Office of Native American Program funds, and support other discretionary funding programs.
RHA-PM-06	Average cost per physical inspection	RHA-M-13	Improve HUD's management of PHAs by improving the PASS inspection modernization process.
RHA-PM-07	Average physical inspection score for PHA properties.	RHA-M-13	Improve HUD's management of PHAs by improving the PASS inspection modernization process.
		RHA-M-08	Support Inventory Management's transition to Project Based Asset Management PHASE II (refine reports)
RHA-PM-09	Average time per physical inspections for PHA properties	RHA-M-12	Complete Asset Management Property (AMP) rollout and Sybase to Oracle database conversion.
RHA-PM-10	Improved integration and collaboration of processes	RHA-M-06	Develop a formal Business Modernization Plan
RHA-PM-11	Number of Housing Units with Erroneous tenant addresses	RHA-M-12	Complete Asset Management Property (AMP) rollout and Sybase to Oracle database conversion.

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
RHA-PM-12	Number of HUD Staff required to complete PHA cycle for onsite Asset management and compliance monitoring	RHA-M-09	Improve HUD's on-site reviews by field offices of PHAS by increasing PHAS certification reviews
RHA-PM-13	Number of overpayments	RHA-M-04	Automate formula funding for Capital Fund, Operating Fund, and Office of Native American Program funds, and support other discretionary funding programs
		RHA-M-10	Increase HUD's elimination of improper payments by improving the voucher review process.
		RHA-M-11	Increase the accuracy of subsidy calculation and determination by implementing a Housing Choice Voucher Management
RHA-PM-14	Number of PHA asset management and monitoring reviews completed each year	RHA-M-09	Improve HUD's on-site reviews by field offices of PHAS by increasing PHAS certification reviews
RHA-PM-15	Number of transactions with newly defined properties	RHA-M-7	Support Inventory Management's transition to Project Based Asset Management PHASE I (refine reports)
		RHA-M-8	Support Inventory Management's transition to Project Based Asset Management PHASE II (refine reports)
RHA-PM-16	Number of vouchers processed in VMS	RHA-M-10	Increase HUD's elimination of improper payments by improving the voucher review process.
		RHA-M-11	Increase the accuracy of subsidy calculation and determination by implementing a Housing Choice Voucher Management
RHA-PM-17	Percentage of accurate financial information regarding housing properties	RHA-M-09	Improve HUD's on-site reviews by field offices of PHAS by increasing PHAS certification reviews

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
RHA-PM-18	Percentage of accurate physical assessment scores representing the entire property	RHA-M-13	Improve HUD's management of PHAs by improving the PASS inspection modernization process.
RHA-PM-19	Percentage of electronic FOs tracking and monitoring asset management review information	RHA-M-12	Complete Asset Management Property (AMP) rollout and Sybase to Oracle database conversion.
RHA-PM-20	Portfolio Management	RHA-M-04	Automate formula funding for Capital Fund, Operating Fund, and Office of Native American Program funds, and support other discretionary funding programs
RHA-PM-21	Processing time for operation subsidy forms	RHA-M-07	Support Inventory Management's transition to Project Based Asset Management PHASE I (refine reports)

Performance Indicator Details

Performance Indicator Identifier: EIV-PM-01				
Performance Indicator Description:				
Percentage of correct subsidy determinations				
Measurement Method: Program Development and Research (PD&R) Quality Control Study				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2006	66%	12%	78%	9/30/2007
2007	78%	3%	81%	9/30/2008
2008	81%	3%	84%	9/30/2009

Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Customer Results				
Measurement Category: Customer Benefit				
Measurement Grouping: Customer Complaints				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EIV-M-01	Release 5.0 - Absorb TASS -- provide SSA data to MFH (once a year feed from SSA).	Technology consolidation and standardization	3/31/2006	EIV
EIV-M-02	Release 6.0 - Provide EIV services to MFH -- SSA and HHS data that is refreshed quarterly	Improve management and use of information ...	9/30/2006	EIV
EIV-M-04	Release 7.0 - Improve Business Intelligent reports for MFH, PIH and Business Partners	Improve management and use of information ...	6/30/2007	EIV

Performance Indicator Identifier: EIV-PM-02				
Performance Indicator Description:				
Amount of underreported and unreported income				
Measurement Method: Program Development and Research (PD&R) Quality Control Study				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2006	\$1,202.7M	\$601.35M	\$601.35M	9/30/2007

2007	\$601.35M	\$420.95M	\$180.4M	9/30/2008
2008	\$180.5M	\$135.2M	\$45.2M	9/30/2009
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Mission and Business Results				
Measurement Category: Financial Management				
Measurement Grouping: Accounting				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EIV-M-01	Release 5.0 - Absorb TASS -- provide SSA data to MFH (once a year feed from SSA).	Technology consolidation and standardization	3/31/2006	EIV
EIV-M-02	Release 6.0 - Provide EIV services to MFH -- SSA and HHS data that is refreshed quarterly	Improve management and use of information ...	9/30/2006	EIV
EIV-M-04	Release 7.0 - Improve Business Intelligent reports for MFH, PIH and Business Partners	Improve management and use of information ...	6/30/2007	EIV
RHA-M-05	Implement the Uniform Relocation Act by extending EIV to support CPD	TBD	TBD	EIV

Performance Indicator Identifier: EIV-PM-03
Performance Indicator Description: Number of HUD Business partner entities using EIV
Measurement Method: EIV System Report

Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2006	3,500	700	4,200	3/31/2007
2007	4,200	2,520	6,720	3/31/2008
2008	6,720	6,720	13,440	3/31/2009
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Processes and Activities				
Measurement Category: Productivity and Efficiency				
Measurement Grouping: Productivity				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EIV-M-01	Release 5.0 - Absorb TASS -- provide SSA data to MFH (once a year feed from SSA).	Technology consolidation and standardization	3/31/2006	EIV
EIV-M-02	Release 6.0 - Provide EIV services to MFH -- SSA and HHS data that is refreshed quarterly	Improve management and use of information ...	9/30/2006	EIV
EIV-M-03	Release 6.1 - Infrastructure/Technology refresh and fail over capabilities	Technology consolidation and standardization	12/31/2006	EIV
EIV-M-04	Release 7.0 - Improve Business Intelligent reports for MFH, PIH and Business Partners	Improve management and use of information ...	6/30/2007	EIV

Performance Indicator Identifier: EIV-PM-04				
Performance Indicator Description:				
Number of authorized users active				
Measurement Method: EIV System Report				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2006	6,100	3,050	9,150	3/31/2007
2007	9,150	3,047	12,197	3/31/2008
2008	12,197	1,528	13,725	3/31/2009
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Technology				
Measurement Category: Effectiveness				
Measurement Grouping: IT Contribution to Process, Customer, or Mission				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EIV-M-01	Release 5.0 - Absorb TASS -- provide SSA data to MFH (once a year feed from SSA).	Technology consolidation and standardization	3/31/2006	EIV
EIV-M-02	Release 6.0 - Provide EIV services to MFH -- SSA and HHS data that is refreshed quarterly	Improve management and use of information ...	9/30/2006	EIV

EIV-M-03	Release 6.1 - Infrastructure/Technology refresh and fail over capabilities	Technology consolidation and standardization	12/31/2006	EIV
EIV-M-04	Release 7.0 - Improve Business Intelligent reports for MFH, PIH and Business Partners	Improve management and use of information ...	6/30/2007	EIV

Performance Indicator Identifier: RHA-PM-05				
Performance Indicator Description:				
Accuracy of Payments to PHAs				
Measurement Method: TBD				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2007	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Customer Results				
Measurement Category: Customer Benefit				
Measurement Grouping: Customer Complaints				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative

RHA-M-04	Automate formula funding for Capital Fund, Operating Fund, and Office of Native American Program funds, and support other discretionary funding programs	TBD	TBD	TBD
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Performance Indicator Identifier: RHA-PM-06				
Performance Indicator Description:				
Accuracy of Payments to PHAs				
Measurement Method: TBD				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2007	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Customer Results				
Measurement Category: Customer Benefit				
Measurement Grouping: Customer Complaints				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative

RHA-M-13	Improve HUD's management of PHAs by improving the PASS inspection modernization process.	TBD	TBD	TBD
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Performance Indicator Identifier: RHA-PM-07				
Performance Indicator Description:				
Average physical inspection score for PHA properties				
Measurement Method: TBD				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2007	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Customer Results				
Measurement Category: Customer Benefit				
Measurement Grouping: Customer Complaints				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative

RHA-M-13	Improve HUD's management of PHAs by improving the PASS inspection modernization process.	TBD	TBD	TBD
RHA-M-08	Support Inventory Management's transition to Project Based Asset Management PHASE II (refine reports)	TBD	TBD	TBD

Performance Indicator Identifier: RHA-PM-09				
Performance Indicator Description:				
Average time per physical inspections for PHA properties				
Measurement Method: TBD				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2007	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Customer Results				
Measurement Category: Customer Benefit				
Measurement Grouping: Customer Complaints				

Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
RHA-M-12	Complete Asset Management Property (AMP) rollout and Sybase to Oracle database conversion.	TBD	TBD	TBD

Performance Indicator Identifier: RHA-PM-10				
Performance Indicator Description:				
Improved integration and collaboration of processes				
Measurement Method: TBD				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2007	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Customer Results				
Measurement Category: Customer Benefit				
Measurement Grouping: Customer Complaints				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative

RHA-M-06	Develop a formal Business Modernization Plan	TBD	TBD	TBD
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Performance Indicator Identifier: RHA-PM-11				
Performance Indicator Description:				
Number of Housing Units with Erroneous tenant addresses				
Measurement Method: TBD				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2007	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Customer Results				
Measurement Category: Customer Benefit				
Measurement Grouping: Customer Complaints				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
RHA-M-12	Complete Asset Management Property (AMP) rollout and Sybase to Oracle database conversion.	TBD	TBD	TBD

Performance Indicator Identifier: RHA-PM-12				
Performance Indicator Description:				
Number of HUD Staff required to complete PHA cycle for onsite Asset management and compliance monitoring.				
Measurement Method: TBD				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2007	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Customer Results				
Measurement Category: Customer Benefit				
Measurement Grouping: Customer Complaints				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
RHA-M-09	Improve HUD's on-site reviews by field offices of PHAS by increasing PHAS certification reviews	TBD	TBD	TBD

Performance Indicator Identifier: RHA-PM-13				
Performance Indicator Description:				
Number of overpayments				

Measurement Method: TBD				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2007	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Customer Results				
Measurement Category: Customer Benefit				
Measurement Grouping: Customer Complaints				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
RHA-M-04	Automate formula funding for Capital Fund, Operating Fund, and Office of Native American Program funds, and support other discretionary funding programs	TBD	TBD	TBD
RHA-M-10	Increase HUD's elimination of improper payments by improving the voucher review process.	TBD	TBD	TBD

Performance Indicator Identifier: RHA-PM-14
Performance Indicator Description:
Number of PHA asset management and monitoring reviews completed each year

Measurement Method: TBD				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2007	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Customer Results				
Measurement Category: Customer Benefit				
Measurement Grouping: Customer Complaints				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
RHA-M-09	Improve HUD's on-site reviews by field offices of PHAS by increasing PHAS certification reviews	TBD	TBD	TBD

Performance Indicator Identifier: RHA-PM-15				
Performance Indicator Description:				
Number of transactions with newly defined properties				
Measurement Method: TBD				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2007	TBD	TBD	TBD	TBD

2008	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Customer Results				
Measurement Category: Customer Benefit				
Measurement Grouping: Customer Complaints				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
RHA-M-7	Support Inventory Management's transition to Project Based Asset Management PHASE I (refine reports)	TBD	TBD	TBD
RHA-M-8	Support Inventory Management's transition to Project Based Asset Management PHASE II (refine reports)	TBD	TBD	TBD

Performance Indicator Identifier: RHA-PM-16				
Performance Indicator Description:				
Number of vouchers processed in VMS				
Measurement Method: TBD				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2007	TBD	TBD	TBD	TBD

2008	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Customer Results				
Measurement Category: Customer Benefit				
Measurement Grouping: Customer Complaints				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
RHA-M-10	Increase HUD's elimination of improper payments by improving the voucher review process.	TBD	TBD	TBD
RHA-M-11	Increase the accuracy of subsidy calculation and determination by implementing a Housing Choice Voucher Management	TBD	TBD	TBD

Performance Indicator Identifier: RHA-PM-17				
Performance Indicator Description:				
Percentage of accurate financial information regarding housing properties.				
Measurement Method: TBD				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2007	TBD	TBD	TBD	TBD

2008	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Customer Results				
Measurement Category: Customer Benefit				
Measurement Grouping: Customer Complaints				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
RHA-M-9	Improve HUD's on-site reviews by field offices of PHAS by increasing PHAS certification reviews	TBD	TBD	TBD

Performance Indicator Identifier: RHA-PM-18				
Performance Indicator Description:				
Percentage of accurate physical assessment scores representing the entire property				
Measurement Method: TBD				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2007	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		

Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD’s human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD’s management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Customer Results				
Measurement Category: Customer Benefit				
Measurement Grouping: Customer Complaints				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
RHA-M-13	Improve HUD’s management of PHAs by improving the PASS inspection modernization process	TBD	TBD	TBD

Performance Indicator Identifier: RHA-PM-19				
Performance Indicator Description:				
Percentage of electronic FOs tracking and monitoring asset management review information				
Measurement Method: TBD				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2007	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		

Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD’s human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD’s management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Customer Results				
Measurement Category: Customer Benefit				
Measurement Grouping: Customer Complaints				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
RHA-M-12	Complete Asset Management Property (AMP) rollout and Sybase to Oracle database conversion.	TBD	TBD	TBD

Performance Indicator Identifier: RHA-PM-20				
Performance Indicator Description:				
Portfolio Management				
Measurement Method: TBD				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2007	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		

Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD’s human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD’s management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Customer Results				
Measurement Category: Customer Benefit				
Measurement Grouping: Customer Complaints				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
RHA-M-4	Automate formula funding for Capital Fund, Operating Fund, and Office of Native American Program funds, and support other discretionary funding programs	TBD	TBD	TBD

Performance Indicator Identifier: RHA-M-21				
Performance Indicator Description:				
Processing time for operation subsidy forms				
Measurement Method: TBD				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2007	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		

Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD’s human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD’s management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. 		
Measurement Area: Customer Results				
Measurement Category: Customer Benefit				
Measurement Grouping: Customer Complaints				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
RHA-M-7	Support Inventory Management’s transition to Project Based Asset Management PHASE II (refine reports)	TBD	TBD	TBD

2.5 Project Based- Rental Housing Assistance (TRACS)

The Tenant Rental Assistance Certification System (TRACS) is a HUD system with three primary functions: calculating and completing subsidiary payments to beneficiaries, using TRACSMail to send out payments, and voucher certification to verify the eligibility of tenants. Since TRACSMail is obsolete and its underlying technology is no longer supported, the TRACSMail component will be replaced.

Performance Measurement Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
TRACS-PM-01	Percentage of satisfactorily resolved calls from business partners within 24 hours	TRACS-M-01	Re-engineer and Implement New Solution for Certification and Subsidy Submission (TRACSMail)
		TRACS-M-09	Support error log tracking – part of capital Rental Housing Integrity Improvement Initiative (RHIIIP)
TRACS-PM-02	Percentage of Unsubstantiated Payments	TRACS-M-02	Retired: Housing Subsidy Contract Management Migration (PRAC, HAP, 202, 811, Section 8, Etc.) – Integrated Housing Database
		TRACS-M-04	Retired: Tenant Function – Integrated Housing Database
		TRACS-M-05	Retired Implement Housing Subsidy Function based on Tenant Data
		TRACS-M-06	Support Earned Income Verification (EIV) Enhancement
		TRACS-M-08	Support Project Based Section 8 Portfolio Review
		TRACS-M-09	Retired Support error log tracking – part of capital Rental Housing Integrity Improvement Initiative (RHIIIP)
TRACS-PM-03	Percentage of accurate payments according to tenant needs and qualifications	TRACS-M-01	Retired: Re-engineer and Implement New Solution for Certification and Subsidy Submission (TRACSMail)
		TRACS-M-02	Retired Housing Subsidy Contract Management Migration (PRAC, HAP, 202, 811, Section 8, Etc.) – Integrated Housing Database
		TRACS-M-03	Retired Formalize the Project-based Section 8 budget estimate process
		TRACS-M-04	Retired Tenant Function – Integrated Housing Database
		TRACS-M-05	Implement Housing Subsidy Function based on Tenant Data

Performance Measurement Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
		TRACS-M-06	Support Earned Income Verification (EIV) enhancement
		TRACS-M-07	Conversion of Project Based section 8 data from HUDCAPS
		TRACS-M-09	Retired Support error log tracking – part of capital Rental Housing Integrity Improvement Initiative (RHIIIP)
		RHA-M-10	Retired Increase HUD’s elimination of improper payments by improving the voucher review process.
			Retired: Newer client server applications for budget calculations and funding will be updated and integrated for TRACS.
TRACS-PM-04	Percentage of Reliable and Quality tenant data reported through TRACS	TRACS-M-01	Re-engineer and Implement New Solution for Certification and Subsidy Submission (TRACSMail)
		TRACS-M-02	Retired: Housing Subsidy Contract Management Migration (PRAC, HAP, 202, 811, Section 8, Etc.) - Integrated Housing Database
		TRACS-M-03	Support Project Based Section 8 Portfolio Review
		TRACS-M-04	Retired: Tenant Function – Integrated Housing Database
		TRACS-M-05	Retired Implement Housing Subsidy Function based on Tenant Data
		TRACS-M-06	Support Earned Income Verification (EIV) enhancement
		TRACS-M-07	Retired Conversion of Project Based section 8 data from HUDCAPS
		TRACS-M-08	Support Project Based Section 8 Portfolio Review
		TRACS-M-09	Retired Support error log tracking – part of capital Rental Housing Integrity Improvement (RHIIIP)

