

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Program Office Salaries and Expenses

Office of Public and Indian Housing

SALARIES AND EXPENSES

(Dollars in Thousands)

	2021*	2022			2023		
	Actuals	Carry Over	Annualized CR	Total	Carry Over	President's Budget	Total
Personnel Services:	\$212,034	\$12,400	\$239,475	\$251,875	-	\$263,100	\$263,100
Non-Personnel Services:							
Travel	39	-	1,468	1,468	-	500	500
Transportation of Things	-	-	-	-	-	6	6
Rent and Utilities	4	-	-	-	-	-	-
Printing	6	-	-	-	-	10	10
Other Services/Contracts	7,467	5,