Performance Measurement Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
		Retired	Newer client server applications for budget calculations and funding will be updated and integrated for TRACS.
TRACS-PM-05	Retired: Reduce the average processing time for Operation Subsidy forms	RHA-M-07	Support Inventory Management's transition to Project Based Asset Management - PHASE I
TRACS-PM-06	Retired: Improve the average physical inspection score for Public Housing properties	RHA-M-08	Support Inventory Management's transition to Project Based Asset Management - PHASE II (refine reports)
		RHA-M-09	Improve HUD's on-site reviews by field offices of PHAS by increasing PHAS certification reviews.
		RHA-M-12	Complete Asset Management Property (AMP) rollout and Sybase to Oracle database conversion.
		RHA-M-13	Improve HUD's management of PHAs by improving the PASS inspection modernization process
TRACS-PM-07	Improve integration and collaboration of processes	TRACS-M-10	Business Modernization Planning
TRACS-PM-08	Number of HUD Business Partners using EIV Retired: Increase the total number of HUD Business partner entities using EIV	TRACS-M-06	Support Earned Income Verification (EIV) enhancement
TRACS-PM-09	Retired: Increase the percentage of correct subsidy determinations	RHA-M-02	Improve the accuracy of a HUD's rental assistance tenant data by providing EIV services to PIH, MGH and other Business Partners.
TRACS-PM-10	Average number of days to renew contracts	TRACS-M-03	Formalize Project-based Section 8 Budget Estimate Process

Performance Measurement Details

Performance Measurement Identifier: TRACS-PM-01					
Performance Measurement Description:					
Percentage of satisfactorily resolved calls from business partners within 24 hours					
Measurement Method: TRACS Call Center Statistics for Tier 1 customer calls resolved within 24 hour period					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	94.1%	1.9%	96%	12/31/2006	Approximately 96% of all Tier 1 calls were resolved within 24 hour period. Total number of Tier 1 calls received was 13,720. Total number of Tier 1 calls that were closed is 13,720.
2007	96%	2%	98%	12/31/2007	
2008	98%	.5%	98.5%	12/31/2008	
Strategic Goal(s)			Strategic Objective(s)		
Goal B: Promote Decent Affordable Housing			<ul style="list-style-type: none"> B2: Improve the management accountability and physical quality of public and assisted housing 		
Measurement Area: Customer Results					
Measurement Category: Service Coverage					
Measurement Grouping: Frequency and Depth					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
TRACS-M-01	Re-engineer and Implement New Solution for Certification and Subsidy Submission (TRACSMail)	Improve management and use of information...	6/29/2007	TRACS	
TRACS-M-09	Support Error log tracking – part of capital Rental Housing Integrity Improvement Initiative (RHIIIP)	Improve management and use of information...	12/31/2007	TRACS	

Performance Measurement Identifier: TRACS-PM-02					
Performance Measurement Description: Percentage of Unsubstantiated Payments					
Measurement Method: TRACS Queries and Ad-hoc Reporting					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	9.5%	25%	7.1%	6/30/2008	Based on September 2006 voucher submissions: 7.4% of payment vouchers were unsubstantiated.
2007	7.1%	25%	5.3%	6/30/2009	TBD
2008	5.3%	25%	3.9%	6/30/2010	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal B: Promote Decent Affordable Housing			<ul style="list-style-type: none"> • B1: Expand access to and availability of affordable rental housing • B2: Improve the management accountability and physical quality of public and assisted housing 		
Measurement Area: Mission and Business Results					
Measurement Category: Financial Management					
Measurement Grouping: Accounting					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
TRACS-M-02	Housing Subsidy Contract Management Migration (PRAC, HAP, 202, 811, Section 8, Etc.) - Integrated Housing Database	Technology consolidation and standardization	12/31/2007	TRACS	

TRACS-M-04	Tenant Function – Integrated Housing Database	Technology consolidation and standardization	9/30/2008	TRACS
TRACS-M-05	Payment Function – Integrated Housing Database	Technology consolidation and standardization	12/31/2008	TRACS
TRACS-M-06	Support Earned Income Verification (EIV) enhancement	Improve management and use of information...	4/30/2007	TRACS
TRACS-M-09	Support Error log tracking – part of capital Rental Housing Integrity Improvement Initiative (RHIP)	Improve management and use of information...	12/31/2007	TRACS

Performance Measurement Identifier: TRACS-PM-03					
Performance Measurement Description:					
Percentage of accurate payments according to tenant needs and qualifications					
Measurement Method: Annual PDNR Report from Rental Housing Improvement Program (RHIP).					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	90.6%	5%	95%	12/31/2006	Based on most recent studies conducted by Office of PD&R/RHIIP Staff, approximately 93.5 % of total assistance payments are processed accurately (reflects both overpayments and underpayments identified).
2007	95%	1%	96%	12/31/2007	TBD
2008	96%	1%	97%	12/31/2008	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal B: Promote Decent Affordable Housing			<ul style="list-style-type: none"> • B1: Expand access to and availability of decent, affordable rental housing • B2: Improve the management accountability and physical quality of public and assisted housing 		

Measurement Area: Processes and Activities				
Measurement Category: Quality				
Measurement Grouping: Complaints				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
TRACS-M-01	Re-engineer and Implement New Solution for Certification and Subsidy Submission (TRACSMail)	Improve management and use of information...	6/29/2007	TRACS
TRACS-M-02	Housing Subsidy Contract Management Migration (PRAC, HAP, 202, 811, Section 8, Etc.) - Integrated Housing Database	Technology consolidation and standardization	12/31/2007	TRACS
TRACS-M-03	Budget Funding ARAMS/FMS – Integrated Housing Database	Technology consolidation and standardization	4/30/2008	TRACS
TRACS-M-04	Tenant Function – Integrated Housing Database	Technology consolidation and standardization	9/30/2008	TRACS
TRACS-M-05	Payment Function – Integrated Housing Database	Technology consolidation and standardization	12/31/2008	TRACS
TRACS-M-06	Support EIV enhancements	Improve management and use of information...	4/30/2007	TRACS
TRACS-M-07	Conversion of Project Based section 8 data from HUDCAPS	Improve management and use of information...	5/31/2007	TRACS
TRACS-M-09	Support Error log tracking – part of capital Rental Housing Integrity Improvement Initiative (RHIIIP)	Improve management and use of information...	12/31/2007	TRACS
RHA-M-10	Increase HUD's elimination of improper payments by improving the voucher review process.	Improve management and use of information...	5/29/2009	RHA
RHA-M-04	Automate formula funding for Capital Fund, Operating Fund, and Office of	Improve management and use of	9/30/2009	RHA

	Native American Program funds, and support other discretionary funding programs.	information...		
TBD	Newer client server applications for budget calculations and funding will be updated and integrated for TRACS.	Improve management and use of information...	TBD	TRACS

Performance Measurement Identifier: TRACS-PM-04					
Performance Measurement Description:					
Improve integration and collaboration of HUD's Rental Housing Program's business processes					
Measurement Method: TRACS Queries and Ad-hoc Reporting that shows % of housing projects that reported accurate tenant data.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	96.5%	1.5%	98%	12/31/2006	Results as of 9/30/06, 97 % of Section 8 projects are reporting tenant data through TRACS.
2007	98%	1%	99%	12/31/2007	TBD
2008	99%	.5%	99.5%	12/31/2008	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal B: Promote Decent Affordable Housing			<ul style="list-style-type: none"> • B1: Expand access to and availability of affordable rental housing • B2: Improve the management accountability and physical quality of public and assisted housing • B3: Increase housing opportunities for the elderly and persons with disabilities 		
Measurement Area: Technology					
Measurement Category: Information and Data					
Measurement Grouping: Data Reliability and Quality					

Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
TRACS-M-01	Re-engineer and Implement New Solution for Certification and Subsidy Submission (TRACSMail)	Technology consolidation and standardization	6/29/2007	TRACS
TRACS-M-02	Housing Subsidy Contract Management Migration (PRAC, HAP, 202, 811, Section 8, Etc.) - Integrated Housing Database	Technology consolidation and standardization	12/31/2007	TRACS
TRACS-M-03	Formalize the Project-based Section 8 budget estimate process	Technology consolidation and standardization	4/30/2008	TRACS
TRACS-M-04	Tenant Function – Integrated Housing Database	Technology consolidation and standardization	9/30/2008	TRACS
TRACS-M-05	Implement Housing Subsidy Function based on Tenant Data	Technology consolidation and standardization	12/31/2008	TRACS
TRACS-M-06	Support Earned Income Verification (EIV) enhancement	Improve management and use of information...	4/30/2007	TRACS
TRACS-M-07	Conversion of Project Based section 8 data from HUDCAPS	Technology consolidation and standardization	9/30/2007	TRACS
TRACS-M-08	Support Project Based Section 8 Portfolio Review	Improve management and use of information...	12/31/2007	TRACS
TRACS-M-09	Support Error log tracking – part of capital Rental Housing Integrity Improvement Initiative (RHIIIP)	Improve management and use of information...	12/31/2007	TRACS
RHA-M-04	Automate formula funding for Capital Fund, Operating Fund, and Office of Native American Program funds, and support other discretionary funding programs.	Improve management and use of information...	9/30/2009	TRACS

RHA-M-02	Improve the accuracy of HUD's rental assistance tenant data by providing EIV services to PIH, MGH and other Business partners	Improve management and use of information...	3/31/2008	TRACS
N/A	Newer client server applications for budget calculations and funding will be updated and integrated for TRACS.	Improve management and use of information...	TBD	TRACS
RHA-M-01	Improve the accuracy of HUD's rental assistance tenant data by absorbing TASS and providing SSA data to MFH (EIV).	Improve management and use of information...	12/31/2006	TRACS

Performance Measurement Identifier: TRACS-PM-05					
Performance Measurement Description:					
Reduce the average processing time for Operation Subsidy forms.					
Measurement Method: TRACS Queries and Ad-hoc Reporting that shows processing time for completed operation subsidy transactions					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)			
Goal B: Promote Decent Affordable Housing		<ul style="list-style-type: none"> • B1: Expand access to and availability of affordable rental housing • B2: Improve the management accountability and physical quality of public and assisted housing • B3: Increase housing opportunities for the elderly and persons with disabilities 			
Measurement Area: Processes and Activities					
Measurement Category: Cycle Time and Timeliness					
Measurement Grouping: Cycle Time and Timeliness					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
RHA-M-07	Support Inventory Management's transition to Project Based Asset Management - PHASE I	Improve management and use of information...	2/29/2008	RHA	

Performance Measurement Identifier: TRACS-PM-06					
Performance Measurement Description:					
Improve the average physical inspection score for Public Housing properties					
Measurement Method: TRACS Queries and Ad-hoc Reporting that show results from physical inspections conducted.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)			
Goal B: Promote Decent Affordable Housing		<ul style="list-style-type: none"> • B1: Expand access to and availability of affordable rental housing • B2: Improve the management accountability and physical quality of public and assisted housing • B3: Increase housing opportunities for the elderly and persons with disabilities 			
Measurement Area: Processes and Activities					
Measurement Category: Management and Innovation					
Measurement Grouping: Compliance					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
RHA-M-08	Support Inventory Management's transition to Project Based Asset Management - PHASE II (refine reports)	Improve management and use of information...	4/11/2008	RHA	
RHA-M-09	Improve HUD's onsite reviews by field offices of PHAS by increasing PHAS certification reviews	Improve management and use of information...	11/26/2010	RHA	

RHA-M-12	Complete Asset Management Property (AMP) rollout and Sybase to Oracle database conversion.	Technology consolidation and standardization	8/29/2009	RHA
RHA-M-13	Improve HUD's management of PHAs by improving the PASS inspection modernization process.	Improve management and use of information...	12/31/2007	RHA

Performance Measurement Identifier: TRACS-PM-07					
Performance Measurement Description:					
Improve integration and collaboration of HUD's Rental Housing Program's business processes					
Measurement Method: Meeting minutes from business interactions involving TRACS process improvement					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal B: Promote Decent Affordable Housing			<ul style="list-style-type: none"> • B1: Expand access to and availability of affordable rental housing • B2: Improve the management accountability and physical quality of public and assisted housing • B3: Increase housing opportunities for the elderly and persons with disabilities 		
Measurement Area: Processes and Activities					
Measurement Category: Management and Innovation					
Measurement Grouping: Innovation and Improvement					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	

RHA-M-10	Business Modernization Planning	Improve management and use of information...	11/28/2008	TRACS
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Performance Measurement Identifier: TRACS-PM-08					
Performance Measurement Description:					
Increase the total number of HUD Business partner entities using EIV					
Measurement Method: Ad Hoc Query on the number of HUD Business Partner entities using EIV					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal B: Promote Decent Affordable Housing			<ul style="list-style-type: none"> • B1: Expand access to and availability of affordable rental housing • B2: Improve the management accountability and physical quality of public and assisted housing • B3: Increase housing opportunities for the elderly and persons with disabilities 		
Measurement Area: Customer Results					
Measurement Category: Service Accessibility					
Measurement Grouping: Access and Availability					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
TRACS-M-06	Support Earned Income Verification (EIV) enhancement	Improve management and use of information...	8/27/2010	TRACS	

Performance Measurement Identifier: TRACS-PM-09					
Performance Measurement Description:					
Increase the percentage of correct subsidy determination					
Measurement Method: Ad Hoc Query or existing reports that show the number of subsidies determined.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal B: Promote Decent Affordable Housing			<ul style="list-style-type: none"> • B1: Expand access to and availability of affordable rental housing • B2: Improve the management accountability and physical quality of public and assisted housing • B3: Increase housing opportunities for the elderly and persons with disabilities 		
Measurement Area: Processes and Activities					
Measurement Category: Financial (Processes and Activities)					
Measurement Grouping: Financial Management					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
RHA-M-02	Improve the accuracy of a HUD's rental assistance tenant data by providing EIV services to PIH, MGH and other Business Partners.	Improve management and use of information...	2/29/2008	TRACS	

Performance Measurement Identifier: TRACS-PM-10					
Performance Measurement Description:					

Average number of days to renew contracts					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal B: Promote Decent Affordable Housing			<ul style="list-style-type: none"> • B1: Expand access to and availability of affordable rental housing • B2: Improve the management accountability and physical quality of public and assisted housing • B3: Increase housing opportunities for the elderly and persons with disabilities 		
Measurement Area: Processes and Activities					
Measurement Category: Financial (Processes and Activities)					
Measurement Grouping: Financial Management					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
TRACS-M-03	Formalize the Project-based Section 8 budget estimate process	Technology consolidation and standardization	8/31/2010	TRACS	

2.6 Financial Management (FMLOB)

The HUD Financial Management Line of Business (FMLoB) represents the enterprise-wide effort that will implement an integrated core financial system (ICFS) across the Department. This investment represents all Office of the Chief Financial Officer (OCFO) financial-related systems and processes that will migrate to, interface with, or otherwise be replaced by the integrated core financial system. This investment consolidates all of OCFO's 31 systems.

HUD FMLOB is currently hosted by the Treasury Department. Plans include developing a HUD in house data mart to assist in HUD reporting and interfacing FMLOB data with other HUD systems. HUD FMLOB is moving towards joint financial and accounting systems and works with OMB to manage the issues with the transition. Specifically, a plan of action was developed with OMB to outline FY2007 activities. The goal is to transition

into a single financial system capable of handling all HUD financial and accounting functionality and either serve as or utilize a Shared Service Center.

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
FMLOB-PM-01	Percentage of customers satisfied with financial information available to support program management functions	FM-FMLOB-M-05	FHA-SL Integrates to Integrated Core Financial System (ICFS) at Shared Service Center (SSC)
		FM-FMLOB-M-06	Retired - HUD Consolidated Core System Produces Consolidated Financial Statements in FY2009/2010.
		FM-FMLOB-M-07	Program & Financial Subsidiary Systems Integrate/Interface w/ICFS Enhanced, e.g., LAS, Grantium, IDIS, TRACS
		FM-FMLOB-M-08	Ginnie Mae integrates to Integrated Core Financial System at SSC in FY 2010.
		FM-FMLOB-M-11	Retired - ICFS Integrates/Interfaces with HIRTS
		FM-FMLOB-M-12	Retired - Financial Data Warehouse Implemented
		FM-FMLOB-M-13	Financial, Programmatic, and Customer Data Integrated to ICFS to provide Integrated Financial Management for HUD
		FM-FMLOB-M-16	Integrate Financial Subsidiary Systems (LAS, LOCCS, IATS) with ICFS to provide HUD with an Integrated Financial Management
		FM-FMLOB-M-17	Integrate OFHEO with ICFS to provide HUD with an Integrated Financial Management
		FM-FMLOB-M-18	Integrate DARTS (Accounts Receivable) with LAS/LASHE
		FM-FMLOB-M-19	Integrate Budget Formulation with ICFS
		FM-FMLOB-M-20	Integrate Procurement System with ICFS (current and new Acquisition Systems)
FM-FMLOB-M-21	Implement Decision Support System (DSS), CRM and EPM functionality into ICFS.		
FMLOB-PM-02	Financial reporting by reducing the number of days financial statements are delivered to OMB	FM-FMLOB-M-01	Complete Implementation of the Northridge loan Accounting System (NLS-LAS), off Unisys
		FM-FMLOB-M-05	Retired - FHA-SL Integrates to Integrated Core Financial System (ICFS) at Shared Service Center (SSC)
		FM-FMLOB-M-06	Retired - HUD Consolidated Core System Produces Consolidated Financial Statements in FY2009/2010.
		FM-FMLOB-M-08	Retired - Ginnie Mae integrates to Integrated Core Financial System at SSC in FY2010.

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
		FM-FMLOB-M-13	Retired - Financial, Programmatic, and Customer Data Integrated to ICFS to provide Integrated Financial Management for HUD
		TBD	Retired - OCFO and FHA will select a qualified shared service provider to host the enterprise system and integrate the 4 financial systems to a single system by FY 2012.
FMLOB-PM-03	Retired - Reduce number of audit deficiencies reported in financial statement audit report related to compliance issues.	FM-FMLOB-M-01	Retired - Complete Implementation of the Northridge loan Accounting System (NLS-LAS), off Unisys
		FM-FMLOB-M-04	Retired - HUD OCFO - Managed Systems Integrate to Integrated Core Financial System (ICFS) at Shared Service Center (SSC) in FY2009/2010.
		FM-FMLOB-M-07	Retired - Program & Financial Subsidiary Systems Integrate/Interface w/ICFS Enhanced, e.g., LAS, Grantium, IDIS, TRACS
		FM-FMLOB-M-11	Retired - ICFS Integrates/Interfaces with HIHRTS
		FM-FMLOB-M-13	Retired - Financial, Programmatic, and Customer Data Integrated to ICFS to provide Integrated Financial Management for HUD
FMLOB-PM-04	Receipt of an unqualified audit opinion on annual financial statements with no audit deficiencies related to financial systems	FM-FMLOB-M-05	FHA-SL Integrates to Integrated Core Financial System (ICFS) at Shared Service Center (SSC)
		FM-FMLOB-M-06	HUD Consolidated Core System Produces Consolidated Financial Statements
		FM-FMLOB-M-08	Ginnie Mae integrates to Integrated Core Financial System at SSC
		FM-FMLOB-M-11	ICFS Integrates/Interfaces with HIHRTS
		FM-FMLOB-M-12	Financial Data Warehouse Implemented
		FM-FMLOB-M-13	Financial, Programmatic, and Customer Data Integrated to ICFS to provide Integrated Financial Management for HUD
		FM-FMLOB-M-04	HUD OCFO - Managed Systems Integrate to Integrated Core Financial System (ICFS) at Shared Service Center (SSC) in FY2009/2010.
		FM-FMLOB-M-17	Integrate OFHEO with ICFS to provide HUD with an Integrated Financial Management
FM-FMLOB-M-21	Implement Decision Support System (DSS), CRM and EPM functionality into ICFS.		

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
FMLOB-PM-05	Retired - Reduce total number of financial-related systems maintained by OCFO to support online real time recordation of financial data.	FM-FMLOB-M-13	Financial, Programmatic, and Customer Data Integrated to ICFS to provide Integrated Financial Management for HUD
		FM-FMLOB-M-14	Complete Performance Based Acquisition RFP for System Integrator/Shared Service Center
		FM-FMLOB-M-15	Participate in OMB FM LOB Project Team to Standardize Financial Management Requirements
		TBD	OCFO and FHA will select a qualified shared service provider to host the enterprise system and integrate the 4 financial systems to a single system by FY 2012.
FMLOB-PM-06	Total annual cost to operate and maintain all OCFO financial-related systems	FM-FMLOB-M-01	Complete Implementation of the Northridge loan Accounting System (NLS-LAS), off Unisys
		FM-FMLOB-M-02	E-Travel – adopt government wide travel processing HTMS – Retire HUD Travel
		FM-FMLOB-M-03	Implement WINATS (government-wide relocation tax adjustment system)
		FM-FMLOB-M-04	HUD OCFO - Managed Systems Integrate to Integrated Core Financial System (ICFS) at Shared Service Center (SSC) in FY2009/2010.
		FM-FMLOB-M-05	Retired - FHA-SL Integrates to Integrated Core Financial System (ICFS) at Shared Service Center (SSC)
		FM-FMLOB-M-08	Retired Ginnie Mae integrates to Integrated Core Financial System at SSC in FY2010.
		FM-FMLOB-M-12	Financial Data Warehouse Implemented
		FM-FMLOB-M-13	Retired - Financial, Programmatic, and Customer Data Integrated to ICFS to provide Integrated Financial Management for HUD.
		TBD	Retired - OCFO and FHA will select a qualified shared service provider to host the enterprise system and integrate the 4 financial systems to a single system by FY 2012.
		TBD	HUD Travel Management System (HTMS) (307660)
		FM-FMLOB-M-17	Integrate OFHEO with ICFS to provide HUD with an Integrated Financial Management
		FM-FMLOB-M-22	Complete implementation of ICFS

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
FMLOB-PM-07	Retired - Increase frequency of allocating resources to programs for management reporting.	FM-FMLOB-M-07	Program & Financial Subsidiary Systems Integrate/Interface w/ICFS Enhanced, e.g., LAS, Grantium, IDIS, TRACS
		FM-FMLOB-M-11	ICFS Integrates/Interfaces with HIHRTS
FMLOB-PM-08	Retired - Number of hours system is available for application hosting services in Service Level Agreement (SLA).	FM-FMLOB-M-11	ICFS Integrates/Interfaces with HIHRTS
FMLOB-PM-09	Retired - Total time to resolve critical, medium, low incidents related to system operations established in the SLA.	FM-FMLOB-M-11	ICFS Integrates/Interfaces with HIHRTS
FMLOB-PM-10	Implementation of a cross agency initiative	FM-FMLOB-M-02	E-Travel – adopt government wide travel processing HTMS – Retire HUD Travel
		FM-FMLOB-M-03	Implement WINATS (government-wide relocation tax adjustment system)
FMLOB-PM-11	Time and attendance with reporting and cost management	FM-FMLOB-M-11	ICFS Integrates/Interfaces with HIHRTS
FMLOB-PM-12	Percentage of financial operations that have automated journal entries	FM-FMLOB-M-06	HUD Consolidated Core System Produces Consolidated Financial Statements
FMLOB-PM-13	Workload efficiency for auditors	FM-FMLOB-M-06	HUD Consolidated Core System Produces Consolidated Financial Statements
FMLOB-PM-14	Management of third party performance	FM-FMLOB-M-07	Program & Financial Subsidiary Systems Integrate/Interface w/ICFS Enhanced, e.g., LAS, Grantium, IDIS, TRACS
		FM-FMLOB-M-16	Integrate Financial Subsidiary Systems (LAS, LOCCS, IATS) with ICFS to provide HUD with an Integrated Financial Management
FMLOB-PM-15	Financial reporting and Federal compliance with the implementation of an enterprise wide financial	FM-FMLOB-M-22	Complete implementation of ICFS

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
	management system		
FMLOB-PM-16	Number of audit non-compliance issues reported in financial statement audit report	FM-FMLOB-M-15	Participate in OMB FM LOB Project Team to Standardize Financial Management Requirements
FMLOB-PM-17	Integration of program, performance and financial data	FM-FMLOB-M-11	ICFS Integrates/Interfaces with HIHRTS
FMLOB-PM-18	Number of days required to deliver financial statements to OMB	FM-FMLOB-M-06	HUD Consolidated Core System Produces Consolidated Financial Statements

Performance Indicator Details

Performance Indicator Identifier: FMLOB-PM-01					
Performance Indicator Description:					
Increase in Customer Satisfaction Index					
Measurement Method: Conduct e-mail survey					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	38%	48%	Median customer satisfaction index= \geq 86%	12/31/2009	Customer satisfaction survey will be conducted when new system is implemented in FY 2009.
2007	38%	48%	Median customer satisfaction index= \geq 86%	12/31/2009	TBD
2008	86%	4%	Median customer satisfaction index= \geq 90%	12/31/2010	TBD
2009	86%	4%	Median customer satisfaction index= \geq 90%	12/31/2010	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Customer Results					
Measurement Category: Service Quality					
Measurement Grouping: Accuracy of Service or Product Delivered					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	

FM-FMLOB-M-05	FHA (PeopleSoft 8.8 platform) integration with ICFS	TBD	5/31/2011	FMLOB
FM-FMLOB-M-07	Integrate Program Subsidiary Systems (IDIS, TRACS, Grantium) with ICFS to provide HUD with an Integrated Financial Management	TBD	2/29/2012	FMLOB
FM-FMLOB-M-08	Integrate Ginnie Mae (PeopleSoft 8.9 platform) with ICFS to provide HUD with an Integrated Financial Management	TBD	5/31/2012	FMLOB
FM-FMLOB-M-13	Integrate Financial, Programmatic, and Customer Data with ICFS (Use of budget and performance management to manage HUD)	TBD	8/30/2013	FMLOB
FM-FMLOB-M-16	Integrate Financial Subsidiary Systems (LAS, LOCCS, IATS) with ICFS to provide HUD with an Integrated Financial Management	TBD	2/29/2012	FMLOB
FM-FMLOB-M-17	Integrate OFHEO with ICFS to provide HUD with an Integrated Financial Management	TBD	10/1/2012	FMLOB
FM-FMLOB-M-18	Integrate DARTS (Accounts Receivable) with LAS/LASHE	TBD	11/28/2008	FMLOB
FM-FMLOB-M-19	Integrate Budget Formulation with ICFS	TBD	8/31/2012	FMLOB
FM-FMLOB-M-20	Integrate Procurement System with ICFS (current and new Acquisition Systems)	TBD	5/31/2010	FMLOB
FM-FMLOB-M-21	Implement Decision Support System (DSS), CRM and EPM functionality into ICFS.	TBD	8/30/2013	FMLOB

Performance Indicator Identifier: FMLOB-PM-02					
Performance Indicator Description:					
Reduction in number of days Financial Statements delivered to OMB.					
Measurement Method: OMB confirmation receipt of financial statements					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	Unknown	0 business days	45 business days	12/31/2006	Annual audited Fin. statement delivered to OMB 45 days after FY end close November 15, meeting Government-wide Expedited Reporting Requirements.
2007	45 business days	6 business days	45 business days	12/31/2007	TBD
2008	45 business days	5 business days	45 business days	12/31/2008	TBD
Strategic Goal(s)		Strategic Objective(s)			
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. E3: Improve accountability, service delivery and customer service of HUD and its partners. E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 			
Measurement Area: Processes and Activities					
Measurement Category: Cycle Time and Resource Time					
Measurement Grouping: Timeliness					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
FM-FMLOB-M-01	Complete the implementation of the Northridge Loan Accounting System (NLS-LAS) and retire LAS (202740)	TBD	4/7/2006	FMLOB	

Performance Indicator Identifier: FMLOB-PM-03					
Performance Indicator Description:					
Reduce number of audit deficiencies reported in financial statement audit report related to compliance issues.					
Measurement Method: Final Annual F/S Audit Report					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	2	1	1	12/31/2009	Annual Fin. statement audit reported no material weaknesses attributable to Fin. systems. The enterprise Fin. system is scheduled for implementation FY 2009 to resolve FFMA compliance issues.
2007	1	1	0	12/31/2010	TBD
2008	0	0	0	12/31/2011	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Processes and Activities					
Measurement Category: Management and Innovation					
Measurement Grouping: Compliance					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	

FM-FMLOB-M-01	Complete Implementation of the Northridge loan Accounting System (NLS-LAS), off Unisys	Technology consolidation and standardization	4/7/2006	FMLOB
FM-FMLOB-M-04	HUD OCFO - Managed Systems Integrate to Integrated Core Financial System (ICFS) at Shared Service Center (SSC)	Improved mgmt and use of information...	10/1/2008	FMLOB
FM-FMLOB-M-07	Program & Financial Subsidiary Systems Integrate/Interface w/ICFS Enhanced, e.g., LAS, Grantium, IDIS, TRACS	Improved mgmt and use of information...	9/30/2010	FMLOB
FM-FMLOB-M-11	ICFS Integrates/Interfaces with HIHRTS	Improved mgmt and use of information...	10/1/2012	FMLOB
FM-FMLOB-M-13	Financial, Programmatic, and Customer Data Integrated to ICFS to provide Integrated Financial Management for HUD	Improved mgmt and use of information...	9/30/2013	FMLOB

Performance Indicator Identifier: FMLOB-PM-04					
Performance Indicator Description:					
Receipt of an unqualified audit opinion on annual financial statements with no audit deficiencies related to financial systems					
Measurement Method: Final F/S Audit Report					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	2 audit findings	1 audit finding	1 audit finding	12/31/2007	Annual Fin. statements received an unqualified audit opinion for FY 2006.
2007	2 audit findings	1 audit finding	1 audit finding	12/31/2009	TBD
2008	1 audit findings	1 audit finding	0 audit findings	12/31/2010	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Processes and Activities					
Measurement Category: Management and Innovation					
Measurement Grouping: Compliance					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
FM-FMLOB-M-04	Begin implementation of ICFS SSC to provide HUD with an Integrated Financial Management	TBD	8/29/2008	FMLOB	
FM-FMLOB-M-05	FHA (PeopleSoft 8.8 platform) integration with ICFS	TBD	5/31/2011	FMLOB	

FM-FMLOB-M-06	Production of quarterly consolidated financial statements from core financial management system	TBD	8/31/2011	FMLOB
FM-FMLOB-M-08	Integrate Ginnie Mae (PeopleSoft 8.9 platform) with ICFS to provide HUD with an Integrated Financial Management	TBD	5/31/2012	FMLOB
FM-FMLOB-M-11	Integrate HIHIRTS (P162) Interface Enhancements with ICFS	TBD	11/29/2013	FMLOB
FM-FMLOB-M-12	Implementation of new financial data warehouse (modernize financial reporting capabilities)	TBD	11/29/2013	FMLOB
FM-FMLOB-M-13	Integrate Financial, Programmatic, and Customer Data with ICFS (Use of budget and performance management to manage HUD)	TBD	8/30/2013	FMLOB
FM-FMLOB-M-17	Integrate OFHEO with ICFS to provide HUD with an Integrated Financial Management	TBD	10/1/2012	FMLOB
FM-FMLOB-M-21	Implement Decision Support System (DSS), CRM and EPM functionality into ICFS.	TBD	8/30/2013	FMLOB

Performance Indicator Identifier: FMLOB-PM-05					
Performance Indicator Description:					
Reduce total number of financial-related systems maintained by OCFO to support online real time recordation of financial data.					
Measurement Method: Inventory of OCFO Financial Systems					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	31	2	29	12/31/2009	No change in plan to reduce # of maintained systems to 22, a 29% reduction in Fin. systems Dec 2008; this elimination will enable Fin. transactions to be recorded directly to the Fin. system within 24 hrs to provide timely info to mgmt
2007	29	6	23	12/31/2011	TBD
2008	23	1	22	12/31/2012	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Technology					
Measurement Category: Effectiveness					
Measurement Grouping: IT Contribution to Process, Customer, or Mission					
Milestone ID	Performance Improvement Milestone(s)		EA Performance Category	Milestone Planned Completion Date	Associated Initiative

FM-FMLOB-M-13	Financial, Programmatic, and Customer Data Integrated to ICFS to provide Integrated Financial Management for HUD	Improved mgmt and use of information...	9/30/2013	FMLOB
FM-FMLOB-M-14	Complete Performance Based Acquisition RFP for System Integrator/ Shared Service Center	Technology consolidation and standardization	12/31/2006	FMLOB
FM-FMLOB-M-15	Participate in OMB FMLOB Project Team to Standardize Financial Management Requirements	Technology consolidation and standardization	9/30/2007	FMLOB
TBD	OCFO and FHA will select a qualified shared service provider to host the enterprise system and integrate the 4 financial systems to a single system.	Technology consolidation and standardization	9/30/2007	FMLOB

Performance Indicator Identifier: FMLOB-PM-06					
Performance Indicator Description:					
Reduce total annual cost to operate and maintain all OCFO financial-related systems					
Measurement Method: Working Capital Fund PCAS Obligations/Costs					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	\$14.2M	\$3M	\$11.2M	12/31/2011	
2008	\$11.2M	\$1M	\$10.2M	12/31/2012	
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Mission and Business Results					
Measurement Category: Financial Management					
Measurement Grouping: Cost Accounting/Performance Indicator					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
TBD	HUD Travel Management System (HTMS) (307660)	TBD	2/28/2007	FMLOB	
FM-FMLOB-M-01	Complete the implementation of the Northridge Loan Accounting System (NLS-LAS) and retire LAS (202740)	TBD	4/7/2006	FMLOB	

FM-FMLOB-M-02	Implement Fed Traveler (government-wide travel processing system)	TBD	6/30/2007	FMLOB
FM-FMLOB-M-03	Implement WINATS (government-wide relocation tax adjustment system) (upgraded IATS to windows version)	TBD	1/2/2006	FMLOB
FM-FMLOB-M-04	Begin implementation of ICFS SSC to provide HUD with an Integrated Financial Management	TBD	8/29/2008	FMLOB
FM-FMLOB-M-12	Implementation of new financial data warehouse (modernize financial reporting capabilities)	TBD	11/29/2013	FMLOB
FM-FMLOB-M-17	Integrate OFHEO with ICFS to provide HUD with an Integrated Financial Management	TBD	10/1/2012	FMLOB
FM-FMLOB-M-22	Complete implementation of ICFS	TBD	8/30/2013	FMLOB

Performance Indicator Identifier: FMLOB-PM-07					
Performance Indicator Description:					
Increase frequency of allocating resources to programs for management reporting.					
Measurement Method: HUD Enterprise Core Financial System Report					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2008	1 time a year	11 times a year	12 times a year	12/31/2010	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Customer Results					
Measurement Category: Timeliness and Responsiveness					
Measurement Grouping: Delivery Time					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
FM-FMLOB-M-07	Program & Financial Subsidiary Systems Integrate/Interface w/ICFS Enhanced, e.g., LAS, Grantium, IDIS, TRACS	Improved mgmt and use of information...	9/30/2010	FMLOB	
FM-FMLOB-M-11	ICFS Integrates/Interfaces with HIHRTS	Improved mgmt and use of information...	10/1/2012	FMLOB	

Performance Indicator Identifier: FMLOB-PM-08					
Performance Indicator Description:					
Number of hours the system is available for application hosting services in Service Level Agreement (SLA).					
Measurement Method:					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
TBD					
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Customer Results					
Measurement Category: Service Accessibility					
Measurement Grouping: Availability					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
FM-FMLOB-M-11	ICFS Integrates/Interfaces with HIHRTS	Improved mgmt and use of information...	10/1/2012	FMLOB	

Performance Indicator Identifier: FMLOB-PM-09					
Performance Indicator Description:					
Total time to resolve critical, medium, low incidents related to system operations established in the SLA.					
Measurement Method:					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
TBD					
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Technology					
Measurement Category: Reliability and Availability					
Measurement Grouping: Reliability					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
FM-FMLOB-M-11	ICFS Integrates/Interfaces with HIHRTS	Improved mgmt and use of information...	10/1/2012	FMLOB	

Performance Indicator Identifier: FMLOB-PM-10					
Performance Indicator Description:					
Implementation of a cross agency initiative					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	TBD	TBD	TBD	TBD	TBD
2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD
2009	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)			Strategic Objective(s)		
TBD			<ul style="list-style-type: none"> TBD 		
Measurement Area: TBD					
Measurement Category: TBD					
Measurement Grouping: TBD					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
FM-FMLOB-M-02	Implement Fed Traveler (government-wide travel processing system)	TBD	6/30/2007	FMLOB	
FM-FMLOB-M-03	Implement WINATS (government-wide relocation tax adjustment system) (upgraded IATS to windows version)	TBD	1/2/2006	FMLOB	

Performance Indicator Identifier: FMLOB-PM-11					
Performance Indicator Description:					
Time and attendance with reporting and cost management					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	TBD	TBD	TBD	TBD	TBD
2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD
2009	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)			Strategic Objective(s)		
TBD			<ul style="list-style-type: none"> TBD 		
Measurement Area: TBD					
Measurement Category: TBD					
Measurement Grouping: TBD					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
FM-FMLOB-M-11	Integrate HIRTS (P162) Interface Enhancements with ICFS	TBD	11/29/2013	FMLOB	

Performance Indicator Identifier: FMLOB-PM-12					
Performance Indicator Description:					

Percentage of financial operations that have automated journal entries

Measurement Method: TBD

Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	TBD	TBD	TBD	TBD	TBD
2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD
2009	TBD	TBD	TBD	TBD	TBD

Strategic Goal(s)	Strategic Objective(s)
TBD	<ul style="list-style-type: none"> TBD

Measurement Area: TBD

Measurement Category: TBD

Measurement Grouping: TBD

Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
FM-FMLOB-M-06	Production of quarterly consolidated financial statements from core financial management system	TBD	8/31/2011	FMLOB

Performance Indicator Identifier: FMLOB-PM-13					
Performance Indicator Description:					
Workload efficiency for auditors					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	TBD	TBD	TBD	TBD	TBD
2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD
2009	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)			Strategic Objective(s)		
TBD			<ul style="list-style-type: none"> TBD 		
Measurement Area: TBD					
Measurement Category: TBD					
Measurement Grouping: TBD					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
FM-FMLOB-M-06	Production of quarterly consolidated financial statements from core financial management system	TBD	8/31/2011	FMLOB	

Performance Indicator Identifier: FMLOB-PM-14					
Performance Indicator Description:					
Management of third party performance					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	TBD	TBD	TBD	TBD	TBD
2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD
2009	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)			Strategic Objective(s)		
TBD			<ul style="list-style-type: none"> TBD 		
Measurement Area: TBD					
Measurement Category: TBD					
Measurement Grouping: TBD					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
FM-FMLOB-M-07	Integrate Program Subsidiary Systems (IDIS, TRACS, Grantium) with ICFS to provide HUD with an Integrated Financial Management	TBD	2/29/2012	FMLOB	
FM-FMLOB-M-16	Integrate Financial Subsidiary Systems (LAS, LOCCS, IATS) with ICFS to provide HUD with an Integrated Financial Management	TBD	2/29/2012	FMLOB	

Performance Indicator Identifier: FMLOB-PM-15					
Performance Indicator Description: Financial reporting and Federal compliance with the implementation of an enterprise wide financial management system					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	TBD	TBD	TBD	TBD	TBD
2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD
2009	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)			Strategic Objective(s)		
TBD			<ul style="list-style-type: none"> TBD 		
Measurement Area: TBD					
Measurement Category: TBD					
Measurement Grouping: TBD					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
FM-FMLOB-M-22	Complete implementation of ICFS	TBD	8/30/2013	FMLOB	

Performance Indicator Identifier: FMLOB-PM-16					
Performance Indicator Description:					
Number of audit non-compliance issues reported in financial statement audit report					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	TBD	TBD	TBD	TBD	TBD
2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD
2009	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)			Strategic Objective(s)		
TBD			<ul style="list-style-type: none"> TBD 		
Measurement Area: TBD					
Measurement Category: TBD					
Measurement Grouping: TBD					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
FM-FMLOB-M-15	Participate in OMB FM LOB Project Team to Standardize Financial Management Requirements (Quarterly)	TBD	9/30/2007	FMLOB	

Performance Indicator Identifier: FMLOB-PM-17					
Performance Indicator Description:					
Integration of program, performance and financial data					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	TBD	TBD	TBD	TBD	TBD
2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD
2009	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)			Strategic Objective(s)		
TBD			<ul style="list-style-type: none"> TBD 		
Measurement Area: TBD					
Measurement Category: TBD					
Measurement Grouping: TBD					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
FM-FMLOB-M-11	Integrate HIHIRTS (P162) Interface Enhancements with ICFS	TBD	11/29/2013	FMLOB	

Performance Indicator Identifier: FMLOB-PM-18					
Performance Indicator Description:					
Number of days required to deliver financial statements to OMB					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	TBD	TBD	TBD	TBD	TBD
2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD
2009	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)			Strategic Objective(s)		
TBD			<ul style="list-style-type: none"> TBD 		
Measurement Area: TBD					
Measurement Category: TBD					
Measurement Grouping: TBD					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
FM-FMLOB-M-06	Production of quarterly consolidated financial statements from core financial management system	TBD	8/31/2011	FMLOB	

2.7 Human Resource Management (HIHRTS)

The HUD Integrated Human Resources and Training System (HIHRTS) is an ongoing project that was initiated to replace current legacy systems with a modern Enterprise Resource Planning (ERP) solution to meet the needs of the Office of Human Resources (OHR) and the HUD Training Academy (HTA). The system is currently outsourced to the Department of Treasury to maintain and provide requested enhancements. In order to support better integrated of HIHRTS data with other HUD systems and provide better reporting capabilities, HIHRTS intends to develop a data mart.

Performance Measurement Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
HIHRTS-PM-01	Percentage of employees with registered access to their personal information in HIHRTS.	HRTS-M-02	Retired. Implement ePerformance Module phase 1 to improve user self-sufficiency (202750)
		HRTS-M-03	Implement ePerformance Module Phase 2 to improve user self-sufficiency (202750)
		HRTS-M-15	Implement Electronic Personnel File Project to increase staff self-sufficiency
		TBD	Retired. Complete electronic rating system (ePerformance) into the remaining HUD offices and an automated recruitment and Hiring process by 09/2009.
		HRTS-M-06	Retired. Initiate an electronic personnel file project to increase staff self-sufficiency
HIHRTS-PM-02	Number of training courses inquiries/searches in HIHRTS. Retire: Number of online inquiries/searches in HIHRTS for training courses for identified skill gap areas.	HRTS-M-16	Expand HIHRTS functions and interface capabilities in support of HUD Training Services
HIHRTS-PM-03	Number of employee-initiated transactions in HIHRTS to improve the accuracy of employee data.	HRTS-M-02	Implement ePerformance Module phase 1 to improve user self-sufficiency (202750)
		TBD	Retire: Complete electronic rating system (ePerformance) into the remaining HUD offices and an automated recruitment and Hiring process by 09/2009.
		HRTS-M-03	Implement ePerformance Module Phase 2 to improve user self-sufficiency (202750)

Performance Measurement Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
HIHRTS-PM-04	Number of manager-initiated transactions into HIHRTS.	HRTS-M-01	Deliver HIHRTS data store and reporting capability to increase the integration with other HUD systems (202750)
		TBD	Retire: Complete electronic rating system (ePerformance) into the remaining HUD offices and an automated recruitment and Hiring process by 09/2009.
		HRTS-M-02	Implement ePerformance Module phase 1 to improve user self-sufficiency (202750)
		HRTS-M-03	Retired Implement ePerformance Module Phase 2 to improve user self-sufficiency (202750)
HIHRTS-PM-05	Time taken to effect organizational workforce changes. Retire: Provide data about the Department's organizational structure to decrease the time taken to effect organizational workforce changes.	HRTS-M-05	Added departmental organizational codes to HIHRTS
		HRTS-M-11	Retired Initiate a methodology to transfer HR data from HIHRTS to EEO and other HUD systems
HIHRTS-PM-06	Retired Provide managers with methods to process actions for their staff members or contact them in an emergency event if necessary.	HRTS-M-10	Initiate Phase 1 implementation of new Web Time and Attendance and ePayroll solution.
HIHRTS-PM-07	Percentage of sensitive personnel data placed under HUD's physical control. Retire: Provide a method of data access that will have control methods to ensure privacy is protected.	HRTS-M-13	Migrate iComplaint and eVersity into HUD's infrastructure
HIHRTS-PM-08	Award of Contract Retire: Employee's satisfaction with	HRTS-M-08	Award contract to provide support for HIHRTS.

Performance Measurement Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
	the Department's performance and work environment by using more electronic automation activities.	HRTS-M-01	Retired: Deliver HIHRTS data store and reporting capability to increase the integration with other HUD systems (202750)
		TBD	Retired: Complete electronic rating system (ePerformance) into the remaining HUD offices and an automated recruitment and Hiring process by 09/2009.
		HRTS-M-11	Retired: Initiate a methodology to transfer HR data from HIHRTS to EEO and other HUD systems
HIHRTS-PM-09	Number of customer support calls Retire: Number of customer support calls for ad hoc queries and HCM analysis due to the creation of a data store.	HRTS-M-01	Deliver HIHRTS data store and reporting capability to increase the integration with other HUD systems (202750)
		HRTS-M-11	Retired Initiate a methodology to transfer HR data from HIHRTS to EEO and other HUD systems
HIHRTS-PM-10	Number of LMS courses completed Retire: Reduce mission critical skill gaps by increasing the number of online searches in HIHRTS for up to 100 classes for training courses in identified skill gap areas.	HRTS-M-07	Implement a Learning Management System (LMS) Interface with EHRI
		HRTS-M-01	Retired: Deliver HIHRTS data store and reporting capability to increase the integration with other HUD systems (202750)
		HRTS-M-16	Retired: Expand HIHRTS functions and interface capabilities in support of HUD Training Services.
HIHRTS-PM-11	Time To Hire.	HRTS-M-04	Implement USA Staffing, an eRecruit solution, to interface with HIHRTS and expand recruitment activities.
		HRTS-M-09	Retired Implement EHRI and HIHRTS systemic interface for expanded recruitment activities.
HIHRTS-PM-12	Retire OHR Personnel Training and Inquiry system.	TBD	<i>Retire/replace</i> OHR Personnel Training and Inquiry system (OPTIS) - Unisys platform
		HRTS-M-11	Initiate a methodology to transfer HR data from HIHRTS to EEO and other HUD systems
HIHRTS-PM-13	Number of complaints and inquiries related to retirement processing.	HRTS-M-09	Implement EHRI and HIHRTS systemic interface for expanded recruitment activities

Performance Measurement Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
HIHRTS-PM-14	Time to process retirement	HRTS-M-09	Implement EHRI and HIHRTS systemic interface for expanded recruitment activities
HIHRTS-PM-15	Time and Attendance error rate.	HRTS-M-10	Initiate Phase 1 implementation of new Web Time and Attendance and ePayroll solution
HIHRTS-PM-16	Number of complaints and inquiries related to personnel file actions.	HRTS-M-06	Retired Initiate an electronic personnel file project to increase staff self-sufficiency
		HRTS-M-15	Implement Electronic Personnel File Project to increase staff self-sufficiency
HIHRTS-PM-17	Records storage cost.	HRTS-M-06	Retired Initiate an electronic personnel file project to increase staff self-sufficiency
		HRTS-M-15	Implement Electronic Personnel File Project to increase staff self-sufficiency
HIHRTS-PM-18	Data exchanged with HIFMIP.	HRTS-M-14	Create HIHRTS interface to HIFMIP
HIHRTS-PM-19	Retire DOCS.	HRTS-M-05	Added departmental organizational codes to HIHRTS
HIHRTS-PM-20	Percentage of employees reviewing and correcting their personal information in HIHRTS.	HRTS-M-06	Initiate an electronic personnel file project to increase staff self-sufficiency
HIHRTS-PM-21	Number of skill gap certifications. Retire: Number of online inquiries/searches in HIHRTS for training courses for identified skill gap areas.	HRTS-M-16	Retired: Expand HIHRTS functions and interface capabilities in support of HUD Training Services
		HRTS-M-07	Implement a Learning Management System (LMS) Interface with EHRI
		HRTS-M-09	Retired Implement EHRI and HIHRTS systemic interface for expanded recruitment activities
HIHRTS-PM-22	Retire EEO TRACS system. Retire: Reduce cost and complexity of system support.	TBD	Replace EEO TRACS support system with iComplaint and eVersity.
HIHRTS-PM-23	Updated performance improvement plan	HRTS-M-12	Develop a formal Business Modernization Plan

Performance Measurement Details

Performance Measurement Identifier: HIHRTS-PM-01					
Performance Measurement Description:					
Percentage of employees with access to their personal information in HIHRTS.					
Measurement Method: Weekly Statistics Report from Treasury					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	0	72%	72%	4/2006	Indicator was successful. As of July 23, 2007 94.28% of HUD employees have registered. HIHRTS has exceeded its goal for this indicator.
2007	72%	8%	80%	9/2007	TBD
2008	80%	5%	85%	9/2008	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Customer Results					
Measurement Category: Customer Benefit					
Measurement Grouping: Customer Satisfaction					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	

HRTS-M-02	Implement ePerformance Module phase 1 to improve user self-sufficiency (202750)	Improved mgmt and use of information...	10/02/2006	HIHRTS
HRTS-M-03	Implement ePerformance Module Phase 2 to improve user self-sufficiency (202750)	Improved mgmt and use of information...	2/29/2008	HIHRTS
HRTS-M-15	Implement Electronic Personnel File Project to increase staff self-sufficiency	TBD	TBD	HIHRTS
HRTS-M-06	Initiate an electronic personnel file project to increase staff self-sufficiency	Improved mgmt and use of information...	1/2/2006	HIHRTS

Performance Measurement Identifier: HIHRTS-PM-02					
Performance Measurement Description:					
Number of training courses inquiries/searches in HIHRTS.					
Retire: Number of online inquiries/searches in HIHRTS for training courses for identified skill gap areas.					
Measurement Method: System Report (TBD), when implemented					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date:	Actual Results
2007	0	0	0	9/30/2008	Actual results to be reported in September 2008.
2008	0	100	100	9/30/2008	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Mission and Business Results					
Measurement Category: Workforce Management					

Measurement Grouping: Training and Employment				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HRTS-M-16	Expand HIHRTS functions and interface capabilities in support of HUD Training Services.	Improved mgmt and use of information...	2/28/2011	HIHRTS

Performance Measurement Identifier: HIHRTS-PM-03					
Performance Measurement Description:					
Number of employee-initiated transactions in HIHRTS to improve the accuracy of employee data.					
Measurement Method: Weekly Statistics Report from Treasury					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	72%	9,443	80%	9/30/2007	Indicator was successful. As of July 23, 2007 94.28% of HUD employees have registered. HIHRTS has exceeded its goal for this indicator.
2008	TBD	10,000	TBD	9/30/2008	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Technology					
Measurement Category: Effectiveness					

Measurement Grouping: IT Contribution to Process, Customer, or Mission				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HRTS-M-02	Implement ePerformance Module phase 1 to improve user self-sufficiency (202750)	Improved mgmt and use of information...	10/02/2006	HIHRTS
HRTS-M-03	Implement ePerformance Module Phase 2 to improve user self-sufficiency (202750)	Improved mgmt and use of information...	3/31/2008	HIHRTS

Performance Measurement Identifier: HIHRTS-PM-04					
Performance Measurement Description:					
Number of manager-initiated transactions into HIHRTS.					
Measurement Method: Weekly Statistics Report from Treasury					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	30,150	9,850	40,000	9/30/2007	42,420 as of 07/2007
2008	40,000	10,000	50,000	9/30/2008	
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Processes and Activities					
Measurement Category: Management and Innovation					

Measurement Grouping: Knowledge Management				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HRTS-M-01	Deliver HIHRTS data store and reporting capability to increase the integration with other HUD systems (202750)	Improved mgmt and use of information...	9/30/2008	HIHRTS
HRTS-M-02	Implement ePerformance Module phase 1 to improve user self-sufficiency (202750)	Improved mgmt and use of information...	10/02/2006	HIHRTS
HRTS-M-03	Implement ePerformance Module Phase 2 to improve user self-sufficiency (202750)	Improved mgmt and use of information...	3/31/2008	HIHRTS

Performance Measurement Identifier: HIHRTS-PM-05					
Performance Measurement Description:					
Time taken to effect organizational workforce changes. Retire: Provide data about the Department's organizational structure to decrease the time taken to effect organizational workforce changes.					
Measurement Method:					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	TBD	TBD	TBD	TBD	Indicator was successful. The HIHRTS system has been modified. Data is available to show where each employee is located. This helps the Department plan workforce changes in reorganizations.
2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)			Strategic Objective(s)		

<p>Goal E: Embrace High Standards of Ethics, Management and Accountability</p>	<ul style="list-style-type: none"> • E1: Strategically manage HUD’s human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD’s management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD’s core business functions. 			
<p>Measurement Area: Mission and Business Results</p>				
<p>Measurement Category: Administrative Management</p>				
<p>Measurement Grouping: Workplace Policy Development And Management</p>				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HRTS-M-05	Added departmental organizational codes to HIHRTS	Improved mgmt and use of information...	1/02/2006	HIHRTS
HRTS-M-11	Initiate a methodology to transfer HR data from HIHRTS to EEO and other HUD systems	Improved mgmt and use of information...	8/29/2008	HIHRTS

Performance Measurement Identifier: HIHRTS-PM-06					
Performance Measurement Description:					
Provide managers with methods to process actions for their staff members or contact them in an emergency event if necessary.					
Measurement Method:					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2008	TBD	TBD	TBD	TBD	Indicator was successful. HIHRTS allows managers to begin Personnel Actions for their employees and route it to the next approval level. This allows manager to control personnel actions about employees - improved data quality and timely processing.
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Processes and Activities					
Measurement Category: Management and Innovation					
Measurement Grouping: Knowledge Management					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
HRTS-M-10	Initiate Phase 1 – Implement new web-enabled Time and Attendance and ePayroll solution	Improved mgmt and use of information...	5/30/2008	HIHRTS	

Performance Measurement Identifier: HIHRTS-PM-07

Performance Measurement Description:					
Percentage of sensitive personnel data placed under HUD's physical control. Retire: Provide a method of data access that will have control methods to ensure privacy is protected.					
Measurement Method:					
TBD - Percentage of sensitive personnel data placed under HUD's physical control.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	TBD	TBD	TBD	TBD	Indicator was successful. The modification to the system: Creating a separate SON for Executives has been completed. This allows Executive data to be isolated from other personnel data. Ensures data has been protected and better data quality.
2008	TBD	TBD	TBD	TBD	
Strategic Goal(s)		Strategic Objective(s)			
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 			
Measurement Area: Technology					
Measurement Category: Effectiveness					
Measurement Grouping: IT Contribution to Process, Customer, or Mission					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
HRTS-M-13	Migrate iComplaint and eVersity into HUD infrastructure	Improved mgmt and use of information...	8/29/2008	HIHRTS	

Performance Measurement Identifier: HIHRTS-PM-08					
Performance Measurement Description:					
Award of Contract Retire: Employee's satisfaction with the Department's performance and work environment by using more electronic automation activities.					
Measurement Method: Number of customer support calls					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2008	TBD	TBD	TBD	TBD	Actual results will be reported in September 2009
Strategic Goal(s)		Strategic Objective(s)			
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 			
Measurement Area: Processes and Activities					
Measurement Category: Productivity and Efficiency					
Measurement Grouping: Efficiency (amount of work accomplished per relevant units of time and resources applied)					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
HRTS-M-08	Award contract to provide support for HIHRTS.	Improved mgmt and use of information...	1/2/2006	HIHRTS	
HRTS-M-01	Deliver HIHRTS data store and reporting capability to increase the integration with other HUD systems (202750)	Improved mgmt and use of information...	9/30/2008	HIHRTS	
HRTS-M-11	Initiate a methodology to transfer HR data from HIHRTS to EEO and other HUD systems	Improved mgmt and use of information...	8/29/2008	HIHRTS	

Performance Measurement Identifier: HIHRTS-PM-09					
Performance Measurement Description:					
Number of customer support calls Retire: Number of customer support calls for ad hoc queries and HCM analysis due to the creation of a data store.					
Measurement Method: Number of customer support calls					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Customer Results					
Measurement Category: Customer Benefit					
Measurement Grouping: Customer Impact or Burden					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
HRTS-M-01	Deliver HIHRTS data store and reporting capability to increase the integration with other HUD systems (202750)	Improved mgmt and use of information...	8/29/2008	HIHRTS	
HRTS-M-11	Initiate a methodology to transfer HR data from HIHRTS to EEO and other HUD systems	Improved mgmt and use of information...	8/29/2008	HIHRTS	

Performance Measurement Identifier: HIHRTS-PM-10				
Performance Measurement Description:				
Number of LMS courses completed				
Retire: Reduce mission critical skill gaps by increasing the number of online searches in HIHRTS for up to 100 classes for training courses in identified skill gap areas.				
Measurement Method: Number of LMS courses completed. Number of skill gap certifications awarded				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2008	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Mission and Business Results				
Measurement Category: Human Resources Management				
Measurement Grouping: Employee Development and Performance Management				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HRTS-M-07	Implement a Learning Management System (LMS) Interface with EHRI.	Improved mgmt and use of information...	1/2/2006	HIHRTS
HRTS-M-01	Deliver HIHRTS data store and reporting capability to increase the integration with other HUD systems (202750)	Improved mgmt and use of information...	9/30/2008	HIHRTS
HRTS-M-16	Expand HIHRTS functions and interface capabilities in support of HUD Training Services.	Improved mgmt and use of information...	2/28/2011	HIHRTS

Performance Measurement Identifier: HIHRTS-PM-11				
Performance Measurement Description:				
Time to Hire				
Measurement Method:				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2007	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD
Strategic Goal(s)			Strategic Objective(s)	
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Mission and Business Results				
Measurement Category: Human Resources Management				
Measurement Grouping: Staff Acquisition				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HRTS-M-04	Implement USA Staffing, an eRecruit solution, to interface with HIHRTS and expand recruitment activities.	Improved mgmt and use of information...	1/2/2006	HIHRTS
HRTS-M-09	Implement EHRI and HIHRTS systemic interface for expanded recruitment activities.	Improved mgmt and use of information...	2/29/2008	HIHRTS

Performance Measurement Identifier: HIHRTS-PM-12				
Performance Measurement Description:				
Retire OHR Personnel Training and Inquiry System. Retire: Reduce cost and complexity of system support.				
Measurement Method: System Operations Cost and Performance Reports; Number of errors/reentries				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2008	TBD	TBD	TBD	TBD
Strategic Goal(s)			Strategic Objective(s)	
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Technology				
Measurement Category: Efficiency				
Measurement Grouping: Improvement				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
TBD	Replace EEO TRACS support system with iComplaint and eVersity and migrate into HUD infrastructure.	Improved mgmt and use of information...	9/30/2007	HIHRTS
TBD	Retire/replace OHR Personnel Training and Inquiry system (OPTIS) - Unisys platform	Improved mgmt and use of information...	6/30/2008	HIHRTS
HRTS-M-11	Initiate a methodology to transfer HR data from HIHRTS to EEO and other HUD systems	Improved mgmt and use of information...	8/29/2008	HIHRTS

Performance Measurement Identifier: HIHRTS-PM-13

Performance Measurement Description:					
Number of inquiries and complaints related to retirement processing					
Measurement Method:					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)			
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 			
Measurement Area: Technology					
Measurement Category: Effectiveness					
Measurement Grouping: IT Contribution to Process, Customer, or Mission					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
HRTS-M-09	Implement EHRI and HIHRTS systemic interface for expanded recruitment activities.	Improved mgmt and use of information...	2/29/2008	HIHRTS	

Performance Measurement Identifier: HIHRTS-PM-14
Performance Measurement Description:
Time to process retirement

Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)			
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 			
Measurement Area: Technology					
Measurement Category: Effectiveness					
Measurement Grouping: IT Contribution to Process, Customer, or Mission					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
HRTS-M-09	Implement EHRI and HIHRTS systemic interface for expanded recruitment activities.	Improved mgmt and use of information...	2/29/2008	HIHRTS	

Performance Measurement Identifier: HIHRTS-PM-15					
Performance Measurement Description:					
Time and Attendance error rate					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results

2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)			
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 			
Measurement Area: Technology					
Measurement Category: Effectiveness					
Measurement Grouping: IT Contribution to Process, Customer, or Mission					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
HRTS-M-10	Initiate Phase 1 implementation of new Web Time and Attendance and ePayroll solution	Improved mgmt and use of information...	5/30/2008	HIHRTS	

Performance Measurement Identifier: HIHRTS-PM-16						
Performance Measurement Description:						
Number of complaints and inquiries related to personnel file actions.						
Measurement Method: TBD						
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results	
2007	TBD	TBD	TBD	TBD	TBD	
2008	TBD	TBD	TBD	TBD	TBD	

Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Technology				
Measurement Category: Effectiveness				
Measurement Grouping: IT Contribution to Process, Customer, or Mission				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HRTS-M-06	Initiate an electronic personnel file project to increase staff self-sufficiency	Improved mgmt and use of information...	1/2/2006	HIHRTS
HRTS-M-15	Implement Electronic Personnel File Project to increase staff self-sufficiency	TBD	TBD	HIHRTS

Performance Measurement Identifier: HIHRTS-PM-17					
Performance Measurement Description:					
Reduce records storage cost					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)			

Goal E: Embrace High Standards of Ethics, Management and Accountability	<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions.
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Measurement Area: Technology

Measurement Category: Effectiveness

Measurement Grouping: IT Contribution to Process, Customer, or Mission

Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HRTS-M-06	Initiate an electronic personnel file project to increase staff self-sufficiency	Improved mgmt and use of information...	1/2/2006	HIHRTS
HRTS-M-15	Implement Electronic Personnel File Project to increase staff self-sufficiency	TBD	TBD	HIHRTS

Performance Measurement Identifier: HIHRTS-PM-18

Performance Measurement Description:

Data exchanged with HIFMIP

Measurement Method: TBD

Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD

Strategic Goal(s)	Strategic Objective(s)
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Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Technology				
Measurement Category: Effectiveness				
Measurement Grouping: IT Contribution to Process, Customer, or Mission				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HRTS-M-14	Create HIHRTS interface to HIFMIP	Improved mgmt and use of information...	11/28/2008	HIHRTS

Performance Measurement Identifier: HIHRTS-PM-19					
Performance Measurement Description:					
Retire DOCS					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)			Strategic Objective(s)		

Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Technology				
Measurement Category: Effectiveness				
Measurement Grouping: IT Contribution to Process, Customer, or Mission				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HRTS-M-05	Added departmental organizational codes to HIHRTS	Improved mgmt and use of information...	1/02/2006	HIHRTS

Performance Measurement Identifier: HIHRTS-PM-20					
Performance Measurement Description:					
Percentage of employees reviewing and correcting their personal information in HIHRTS.					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)			

Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Technology				
Measurement Category: Effectiveness				
Measurement Grouping: IT Contribution to Process, Customer, or Mission				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HRTS-M-06	Initiate an electronic personnel file project to increase staff self-sufficiency	Improved mgmt and use of information...	1/2/2006	HIHRTS

Performance Measurement Identifier: HIHRTS-PM-21					
Performance Measurement Description:					
Number of skill gap certifications					
Retire: Number of online inquiries/searches in HIHRTS for training courses for identified skill gap areas.					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)			Strategic Objective(s)		

Goal E: Embrace High Standards of Ethics, Management and Accountability	<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions.
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Measurement Area: Technology

Measurement Category: Effectiveness

Measurement Grouping: IT Contribution to Process, Customer, or Mission

Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HRTS-M-16	Expand HIHRTS functions and interface capabilities in support of HUD Training Services.	Improved mgmt and use of information...	2/28/2011	HIHRTS
HRTS-M-07	Implement a Learning Management System (LMS) Interface with EHRI.	Improved mgmt and use of information...	1/2/2006	HIHRTS

Performance Measurement Identifier: HIHRTS-PM-22

Performance Measurement Description:

Retire EEO TRACS system. **Retire:** Reduce cost and complexity of system support.

Measurement Method: TBD

Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD

Strategic Goal(s)	Strategic Objective(s)
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Goal E: Embrace High Standards of Ethics, Management and Accountability	<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions.
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Measurement Area: Technology

Measurement Category: Effectiveness

Measurement Grouping: IT Contribution to Process, Customer, or Mission

Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
TBD	Replace EEO TRACS support system with iComplaint and eVersity.	Improved mgmt and use of information...	8/31/2007	HIHRTS

Performance Measurement Identifier: HIHRTS-PM-23

Performance Measurement Description:

Develop a formal Business Modernization Plan

Measurement Method: TBD

Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	TBD	TBD	TBD	TBD	TBD
2008	TBD	TBD	TBD	TBD	TBD

Strategic Goal(s)	Strategic Objective(s)
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Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Technology				
Measurement Category: Effectiveness				
Measurement Grouping: IT Contribution to Process, Customer, or Mission				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HRTS-M-12	Develop a formal Business Modernization Plan	Improved mgmt and use of information...	8/29/2008	HIHRTS

2.8 Electronic Document and Records Management (HERS)

The HUD Electronic Records System (HERS) initiative will support the full lifecycle of document management activities and correspondence management, including the creation and processing of records, the collaboration between program offices plus review, final publication, and archiving activities. Implementation of the HERS system will create on-line collaboration between program offices and HUD's business partners and clients. The HERS system will support record disposition activities as well as immediate retrieval of historical archived information.

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
HERS-PM-01	Percentage of correspondence closed on schedule	HERS-M-01	Retired. Complete Correspondence Tracking System Roll-out
		HERS-M-02	Retired. Implement FOIA Tracking System – to reduce processing times to close correspondence and FOIA requests, clear directives, and reduce the number of document/record management systems by eight (8)
		HERS-M-03	Implement Enterprise Electronic Records and Document Management (HERS).
HERS-PM-02	Processing time for directives prior to publication	HERS-M-01	Roll-out Correspondence Tracking System (CTS) for 300 users – Phase 1
		HERS-M-02	Retired. Implement FOIA Tracking System – to reduce processing times to close correspondence and FOIA requests, clear directives, and reduce the number of document/record management systems by eight (8)
		HERS-M-03	Implement Enterprise Electronic Records and Document Management (HERS).
		HERS-M-09	Continue roll-out of CTS for 3000 users in the field offices.
HERS-PM-03	Total annual storage costs at NARA (paper files)	HERS-M-03	Implement Enterprise Electronic Records and Document Management (HERS).
HERS-PM-04	Reduce the number of document/record	HERS-M-01	Roll-out Correspondence Tracking System (CTS) for 300 users – Phase 1

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
	management systems	HERS-M-02	Retired. Implement FOIA Tracking System – to reduce processing times to close correspondence and FOIA requests, clear directives, and reduce the number of document/record management systems by eight (8)
		HERS-M-03	Implement Enterprise Electronic Records and Document Management (HERS).
		HERS-M-06	Retired. Migrate ACORN Unisys mainframe for FOIA processes to the new FOIA Management System (FMS2) COTS solution
		HERS-M-07	Retired. Retire ACORN, CMS and FMS
		HERS-M-09	Continue roll-out of CTS for 3000 users in the field offices.
HERS-PM-05	Volume of paper to process controlled correspondence.	HERS-M-01	Roll-out Correspondence Tracking System (CTS) for 300 users – Phase 1
		HERS-M-02	Retired. Implement FOIA Tracking System – to reduce processing times to close correspondence and FOIA requests, clear directives, and reduce the number of document/record management systems by eight (8)
		HERS-M-03	Implement Enterprise Electronic Records and Document Management (HERS).
		HERS-M-09	Continue roll-out of CTS for 3000 users in the field offices.
HERS-PM-06	Number of FOIA in annual backlog.	HERS-M-02	Retired. Implement FOIA Tracking System – to reduce processing times to close correspondence and FOIA requests, clear directives, and reduce the number of document/record management systems by eight (8)
		HERS-M-03	Retired. Implement Enterprise Electronic Records and Document Management (HERS)

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
		HERS-M-04	Implement Public Access Link (PAL), an on-line solution, in FMS2 to enable members of the public to check the status of pending FOIA requests.
		HERS-M-06	Migrate ACORN Unisys mainframe for FOIA processes to the new FOIA Management System (FMS2) COTS solution
		HERS-M-10	Roll-out of an additional 1000 FMS2 licenses for Documentum and CAT Express users.
HERS-PM-07 Retired.	Reduce the cycle time for processing controlled correspondence.	HERS-M-01	Complete Correspondence Tracking System Roll-out.
		HERS-M-02	Implement FOIA Tracking System – to reduce processing times to close correspondence and FOIA requests, clear directives, and reduce the number of document/record management systems by eight (8).
		HERS-M-03	Implement Enterprise Electronic Records and Document Management (HERS) to improve internal efficiency and effectiveness by simplifying processing procedures through automation, and integrating functions into one consolidated system.
		HERS-M-10	Continue the roll-out of an additional 1000 FMS2 licenses for Documentum and CAT Express users.
HERS-PM-08	Percentage of actual CTS users as compared to the number of identified CTS users	HERS-M-01	Retired Complete Correspondence Tracking System Roll-out.
		HERS-M-09	Continue roll-out of CTS for 3000 users in the field offices.
		HERS-M-10	Retired. Continue the roll-out of an additional 1000 FMS2 licenses for Documentum and CAT Express users
HERS-PM-09 Retired.	Increase the percentage of actual FMS2 users as compared to the number of identified desired FMS2 users	HERS-M-04	Implement Public Access Link (PAL), an on-line solution, in FMS2 to enable members of the public to check the status of pending FOIA requests.

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
HERS-PM-10	Users self sufficiency and satisfaction	HERS-M-04	Implement Public Access Link (PAL), an on-line solution, in FMS2 to enable members of the public to check the status of pending FOIA requests.
		HERS-M-08	Implement Electronic Signature in CTS and MFS2
HERS-PM-11	Improve collaboration and integration of business processes.	HERS-M-05	Develop a formal FOIA Business Modernization Plan.
HERS-PM-12	Time to respond to FOIA requests	HERS-M-01	Roll-out Correspondence Tracking System (CTS) for 300 users – Phase 1
HERS-PM-13	Productivity and accountability	HERS-M-01	Roll-out Correspondence Tracking System (CTS) for 300 users – Phase 1
		HERS-M-09	Continue roll-out of CTS for 3000 users in the field offices.
HERS-PM-14	Percentage of processed FOIA requests compared to the number of new requests and pending requests	HERS-M-06	Migrate ACORN Unisys mainframe for FOIA processes to the new FOIA Management System (FMS2) COTS solution
		HERS-M-10	Roll-out of an additional 1000 FMS2 licenses for Documentum and CAT Express users.
HERS-PM-15	Records retired on schedule	HERS-M-07	Retire ACORN, CMS and FMS
HERS-PM-16	Number of eSignature processed FOIAs	HERS-M-08	Implement Electronic Signature in CTS and FMS2
HERS-PM-17	Staff workload	HERS-M-08	Implement Electronic Signature in CTS and FMS2
HERS-PM-18	Time to delivery	HERS-M-08	Implement Electronic Signature in CTS and FMS2
HERS-PM-19	Number of CTS users	HERS-M-09	Continue roll-out of CTS for 3000 users in the field offices.
HERS-PM-20	OMB correspondence accuracy	HERS-M-09	Continue roll-out of CTS for 3000 users in the field offices.

Performance Measurement Details

Performance Indicator Identifier: HERS-PM-01					
Performance Indicator Description:					
Percentage of correspondence closed on schedule					
Measurement Method: Monitoring of correspondence folders in CTS to ensure folders are being routed in accordance with the configured business workflow.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	0	75%	75%	9/30/2007	Records Management delayed to procure more FOIA licenses
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Mission and Business					
Measurement Category: Information and Technology Management					
Measurement Grouping: Record Retention					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
HERS-M-01	Complete Correspondence Tracking System Roll-out	Improve mission performance	2/20/2009	HERS-CTS	

HERS-M-02	Implement FOIA Tracking System – to reduce processing times to close correspondence and FOIA requests, clear directives, and reduce the number of document/record management systems by eight (8).	Improve mission performance	4/2007	HERS-CTS
HERS-M-03	Implement Enterprise Electronic Records and Document Management (HERS).	Improve mission performance	8/31/2010	HERS-CTS

Performance Indicator Identifier: HERS-PM-02					
Performance Indicator Description:					
Processing time for directives prior to publication					
Measurement Method: Monitor directives folders in CTS from inception to closure to determine total processing time for each directive type versus current processing time in RADAR system					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	180 days	60 days	120 days	12/31/2007	Directives delayed to buy more FOIA licenses
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> • E1: Strategically manage HUD’s human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD’s management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD’s core business functions. 		
Measurement Area: Processes and Activities					
Measurement Category: Cycle Time and Resource Time					
Measurement Grouping: Cycle Time					

Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HERS-M-01	Roll-out Correspondence Tracking System (CTS) for 300 users – Phase 1	Improve mission performance	12/31/2006	HERS-CTS
HERS-M-02	Implement FOIA Tracking System – to reduce processing times to close correspondence and FOIA requests, clear directives, and reduce the number of document/record management systems by eight (8).	Improve mission performance	4/2007	HERS-CTS
HERS-M-03	Implement Enterprise Electronic Records and Document Management (HERS).	Improve mission performance	8/31/2010	HERS-CTS
HERS-M-09	Continue roll-out of CTS for 3000 users in the field offices.	TBD		HERS-CTS

Performance Indicator Identifier: HERS-PM-03					
Performance Indicator Description:					
Total annual storage costs at NARA (paper files)					
Measurement Method: Reduce the overall paper documents submitted to NARA as a result of electronic storage within the CTS-Documentum solution.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2008	\$3,000,000	\$150,000	\$2,850,000	12/31/2008	TBD
2009	\$2,850,000	\$142,500	\$2,707,500	12/31/2009	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> E2: Improve HUD’s management and internal controls to ensure program compliance and resolve audit issues. E3: Improve accountability, service delivery and customer service of HUD and its partners. E4: Capitalize on modernized technology to improve the delivery of HUD’s core business functions. 		

Measurement Area: Processes and Activities				
Measurement Category: Financial (Processes and Activities)				
Measurement Grouping: Savings and Cost Avoidance				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HERS-M-03	Implement Enterprise Electronic Records and Document Management (HERS).	Cost Savings	8/31/2010	HERS-CTS

Performance Indicator Identifier: HERS-PM-04					
Performance Indicator Description:					
Reduce the number of document/record management systems (Performance Measure was not included in the Exhibit 300 submission to OMB on 09/2007)					
Measurement Method: System retirements.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2006	3	1	2	12/31/2006	TBD
2007	2	2	0	4/2007	TBD
Strategic Goal(s)		Strategic Objective(s)			
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. E3: Improve accountability, service delivery and customer service of HUD and its partners. E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 			
Measurement Area: Technology					
Measurement Category: Financial (Technology)					
Measurement Grouping: Overall Costs					

Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HERS-M-01	Complete Correspondence Tracking System Roll-out	Technology consolidation and standardization	12/31/2006	HERS-CTS
HERS-M-02	Implement FOIA Tracking System – to reduce processing times to close correspondence and FOIA requests, clear directives, and reduce the number of document/record management systems by eight (8).	Technology consolidation and standardization	4/2007	HERS-CTS
HERS-M-03	Implement Enterprise Electronic Records and Document Management (HERS).	Technology consolidation and standardization	8/31/2010	HERS-CTS
HERS-M-06	Migrate ACORN Unisys mainframe for FOIA processes to the new FOIA Management System (FMS2) COTS solution	TBD	5/30/2008	HERS-CTS
HERS-M-07	Retire ACORN, CMS and FMS	TBD	8/29/2008	HERS-CTS
HERS-M-09	Continue roll-out of CTS for 3000 users in the field offices.	TBD	8/31/2009	HERS-CTS

Performance Indicator Identifier: HERS-PM-05					
Performance Indicator Description:					
Volume of paper used to process controlled correspondence. (Performance Measure was not included in the Exhibit 300 submission to OMB on 09/2007)					
Measurement Method: Monitor HERS and CTS to track the number of Correspondence and FOIA Folders processed electronically from inception to closure.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	0	20%	20%	12/31/2007	TBD

Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Processes and Activities				
Measurement Category: Productivity and Efficiency				
Measurement Grouping: Efficiency				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HERS-M-01	Roll-out Correspondence Tracking System (CTS) for 300 users – Phase 1	Cost avoidance	12/31/2006	HERS-CTS
HERS-M-02	Implement FOIA Tracking System – to reduce processing times to close correspondence and FOIA requests, clear directives, and reduce the number of document/record management systems by eight (8).	Cost avoidance	4/2007	HERS-CTS
HERS-M-09	Continue roll-out of CTS for 3000 users in the field offices.	Cost avoidance	8/31/2010	HERS-CTS

Performance Indicator Identifier: HERS-PM-06
Performance Indicator Description:
Number of FOIA in annual backlog
Measurement Method: Implement the automated FOIA Management System within the scope of CTS to provide a fully automated solution to FOIA processing, management and reporting.

Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	35%*	30%	5%	9/30/2007	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Processes and Activities					
Measurement Category: Productivity and Efficiency					
Measurement Grouping: Efficiency					
Milestone ID	Performance Improvement Milestone(s)		EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HERS-M-02	Implement FOIA Tracking System – to reduce processing times to close correspondence and FOIA requests, clear directives, and reduce the number of document/record management systems by eight (8).		Improved services to citizens	4/2007	HERS-CTS
HERS-M-03	Implement Enterprise Electronic Records and Document Management (HERS)..		Improved services to citizens	8/31/2010	HERS-CTS
HERS-M-04	Implement Public Access Link (PAL), an on-line solution, in FMS2 to enable members of the public to check the status of pending FOIA requests.		Improved services to citizens	4/30/2007	HERS-CTS
HERS-M-06	Migrate ACORN Unisys mainframe for FOIA processes to the new FOIA Management System (FMS2) COTS solution		TBD	5/30/2008	HERS-CTS
HERS-M-10	Roll-out of an additional 1000 FMS2 licenses for Documentum and CAT Express users..		Improved services to citizens	8/31/2009	HERS-CTS

35% increase in the FOIA backlog in the Field Office in 2005.

Performance Indicator Identifier: HERS-PM-07					
Performance Indicator Description:					
Reduce the cycle time for processing controlled correspondence. (Performance Measure was not included in the Exhibit 300 submission to OMB on 09/2007)					
Measurement Method: Monitor correspondence folders in CTS from inception to closure to determine total cycle time for each correspondence type versus current cycle time in ACORN.					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	0	2%	2%	12/31/2007	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Processes and Activities					
Measurement Category: Cycle Time and Timeliness					
Measurement Grouping: Cycle Time					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
HERS-M-01	Complete Correspondence Tracking System Roll-out	Improved mission performance	12/31/2006	HERS-CTS	

HERS-M-02	Implement FOIA Tracking System – to reduce processing times to close correspondence and FOIA requests, clear directives, and reduce the number of document/record management systems by eight (8).	Improved mission performance	4/2007	HERS-CTS
HERS-M-03	Implement Enterprise Electronic Records and Document Management	Improved mission performance	2/20/2009	HERS-CTS
HERS-M-10	Roll-out of an additional 1000 FMS2 licenses for Documentum and CAT Express users.	Improved mission performance	8/31/2009	HERS-CTS

Performance Indicator Identifier: HERS-PM-08					
Performance Indicator Description:					
Percentage of actual CTS users as compared to the number of identified CTS users.					
Measurement Method:					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007	0%	0% (0 users out of 6300 desired users)	4% (300 users)	9/30/2007	100%
2008	300 users	0% (0 users out of 6300 desired users)	8% (500 users)	9/30/2008	TBD
Strategic Goal(s)			Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability			<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Processes and Activities					
Measurement Category: Cycle Time and Timeliness					
Measurement Grouping: Cycle Time					

Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HERS-M-01	Complete Correspondence Tracking System Roll-out	Improved mission performance	12/31/2006	HERS-CTS
HERS-M-09	Continue roll-out of CTS for 3000 users in the field offices.	TBD	8/31/2009	HERS-CTS
HERS-M-10	Roll-out of an additional 1000 FMS2 licenses for Documentum and CAT Express users.	Improved mission performance	8/31/2009	HERS-CTS

Performance Indicator Identifier: HERS-PM-09

Performance Indicator Description:

Increase the percentage of actual FMS2 users as compared to the number of identified desired FMS2 users

Measurement Method:

Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2007		0% (0 users out of 275 desired users)	100% (275 users)	9/30/2007	TBD
2008	TBD	TBD	TBD	TBD	TBD

Strategic Goal(s)	Strategic Objective(s)
Goal E: Embrace High Standards of Ethics, Management and Accountability	<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions.

Measurement Area: Customer Results

Measurement Category: Service Coverage

Measurement Grouping: Service Efficiency

Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HERS-M-04	Implement Public Access Link (PAL), an on-line solution, in FMS2 to enable members of the public to check the status of pending FOIA requests.	Improved services to citizens	4/30/2007	HERS-CTS

Performance Indicator Identifier: HERS-PM-10					
Performance Indicator Description:					
Users self sufficiency and satisfaction					
Measurement Method: User Survey Results					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)			
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 			
Measurement Area: Customer Results					
Measurement Category: Customer Benefit					
Measurement Grouping: Customer Satisfaction					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
HERS-M-04	Implement Public Access Link (PAL), an on-line solution, in FMS2 to enable members of the public to check the status of pending FOIA requests.	Improved services to citizens	4/30/2007	HERS-CTS	
HERS-M-08	Implement Electronic Signature in CTS and FMS2	TBD	2/27/2009	HERS-CTS	

Performance Indicator Identifier: HERS-PM-11					
Performance Indicator Description:					
Improve collaboration and integration of business processes.					
Measurement Method: Completion and Implementation of Modernization Plan, Meeting Minutes					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
2008	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)			
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 			
Measurement Area: Processes and Activities					
Measurement Category: Management and Innovation					
Measurement Grouping: Innovation and Improvement					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
HERS-M-05	Develop a formal FOIA Business Modernization Plan.	Improved management and use of information ...	8/29/2008	HERS-CTS	

Performance Indicator Identifier: HERS-PM-12					
Performance Indicator Description:					
Time to respond to FOIA requests					

Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
TBD	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)			
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 			
Measurement Area: TBD					
Measurement Category: TBD					
Measurement Grouping: TBD					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
HERS-M-01	Roll-out Correspondence Tracking System (CTS) for 300 users – Phase 1	TBD	12/31/2006	HERS-CTS	

Performance Indicator Identifier: HERS-PM-13					
Performance Indicator Description:					
Productivity and accountability					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
TBD	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)			

Goal E: Embrace High Standards of Ethics, Management and Accountability	<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions.
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Measurement Area: TBD

Measurement Category: TBD

Measurement Grouping: TBD

Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HERS-M-01	Roll-out Correspondence Tracking System (CTS) for 300 users – Phase 1	TBD	12/31/2006	HERS-CTS
HERS-M-09	Continue roll-out of CTS for 3000 users in the field offices.	TBD	8/31/2009	HERS-CTS

Performance Indicator Identifier: HERS-PM-14

Performance Indicator Description:

Percentage of processed FOIA requests compared to the number of new requests and pending requests

Measurement Method: TBD

Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
TBD	TBD	TBD	TBD	TBD	TBD

Strategic Goal(s)	Strategic Objective(s)
Goal E: Embrace High Standards of Ethics, Management and Accountability	<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions.

Measurement Area: TBD					
Measurement Category: TBD					
Measurement Grouping: TBD					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
HERS-M-06	Migrate ACORN Unisys mainframe for FOIA processes to the new FOIA Management System (FMS2) COTS solution	TBD	5/30/2008	HERS-CTS	
HERS-M-10	Roll-out of an additional 1000 FMS2 licenses for Documentum and CAT Express users.	TBD	8/31/2009	HERS-CTS	
Performance Indicator Identifier: HERS-PM-15					
Performance Indicator Description:					
Records retired on schedule					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
TBD	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)			
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 			
Measurement Area: TBD					
Measurement Category: TBD					
Measurement Grouping: TBD					

Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HERS-M-07	Retire ACORN, CMS and FMS	TBD	8/29/2008	HERS-CTS

Performance Indicator Identifier: HERS-PM-16					
Performance Indicator Description:					
Number of eSignature processed FOIAs					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
TBD	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)			
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 			
Measurement Area: TBD					
Measurement Category: TBD					
Measurement Grouping: TBD					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
HERS-M-08	Implement Electronic Signature in CTS and FMS2	TBD	2/27/2009	HERS-CTS	

Performance Indicator Identifier: HERS-PM-17					
Performance Indicator Description:					
Staff workload					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
TBD	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)			
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 			
Measurement Area: TBD					
Measurement Category: TBD					
Measurement Grouping: TBD					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	
HERS-M-08	Implement Electronic Signature in CTS and FMS2	TBD	2/27/2009	HERS-CTS	
Performance Indicator Identifier: HERS-PM-18					
Performance Indicator Description:					
Time to delivery					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
TBD	TBD	TBD	TBD	TBD	TBD

Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: TBD				
Measurement Category: TBD				
Measurement Grouping: TBD				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HERS-M-08	Implement Electronic Signature in CTS and FMS2	TBD	2/27/2009	HERS-CTS

Performance Indicator Identifier: HERS-PM-19					
Performance Indicator Description:					
Number of CTS users					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
TBD	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)			
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 			

Measurement Area: TBD				
Measurement Category: TBD				
Measurement Grouping: TBD				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
HERS-M-09	Continue roll-out of CTS for 3000 users in the field offices.	TBD	8/31/2009	HERS-CTS

Performance Indicator Identifier: HERS-PM-20					
Performance Indicator Description:					
OMB correspondence accuracy					
Measurement Method: TBD					
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date	Actual Results
TBD	TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)			
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 			
Measurement Area: TBD					
Measurement Category: TBD					
Measurement Grouping: TBD					
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative	

HERS-M-09	Continue roll-out of CTS for 3000 users in the field offices.	TBD	8/31/2009	HERS-CTS
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2.9 Grants Management (eGrants)

HUD Electronic Grants Management System (eGrants) was initiated to provide an enterprise-wide solution for Grants Management at HUD. The HUD eGrants system will be a department-wide grants management system that integrates the full life cycle processes of all HUD grant programs. The life-cycle components in the system cover grant processing from announcement through application submission, evaluation, award, fund requests, performance reporting, monitoring, closeout, and final audit.

Performance ID	Performance Indicator	Milestone	Milestone ID
EGMS-PM-02	Average time (in days) between application submittal to final eligibility determination	Automation of Operating Fund Application Process	EGMS-M-10
		Shared Service for Receipt and Routing of HUD's Competitive Applications (Modernization of the Intake of competitive Grant Applications from Grants.gov)	EGMS-M-11
		Automation of Application Receipt and Evaluation for Continuum of Care (CoC)/SNAPS program.	EGMS-M-13
		Automate paper-based processing (post application intake and pre-award) of HUD competitive grants.	EGMS-M-15

EGMS-PM-23	Percentage of grant applications available for on-line review & award	Shared Service for Receipt and Routing of HUD's Competitive Applications (Modernization of the Intake of competitive Grant Applications from Grants.gov)	EGMS-M-11
EGMS-PM-26	Percentage of HUD grant applications submitted electronically	Shared Service for Receipt and Routing of HUD's Competitive Applications (Modernization of the Intake of competitive Grant Applications from Grants.gov)	EGMS-M-11
EGMS-PM-39	Appeal Delivered to OMB	OMB and GMLOB Grants Consortium appeal and fit/gap analysis	EGMS-M-08
EGMS-PM-40	Implementation plan completed and delivered to OMB.	Submit Implementation Plan for OMB for achievement of GMLOB's goals via HUD's eGrants initiative.	EGMS-M-09
EGMS-PM-41	Percentage of on-line data submission for eligibility determination	Automation of Operating Fund Application Process	EGMS-M-10
EGMS-PM-42	Percentage of total annual awards that are captured using new service	Shared Service for Capture and Reporting of Award Data	EGMS-M-12
EGMS-PM-43	Average time to report new awards (from date of award)	Shared Service for Capture and Reporting of Award Data	EGMS-M-12

EGMS-PM-44	Percentage of CoC grant applications submitted electronically to HUD	Automation of Application Receipt and Evaluation for Continuum of Care (CoC)/SNAPS program.	EGMS-M-13
EGMS-PM-45	Total cycle time to award a single year's CoC funding	Automation of Application Receipt and Evaluation for Continuum of Care (CoC)/SNAPS program.	EGMS-M-13
		Automate paper-based processing (post application intake and pre-award) of HUD competitive grants.	EGMS-M-15
EGMS-PM-47	Reduced total number of interfaces to financial systems	Shared Service for Funds Administration	EGMS-M-14
EGMS-PM-49	Percentage of grant awards executed with electronic signatures	Shared Service for Grant Award Document, Generation, Review and Electronic Signature	EGMS-M-16
EGMS-PM-50	Average time spent to execute grant awards with grantees	Shared Service for Grant Award Document, Generation, Review and Electronic Signature	EGMS-M-16
EGMS-PM-51	Percentage of formula programs utilizing the shared service	Shared Service for Formula Calculation	EGMS-M-18
		Shared Services for Grantee Reporting (Data Collection, Review and Evaluation)	EGMS-M-21

EGMS-PM-52	Reduced average time to respond to stakeholder (Congress, GAO, OMB, IG) data requests	Enterprise-wide Repository of Grant Award Data	EGMS-M-19
EGMS-PM-53	Percentage of programs feeding the repository	Enterprise-wide Repository of Grant Award Data	EGMS-M-19
EGMS-PM-54	Percentage of grantees with portal credentials	Single Portal for HUD Grantees to Utilize for Conducting Grant Business with HUD.	EGMS-M-20
EGMS-PM-55	Number of Interfaces retired	Shared Service for Funds Administration	EGMS-M-14

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
EGMS-PM-01	Retired - Number of HCV vouchers processed.	EGMS-M-05	Resource Allocation Phase 2 Provide Test and Integration for PIH subsidy payment systems
		EGMS-M-06	Resource Allocation Phase 3 - Interfaces with the new HUD Financial System
		EGMS-M-01	SNAPS Phase 3 Grant Award Re-engineer to EA standards
EGMS-PM-03	Retired - Average time (in days) between formula/subsidiary plan submission and award	EGMS-M-05	Resource Allocation Phase 2 Provide Test and Integration for PIH subsidy payment systems
		EGMS-M-06	Resource Allocation Phase 3 - Interfaces with the new HUD Financial System
EGMS-PM-04	Retired - Average annual processing time per rental assistance program	EGMS-M-05	Resource Allocation Phase 2 Provide Test and Integration for PIH subsidy payment systems

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
	award and disbursement	EGMS-M-06	Resource Allocation Phase 3 - Interfaces with the new HUD Financial System
EGMS-PM-05	Retired - % of HUD grant opportunities available online	EGMS-M-04	Resource Allocation Phase 1 Integration with Grants.GOV
EGMS-PM-06	Retired - Increase accessibility and availability of grants processing systems	EGMS-M-02	IDIS Phase 1 Re-engineer Client Interface to EA Standards
EGMS-PM-07	Retired - Improve data quality of information for grants processing systems	EGMS-M-03	IDIS Phase 2 Automate Consolidated Plan and add other enhancements
EGMS-PM-08	Retired - Number of housing units processed by the four CPD grant programs contained in the Integrated Disbursement and Information System (IDIS)	TBD	TBD
EGMS-PM-09	Retired - Dollar amount of annual improper rent subsidy payments	TBD	TBD
EGMS-PM-10	Retired - Percent of PIH formula grant programs calculated using automated systems	TBD	TBD
EGMS-PM-11	Retired - Percent of PIH rental assistance program dollars reviewed and awarded using a federal financial management compliant system.	TBD	TBD
EGMS-PM-12	Retired - Percentage of PHAs using Resource Allocation to process HCV portable vouchers billing.	TBD	TBD
EGMS-PM-13	Retired - Percent of funding processed in a centralized database for detailed data analysis and decision-making	TBD	TBD

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
EGMS-PM-14	Retired - Percentage of PIH records tracked at detailed item levels using Resource Allocation	TBD	TBD
EGMS-PM-15	Retired - Percent of renewal funding appealed	TBD	TBD
EGMS-PM-16	Retired - Percent of PIH programs that either are linked to or consolidated with other applications through Resource Allocation (J2EE compliant) systems:	TBD	TBD
EGMS-PM-17	Retired - Number of manual funding allocation processes automated and integrated by PIH	TBD	TBD
EGMS-PM-18	Retired - Average annual processing time per rental assistance program award and notification	TBD	TBD
EGMS-PM-19	Retired - Percentage of renewal funding appealed	TBD	TBD
EGMS-PM-20	Retired - Number of grant programs that can produce standard and ad hoc GRANTS MGMT enterprise-wide reports	TBD	TBD
EGMS-PM-21	Retired - Reduce time for Field Office to access application inventory.	TBD	TBD
EGMS-PM-22	Retired - Average time to notify Field Office of status of application inventory.	TBD	TBD
EGMS-PM-24	Retired - Percentage of fund request that can be uploaded.	TBD	TBD
EGMS-PM-25	Retired - Number of legacy GRANTS MGMT systems that have not been retired.	TBD	TBD

Performance Indicator Identifier	Performance Indicator	Milestone ID	Performance Improvement Milestone
EGMS-PM-27	Retired - Average number of days to process fund assignment request.	TBD	TBD
EGMS-PM-28	Retired - Percent of applications tracked at Ineligible Activities Level for programs in inventory.	TBD	TBD
EGMS-PM-29	Retired - Average time each competitive applications remains in processing queue.	TBD	TBD
EGMS-PM-30	Retired - Annual dollar amount spent on application data-entry contracts	TBD	TBD
EGMS-PM-31	Retired - Funds control process that is automated and/or integrated	TBD	TBD
EGMS-PM-32	Retired - Number of GRANTS MGMT systems electronically share data	TBD	TBD
EGMS-PM-33	Retired - Percent of PIH competitive programs are linked to resource data.	TBD	TBD
EGMS-PM-34	Retired - Percentage of GRANTS MGMT systems that are EA compliant	TBD	TBD
EGMS-PM-35	Retired - Number of GRANTS MGMT systems available for user training	TBD	TBD
EGMS-PM-36	Retired - Number of GRANTS MGMT enterprise-wide dashboard reports produced from shared data	TBD	TBD
EGMS-PM-37	Retired - Ratio of GRANTS MGMT dollars awarded to number of GRANTS MGMT systems	TBD	TBD
EGMS-PM-38	Retired - Reduce duplicative application submissions received in processing queue per program.	TBD	TBD

Performance Indicator Details

Performance Indicator Identifier: EGMS-PM-02				
Performance Indicator Description:				
Decrease average time (in days) between application submission and grant award, where possible (not determined by grant characteristics) (Performance Measure was not included in the Exhibit 300 submission to OMB on 09/2007)				
Measurement Method: SNAPS System Report				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2008	45 Days	5%	43 Days	12/2008
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Customer Results				
Measurement Category: Timeliness and Responsiveness				
Measurement Grouping: Delivery Time				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EGMS-M-10	Automation of Operating Fund Application Process	Improve services to citizens		
EGMS-M-11	Shared Service for Receipt and Routing of HUD's Competitive Applications (Modernization of the Intake of competitive Grant Applications from Grants.gov)	Improve services to citizens		

EGMS-M-15	Automate paper-based processing (post application intake and pre-award) of HUD competitive grants.	Improve services to citizens		
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Performance Indicator Identifier: EGMS-PM-23				
Performance Indicator:				
Percentage of grant applications available for on-line review & award				
Measurement Method:				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Customer Results				
Measurement Category: Timeliness and Responsiveness				
Measurement Grouping: Delivery Time				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EGMS-M-11	Shared Service for Receipt and Routing of HUD's Competitive Applications (Modernization of the Intake of competitive Grant Applications from Grants.gov)	Improved service to citizens	TBD	

Performance Indicator Identifier: EGMS-PM-26

Performance Indicator:				
Percentage of HUD grant applications submitted electronically				
Measurement Method:				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD’s human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD’s management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD’s core business functions. 		
Measurement Area: Customer Results				
Measurement Category: Timeliness and Responsiveness				
Measurement Grouping: Delivery Time				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EGMS-M-11	Shared Service for Receipt and Routing of HUD’s Competitive Applications (Modernization of the Intake of competitive Grant Applications from Grants.gov)	Improved service to citizens Improved mission performance	TBD	

Performance Indicator Identifier: EGMS-PM-39
Performance Indicator:
Appeal Delivered to OMB

Measurement Method:				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Customer Results				
Measurement Category: Timeliness and Responsiveness				
Measurement Grouping: Delivery Time				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EGMS-M-08	OMB and GMLOB Grants Consortium appeal and fit/gap analysis	Improved management and use of information including greater dissemination, reduced collection burden on the public, and greater information sharing and collaboration	TBD	

Performance Indicator Identifier: EGMS-PM-40				
Performance Indicator:				
Implementation plan completed and delivered to OMB.				
Measurement Method:				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Customer Results				
Measurement Category: Timeliness and Responsiveness				
Measurement Grouping: Delivery Time				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EGMS-M-09	Submit Implementation Plan for OMB for achievement of GMLOB's goals via HUD's eGrants initiative.	Improved management and use of information including greater dissemination, reduced collection burden on the public, and greater information sharing and collaboration	TBD	

Performance Indicator Identifier: EGMS-PM-41				
Performance Indicator:				
Percentage of on-line data submission for eligibility determination				
Measurement Method:				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Customer Results				
Measurement Category: Timeliness and Responsiveness				
Measurement Grouping: Delivery Time				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EGMS-M-10	Automation of Operating Fund Application Process		TBD	

Performance Indicator Identifier: EGMS-PM-42				
Performance Indicator:				
Percentage of total annual awards that are captured using new service				
Measurement Method:				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Customer Results				
Measurement Category: Timeliness and Responsiveness				
Measurement Grouping: Delivery Time				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EGMS-M-12	Shared Service for Capture and Reporting of Award Data	Improved mission performance	TBD	

Performance Indicator Identifier: EGMS-PM-43				
Performance Indicator:				
Average time to report new awards (from date of award)				
Measurement Method:				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Customer Results				
Measurement Category: Timeliness and Responsiveness				
Measurement Grouping: Delivery Time				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EGMS-M-12	Shared Service for Capture and Reporting of Award Data	Improved mission performance	TBD	

Performance Indicator Identifier: EGMS-PM-44				
Performance Indicator:				
Percentage of CoC grant applications submitted electronically to HUD				
Measurement Method:				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Customer Results				
Measurement Category: Timeliness and Responsiveness				
Measurement Grouping: Delivery Time				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EGMS-M-13	Automation of Application Receipt and Evaluation for Continuum of Care (CoC)/SNAPS program.	Improved mission performance	TBD	

Performance Indicator Identifier: EGMS-PM-45				
Performance Indicator:				
Total cycle time to award a single year's CoC funding				
Measurement Method:				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Customer Results				
Measurement Category: Timeliness and Responsiveness				
Measurement Grouping: Delivery Time				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EGMS-M-13	Automation of Application Receipt and Evaluation for Continuum of Care (CoC)/SNAPS program.	Improved service to citizens	TBD	

Performance Indicator Identifier: EGMS-PM-46				
Performance Indicator:				
Number of interfaces “retired”				
Measurement Method:				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD’s human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD’s management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD’s core business functions. 		
Measurement Area: Customer Results				
Measurement Category: Timeliness and Responsiveness				
Measurement Grouping: Delivery Time				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EGMS-M-14	Shared Service for Funds Administration	Technology consolidation and standardization	TBD	

Performance Indicator Identifier: EGMS-PM-47				
Performance Indicator:				
Reduced total number of interfaces to financial systems				
Measurement Method:				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Customer Results				
Measurement Category: Timeliness and Responsiveness				
Measurement Grouping: Delivery Time				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EGMS-M-14	Shared Service for Funds Administration	Technology consolidation and standardization	TBD	

Performance Indicator Identifier: EGMS-PM-48				
Performance Indicator:				
Total cycle time to award a single year's funding				
Measurement Method:				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Customer Results				
Measurement Category: Timeliness and Responsiveness				
Measurement Grouping: Delivery Time				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EGMS-M-15	Automate paper-based processing (post application intake and pre-award) of HUD competitive grants.	Improve Mission Performance	TBD	

Performance Indicator Identifier: EGMS-PM-49				
Performance Indicator:				
Percentage of grant awards executed with electronic signatures				
Measurement Method:				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Customer Results				
Measurement Category: Timeliness and Responsiveness				
Measurement Grouping: Delivery Time				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EGMS-M-16	"Shared Service for Grant Award Document, Generation, Review and Electronic Signature"	Improve Mission Performance	TBD	

Performance Indicator Identifier: EGMS-PM-50				
Performance Indicator:				
Average time spent to execute grant awards with grantees				
Measurement Method:				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Customer Results				
Measurement Category: Timeliness and Responsiveness				
Measurement Grouping: Delivery Time				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EGMS-M-16	"Shared Service for Grant Award Document, Generation, Review and Electronic Signature"	Improve Mission Performance	TBD	

Performance Indicator Identifier: EGMS-PM-51				
Performance Indicator Description:				
Percentage of formula grant programs utilizing the shared service				
Measurement Method: System Reports				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2007	15%	60%	75%	01/31/08
Strategic Goal(s)			Strategic Objective(s)	
Goal E: Embrace High Standards of Ethics, Management and Accountability			E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. E3: Improve accountability, service delivery and customer service of HUD and its partners. E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions.	
Measurement Area: Processes and Activities				
Measurement Category: Productivity and Efficiency				
Measurement Grouping: Productivity				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EGMS-M-18	Shared Service for Formula Calculation	Technology consolidation and standardization	TBD	
EGMS-M-21	"Shared Services for Grantee Reporting (Data Collection, Review and Evaluation)"	Technology consolidation and standardization		

Performance Indicator Identifier: EGMS-PM-52				
Performance Indicator:				
Reduced average time to respond to stakeholder (Congress, GAO, OMB, IG) data requests				
Measurement Method:				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Customer Results				
Measurement Category: Timeliness and Responsiveness				
Measurement Grouping: Delivery Time				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EGMS-M-19	Enterprise-wide Repository of Grant Award Data	Improve Mission Performance	TBD	

Performance Indicator Identifier: EGMS-PM-53				
Performance Indicator:				
Percentage of programs feeding the repository				
Measurement Method:				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Customer Results				
Measurement Category: Timeliness and Responsiveness				
Measurement Grouping: Delivery Time				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EGMS-M-19	Enterprise-wide Repository of Grant Award Data	Technology consolidation and standardization	TBD	

Performance Indicator Identifier: EGMS-PM-54				
Performance Indicator:				
Percentage of grantees with portal credentials				
Measurement Method:				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Customer Results				
Measurement Category: Timeliness and Responsiveness				
Measurement Grouping: Delivery Time				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EGMS-M-20	Single Portal for HUD Grantees to Utilize for Conducting Grant Business with HUD.	Improve Service to Citizens	TBD	

Performance Indicator Identifier: EGMS-PM-55				
Performance Indicator:				

Number of Interfaces Retired				
Measurement Method:				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
TBD	TBD	TBD	TBD	TBD
Strategic Goal(s)		Strategic Objective(s)		
Goal E: Embrace High Standards of Ethics, Management and Accountability		<ul style="list-style-type: none"> • E1: Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3: Improve accountability, service delivery and customer service of HUD and its partners. • E4: Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Customer Results				
Measurement Category: Timeliness and Responsiveness				
Measurement Grouping: Delivery Time				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
EGMS-M-14	Shared Service for Funds Administration	TBD	TBD	

2.10 Acquisition Management (ACQ-HIAMS)

Acquisition management is a cross-cutting support function within HUD. Business and support offices rely on contract support to achieve strategic goals and objectives and execute the agency mission, with performance goals that include:

- Development of a single automated procurement process from forecast to contract closeout, increasing process throughput and reducing errors.
- Consolidating manual, paper-based business processes to simplify procurement processes and streamline workflow.
- Aligning the acquisition management solution design with enhanced business processes, performance monitoring, and stakeholder accountability to enhance customer service and improve management oversight.
- Linking procurement planning and budget authorizations to balance workload throughout the fiscal year.

Performance details will be integrated with HUD’s Enterprise Architecture Performance Reference Model, the OCIO’s IT Master Schedule, the HUD Enterprise Modernization Plan, and IT Investment Management (ITIM) records. The data will be reused to align acquisition management plans with HUD’s Annual Performance Plan and Management Plan objectives, and in the creation of OCPO’s HIAMS business case (OMB Exhibit 300).

Performance Measurement Identifier	Performance Measurement	Milestone ID	Performance Improvement Milestone
ACQ-HIAMS-PM-01	Average cost per action (Award, Modification, Closeout) by contract type.	ACQ-M-001	Retired. Communicate Modernization Plan (staff and stakeholders)
		ACQ-M-004	Implement Performance Tracking
		ACQ-M-005	Reallocate workload by location
		ACQ-M-007	Retired. Complete pre-solicitation/ solicitation (pilot)
		ACQ-M-008	Implement integrated Acquisition Management solution
		ACQ-M-009	Implement redesigned business processes
ACQ-HIAMS-PM-02	Average time to complete PALT milestones as measured against target	ACQ-M-005	Retired. Reallocate workload by location
		ACQ-M-004	Retired. Implement Performance Tracking
		ACQ-M-006	Retired. Initiate workload balancing across fiscal year
		ACQ-M-007	Complete pre-solicitation/ solicitation (pilot)
		ACQ-M-008	Implement integrated Acquisition Management solution
		ACQ-M-009	Implement redesigned business processes
ACQ-HIAMS-PM-03	Award to Modification ratio based on a 3-year average of awards and	ACQ-M-004	Retired. Implement Performance Tracking
		ACQ-M-003	Execute GTR competency profile

Performance Measurement Identifier	Performance Measurement	Milestone ID	Performance Improvement Milestone
	modifications	ACQ-M-007	Complete pre-solicitation/ solicitation (pilot)
		ACQ-M-008	Retired. Implement integrated Acquisition Management solution
		ACQ-M-009	Retired. Implement redesigned business processes
ACQ-HIAMS-PM-04	Total average customer satisfaction as measured by survey; Scale 1 to 5 where 1 is the lowest score and 5 is the highest score	ACQ-M-001	Communicate Modernization Plan (staff and stakeholders)
		ACQ-M-004	Retired Implement Performance Tracking
		ACQ-M-007	Retired Complete pre-solicitation/ solicitation (pilot)
		ACQ-M-008	Retired Implement integrated Acquisition Management solution
		ACQ-M-009	Retired Implement redesigned business processes
ACQ-HIAMS-PM-05	GS 1102 attrition or staff turnover rate	ACQ-M-005	Retired Reallocate workload by location
		ACQ-M-001	Communicate Modernization Plan (staff and stakeholders)
		ACQ-M-002	Execute CPO competency profile
		ACQ-M-004	Retired Implement Performance Tracking
		ACQ-M-007	Retired Complete pre-solicitation/ solicitation (pilot)
		ACQ-M-006	Initiate workload balancing across fiscal year
		ACQ-M-008	Implement integrated Acquisition Management solution
		ACQ-M-009	Implement redesigned business processes
ACQ-HIAMS-PM-06	Quarterly obligations as measured against plan (count and dollar amount)	ACQ-M-001	Retired. Communicate Modernization Plan (staff and stakeholders)
		ACQ-M-004	Retired Implement Performance Tracking
		ACQ-M-007	Retired Complete pre-solicitation/solicitation (pilot)
		ACQ-M-002	Retired Execute CPO competency profile
		ACQ-M-003	Retired Execute GTR competency profile
		ACQ-M-005	Reallocate workload by location
		ACQ-M-006	Initiate workload balancing across fiscal year
		ACQ-M-008	Implement integrated Acquisition Management solution
ACQ-HIAMS-PM-07	Procurement job skill certification	ACQ-M-001	Retired Communicate Modernization Plan (staff and stakeholders)
		ACQ-M-004	Retired Implement Performance Tracking
		ACQ-M-002	Execute OCPO staff competency profile

Performance Measurement Identifier	Performance Measurement	Milestone ID	Performance Improvement Milestone
ACQ-HIAMS-PM-08	Percentage of FAC-COTR certified GTRs	ACQ-M-001	Retired Communicate Modernization Plan (staff and stakeholders)
		ACQ-M-004	Retired Implement Performance Tracking
		ACQ-M-003	Execute GTR competency profile
ACQ-HIAMS-PM-09	Number of HPS/SPS users (Indicates number of participants in the Acquisition Management process)	ACQ-M-001	Retired Communicate Modernization Plan (staff and stakeholders)
		ACQ-M-004	Retired Implement Performance Tracking
		ACQ-M-005	Retired Reallocate workload by location
		ACQ-M-008	Retired Implement integrated Acquisition Management solution
		ACQ-M-006	Retired Initiate workload balancing across fiscal year
		ACQ-M-007	Retired Complete pre-solicitation/solicitation (pilot)
		ACQ-M-009	Implement redesigned business processes
ACQ-HIAMS-PM-10	Count of Inspector General (IG) findings	ACQ-M-001	Retired Communicate Modernization Plan (staff and stakeholders)
		ACQ-M-004	Implement Performance Tracking
		ACQ-M-005	Retired Reallocate workload by location
		ACQ-M-008	Retired Implement integrated Acquisition Management solution
		ACQ-M-006	Retired Initiate workload balancing across fiscal year
		ACQ-M-007	Retired Complete pre-solicitation/ solicitation (pilot)
		ACQ-M-009	Retired Implement redesigned business processes

Performance Measurement Details

Performance Measurement Identifier: ACQ-HIAMS-PM-01				
Performance Measurement Description:				
Average cost per action (Award, Modification, close-out) by contract type.				
Measurement Method:				
Presently: Estimate Total Cost of Ownership based on the factors and assumptions used on the Q1 2007 TCO. Estimate total effort used to deliver awards, modifications, and closeouts divided by the number of each summary contract action using system-provided actions for the period of performance. Baseline established Q4 2007.				
Planned: Establish cost accounting time charging by action. Establish system-derived TCO based on cost accounts. Use system-derived counts by action to provide automated executive average cost per action reporting.				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2007	Awards \$ 5,158	Improve pre-solicitation, solicitation, and award planning and execution	Awards \$ 4,384	Q4 2010
	Modifications \$ 3,142	Reduce the contract modifications initiated to correct functional contract requirements missed during planning	Modifications \$ 2,670	
	Closeout \$ 168		Closeout \$ 143	
Strategic Goal(s)		Strategic Objective(s)		
Strategic Goal E: Embrace High Standards of Ethics, Management, and Accountability		<ul style="list-style-type: none"> E2: Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. 		
Measurement Area: Mission and Business Results				
Measurement Category: Controls and Oversight				
Measurement Grouping: Program Monitoring				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative

ACQ-M-001	Communicate Modernization Plan (staff and stakeholders)	Improved management and use of information	Q3 2008	HIAMS
ACQ-M-004	Implement Performance Tracking	Improved management and use of information	Q4 2008	HIAMS
ACQ-M-005	Reallocate workload by location	Improved management and use of information	Q4 2008	HIAMS
ACQ-M-007	Complete pre-solicitation/ solicitation (pilot)	Improved management and use of information	Q4 2008	HIAMS
ACQ-M-008	Implement integrated Acquisition Management solution	Technology consolidation and standardization	Q1 2010	HIAMS
ACQ-M-009	Implement redesigned business processes	Improved management and use of information	Q4 2009	HIAMS

Performance Measurement Identifier: ACQ-HIAMS-PM-02				
Performance Measurement Description:				
Average time to complete PALT milestones as measured against target				
Measurement Method:				
Planned:				
<ul style="list-style-type: none"> - These measures are dependent upon the implementation of an automated workflow processing and measurement system. - Baseline measures will be established using existing PALT time frames. Automated workflow timing process evaluation will be used to establish target measures. OCPO policy will be revised and communicated to stakeholders regarding target measurement policy. - A requirement of the HIAMS system will be to provide automated executive process flow reporting time to complete PALT steps. 				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2009	Full and Open 210 Days	<ul style="list-style-type: none"> - Reduce time to deliver contract services - Improve staff accountability - Assist in the implementation HUD contract portfolio management 	Full and Open 189 Days	Q4 2009

2009	8(a) Competition 210 Days		8(a) Competition 189 Days	Q4 2009
2009	8(a) Single Source 60 Days		8(a) Single Source 54 Days	Q4 2009
2009	GSA Multi-award 120 Days		GSA Multi-award 108 Days	Q4 2009
2009	Sole Source 125 Days		Sole Source 112 Days	Q4 2009
2009	Commercial Acq. Part 12 60 Days		Commercial Acq. Part 12 54 Days	Q4 2009
2009	Commercial Acq. Part 12 75 Days		Commercial Acq. Part 12 67 Days	Q4 2009
2009	TO Award Competitive(IDIQ) 45 Days		TO Award Competitive(IDIQ) 50 Days	Q4 2009
2009	TO Award Non-competitive (IDIQ/BPA 30 Days		TO Award Non-competitive (IDIQ/BPA 27 Days	Q4 2009
2009	Mod Unilateral 30 Days		Mod Unilateral 27 Days	Q4 2009
2009	Mod Bi-Lateral 60 Days		Mod Bi-Lateral 54 Days	Q4 2009
Strategic Goal(s)		Strategic Objective(s)		
Strategic Goal E: Embrace High Standards of Ethics, Management, and Accountability		<ul style="list-style-type: none"> • E2. Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3. Improve accountability, service delivery, and customer service of HUD and its partners. • E4. Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Mission and Business Results				
Measurement Category: Controls and Oversight				
Measurement Grouping: Program Monitoring				

Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
ACQ-M-005	Reallocate workload by location	Improved management and use of information	Q4 2008	HIAMS
ACQ-M-004	Implement Performance Tracking	Improved management and use of information	Q4 2008	HIAMS
ACQ-M-006	Initiate workload balancing across fiscal year	Improved management and use of information	Q4 2009	HIAMS
ACQ-M-007	Complete pre-solicitation/ solicitation (pilot)	Improved management and use of information	Q4 2008	HIAMS
ACQ-M-008	Implement integrated Acquisition Management solution	Technology consolidation and standardization	Q2 2010	HIAMS
ACQ-M-009	Implement redesigned business processes	Improved management and use of information	Q4 2009	HIAMS

Performance Measurement Identifier: ACQ-HIAMS-PM-03				
Performance Measurement Description:				
Award to Modification ratio based on a 3-year average of awards and modifications.				
Measurement Method:				
Presently: Produce HPS/SPS executive reporting broken down by OCPO client organization and summarized at the Department level. Baseline measures will be established as the initial system reports are produced. Target measures will be established upon the analysis of the baseline data.				
Planned: A HIAMS requirement will be to provide real-time awards to modification executive reports similar to HPS/SPS reporting requirements. Note: To reduce the number of incremental funding actions..." may be limited since Congress controls the funds. HIAMS is expected to make the process more efficient but cannot deal with congressional funding appropriations.				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date

2008	1:1.4	<p>Improve pre-solicitation, solicitation and award planning and execution</p> <p>Reduce the contract modifications initiated by corrections to functional contract requirements</p>	1:1.19	Q3 2009
Strategic Goal(s)		Strategic Objective(s)		
Strategic Goal E: Embrace High Standards of Ethics, Management, and Accountability		<ul style="list-style-type: none"> • E2. Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. • E3. Improve accountability, service delivery, and customer service of HUD and its partners. • E4. Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Mission and Business Results				
Measurement Category: Controls and Oversight				
Measurement Grouping: Program Monitoring				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
ACQ-M-003	Execute GTR competency profile	Improved management and use of information	Q4 2008	HIAMS
ACQ-M-004	Implement Performance Tracking	Improved management and use of information	Q4 2008	HIAMS
ACQ-M-007	Complete pre-solicitation/ solicitation (pilot)	Improved management and use of information	Q4 2008	HIAMS
ACQ-M-008	Implement integrated Acquisition Management solution	Technology consolidation and standardization	Q1 2010	HIAMS
ACQ-M-009	Implement redesigned business processes	Improved management and use of information	Q4 2009	HIAMS

Performance Measurement Identifier: ACQ-HIAMS-PM-04				
Performance Measurement Description: Total average customer satisfaction as measured by survey Scale 1 to 5 where 1 is the lowest score and 5 is the highest score				
Measurement Method: Presently: Using HUD's on-line survey utilities to solicit OCPO stakeholder feedback concerning performance in the following areas: <ul style="list-style-type: none"> • Number of delays and errors • Accountability and role clarity • Ease of resolution 				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2008	TBD	Improve customer service	4	Q3 2009
Strategic Goal(s)		Strategic Objective(s)		
Strategic Goal E: Embrace High Standards of Ethics, Management, and Accountability		<ul style="list-style-type: none"> • E1. Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. • E3. Improve accountability, service delivery, and customer service of HUD and its partners. 		
Measurement Area: Mission and Business Results				
Measurement Category: Controls and Oversight				
Measurement Grouping: Program Monitoring				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
ACQ-M-004	Implement Performance Tracking	Improved management and use of information	Q4 2008	HIAMS
ACQ-M-001	Communicate Modernization Plan (staff and stakeholders)	Improved management and use of information	Q3 2008	HIAMS

ACQ-M-007	Complete pre-solicitation/ solicitation (pilot)	Improved management and use of information	Q4 2008	HIAMS
ACQ-M-008	Implement integrated Acquisition Management solution	Technology consolidation and standardization	Q1 2010	HIAMS
ACQ-M-009	Implement redesigned business processes	Improved management and use of information	Q4 2009	HIAMS

Performance Measurement Identifier: ACQ-HIAMS-PM-05				
Performance Measurement Description:				
GS 1102 attrition or staff turnover rate				
Measurement Method:				
In collaboration with HUD Admin, collect and report on annual attrition rate by OCPO location and labor category. Baseline measures will be published from the Q2 2008 report. Target measures will be produced upon completion of Q2 2009 attrition report analysis.				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2008	18%	Retain and attract top quality 1102 staff	10%	Q2 2009
Strategic Goal(s)		Strategic Objective(s)		
Strategic Goal E: Embrace High Standards of Ethics, Management, and Accountability		<ul style="list-style-type: none"> E1. Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance. E4. Capitalize on modernized technology to improve the delivery of HUD's core business functions. 		
Measurement Area: Mission and Business Results				
Measurement Category: Controls and Oversight				
Measurement Grouping: Program Monitoring				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
ACQ-M-005	Reallocate workload by location	Improved management and use of information	Q4 2008	HIAMS

ACQ-M-004	Implement Performance Tracking		Q4 2008	HIAMS
ACQ-M-007	Complete pre-solicitation/ solicitation (pilot)		Q4 2008	HIAMS
ACQ-M-008	Implement integrated Acquisition Management solution	Technology consolidation and standardization	Q1 2010	HIAMS
ACQ-M-009	Implement redesigned business processes	Improved management and use of information	Q4 2009	HIAMS
ACQ-M-001	Communicate Modernization Plan (staff and stakeholders)	Improved management and use of information	Q3 2008	HIAMS
ACQ-M-002	Execute CPO competency profile	Improved management and use of information	Q4 2008	HIAMS
ACQ-M-006	Initiate workload balancing across fiscal year	Improved management and use of information	Q3 2008	HIAMS

Performance Measurement Identifier: ACQ-HIAMS-PM-06						
Performance Measurement Description:						
Quarterly obligations as measured against plan (count and dollar amount)						
Measurement Method: Baseline and Target measures are created annually as part of the OCPO Operations Management Plan						
Fiscal Year		Planned Improvement				Target Metric Due Date
2008		<ul style="list-style-type: none"> • Improve pre-solicitation, solicitation, award planning, and execution • Improve workload balancing • Improve accountability • Implement portfolio management of HUD's contract portfolio 				Q4 2009
Baseline Metric (Planned)			Target Metric (Actuals)			
Quarter	Planned Amount	Planned Count	Actual Amount	Actual Count	All Activity Amount	All Activity Count
Q1	\$391,134,338	196	\$123,829,762	106	\$103,720,376	390
Q2	\$242,820,492	166	\$82,283,399	226	\$99,848,597	737

Q3	\$175,537,655	184	\$221,799,635	184	\$282,941,999	675
Q4	\$511,231,046	388	\$330,406,918	306	\$397,480,876	1305
Strategic Goal(s)			Strategic Objective(s)			
Strategic Goal E: Embrace High Standards of Ethics, Management, and Accountability			<ul style="list-style-type: none"> • E2. Improve HUD’s management and internal controls to ensure program compliance and resolve audit issues. • E3. Improve accountability, service delivery, and customer service of HUD and its partners. • E4. Capitalize on modernized technology to improve the delivery of HUD’s core business functions. 			
Measurement Area: Mission and Business Results						
Measurement Category: Controls and Oversight						
Measurement Grouping: Program Monitoring						
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative		
ACQ-M-001	Communicate Modernization Plan (staff and stakeholders)	Improved management and use of information	Q3 2008	HIAMS		
ACQ-M-004	Implement Performance Tracking		Q4 2008	HIAMS		
ACQ-M-007	Complete pre-solicitation/solicitation (pilot)		Q4 2008	HIAMS		
ACQ-M-002	Execute CPO competency profile		Q2 2009	HIAMS		
ACQ-M-003	Execute GTR competency profile		Q2 2009	HIAMS		
ACQ-M-006	Initiate workload balancing across fiscal year		Q4 2009	HIAMS		
ACQ-M-005	Reallocate workload by location	Technology consolidation and standardization	Q4 2008	HIAMS		
ACQ-M-008	Implement integrated Acquisition Management solution		Q4 2008	HIAMS		

Performance Measurement Identifier: ACQ-HIAMS-PM-07

Performance Measurement Description:				
Procurement job skill certification				
Measurement Method:				
<ul style="list-style-type: none"> • Conduct an annual OCPO staff skill gap evaluation “competency profile” • Assess course completions and certifications using GS-1102s and Learning Management System reports • Baseline and Target measures are created annually as part of the OCPO Management Plan 				
Note: HUD OCPO is working to establish policy to join annual performance appraisals and career progression to actual results produced by staff.				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2008	Problem Solving - 0	Improve skill and competency level of OCPO staff	Problem Solving - 31	Q1 2009
2008	Self Management Initiative - 0		Self Management Initiative - 37	Q1 2009
2008	Effective Analytical Skills – 0		Effective Analytical Skills – 31	Q1 2009
2008	Defining Gov requirements - 0		Defining Gov requirements – 29	Q1 2009
2008	Effective Management of Gov Requirements - 0		Effective Management of Gov Requirements – 33	Q1 2009
Strategic Goal(s)		Strategic Objective(s)		
Strategic Goal E: Embrace High Standards of Ethics, Management, and Accountability		<ul style="list-style-type: none"> • E1. Strategically manage HUD’s human capital to increase employee satisfaction and improve HUD performance. • E2. Improve HUD’s management and internal controls to ensure program compliance and resolve audit issues. • E3. Improve accountability, service delivery, and customer service of HUD and its partners. 		
Measurement Area: Mission and Business Results				
Measurement Category: Controls and Oversight				
Measurement Grouping: Program Monitoring				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
ACQ-M-001	Communicate Modernization Plan (staff and stakeholders)	Improved management and use of information	Q3 2008	HIAMS
ACQ-M-004	Implement Performance Tracking		Q4 2008	HIAMS
ACQ-M-002	Execute OCPO staff competency profile		Q2 2009	HIAMS

Performance Measurement Identifier: ACQ-HIAMS-PM-08				
Performance Measurement Description:				
Program job skill Percentage of FAC-COTR certified GTRs				
Measurement Method: Conduct an Annual GTR skill gap evaluation “competency profile” based on OCPO competency-based trainings and certifications. Baseline and target measures are created annually as part of the OCPO Management Plan. Revision: Simple count from ACMS (Acquisition Career Management System)				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2008	0%	Improve skill and competency level of program procurement staff	50%	Q4 2009
Strategic Goal(s)		Strategic Objective(s)		
Strategic Goal E, Embrace High Standards of Ethics, Management, and Accountability		<ul style="list-style-type: none"> E1. Strategically manage HUD’s human capital to increase employee satisfaction and improve HUD performance. E2. Improve HUD’s management and internal controls to ensure program compliance and resolve audit issues. E3. Improve accountability, service delivery, and customer service of HUD and its partners. 		
Measurement Area: Mission and Business Results				
Measurement Category: Controls and Oversight				
Measurement Grouping: Program Monitoring				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
ACQ-M-001	Communicate Modernization Plan (staff and stakeholders)	Improved management and use of information	Q3 2008	HIAMS
ACQ-M-004	Implement Performance Tracking		Q4 2008	HIAMS
ACQ-M-003	Execute GTR competency profile		Q2 2009	HIAMS

Performance Measurement Identifier: ACQ-HIAMS-PM-09				
Performance Measurement Description:				
Number of HPS/SPS users (Indicates number of participants in the Acquisition Management process)				
Measurement Method: System generated metric				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2008	1617	Reduce the number of personnel involved in an Acquisition Management life cycle	800	Q4 2009
Strategic Goal(s)		Strategic Objective(s)		
Strategic Goal E: Embrace High Standards of Ethics, Management, and Accountability		<ul style="list-style-type: none"> E2. Improve HUD's management and internal controls to ensure program compliance and resolve audit issues. E3. Improve accountability, service delivery, and customer service of HUD and its partners. 		
Measurement Area: Mission and Business Results				
Measurement Category: Controls and Oversight				
Measurement Grouping: Program Monitoring				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
ACQ-M-001	Communicate Modernization Plan (staff and stakeholders)	Improved management and use of information	Q3 2008	HIAMS
ACQ-M-004	Implement Performance Tracking		Q4 2008	HIAMS
ACQ-M-005	Reallocate workload by location	Technology consolidation and standardization	Q4 2008	HIAMS
ACQ-M-008	Implement integrated Acquisition Management solution	Improved management and use of information	Q1 2010	HIAMS
ACQ-M-006	Initiate workload balancing across fiscal year		Q4 2009	HIAMS
ACQ-M-007	Complete pre-solicitation/solicitation (pilot)		Q4 2008	HIAMS
ACQ-M-009	Implement redesigned business processes		Q4 2009	HIAMS

Performance Measurement Identifier: ACQ-HIAMS-PM-10				
Performance Measurement Description:				
Count of Inspector General (IG) findings				
Measurement Method: Manual count				
Fiscal Year	Baseline Metric	Planned Improvement	Target Metric	Target Metric Due Date
2008	PIV – 2	- Improve overall Acquisition Management performance - Improve customer service - Address IG findings through the execution of the Acquisition Management modernization plan - Reduce the number of future IG findings	PIV – 0	Q1 2010
2008	Contract Admin - 6		Contract Admin - 0	Q1 2010
2008	SPS/HPS - 15		SPS/HPS - 0	Q1 2010
Strategic Goal(s)		Strategic Objective(s)		
Strategic Goal E, Embrace High Standards of Ethics, Management, and Accountability		<ul style="list-style-type: none"> E2. Improve HUD’s management and internal controls to ensure program compliance and resolve audit issues. E3. Improve accountability, service delivery, and customer service of HUD and its partners. E4. Capitalize on modernized technology to improve the delivery of HUD’s core business functions. 		
Measurement Area: Mission and Business Results				
Measurement Category: Controls and Oversight				
Measurement Grouping: Program Monitoring				
Milestone ID	Performance Improvement Milestone(s)	EA Performance Category	Milestone Planned Completion Date	Associated Initiative
ACQ-M-001	Communicate Modernization Plan (staff and stakeholders)	Improved management and use of information	Q3 2008	HIAMS

ACQ-M-004	Implement Performance Tracking		Q4 2008	HIAMS
ACQ-M-005	Reallocate workload by location	Technology consolidation and standardization	Q4 2008	HIAMS
ACQ-M-008	Implement integrated Acquisition Management solution	Improved management and use of information	Q1 2010	HIAMS
ACQ-M-006	Initiate workload balancing across fiscal year		Q4 2009	HIAMS
ACQ-M-007	Complete pre-solicitation/ solicitation (pilot)		Q4 2008	HIAMS
ACQ-M-009	Implement redesigned business processes		Q4 2009	HIAMS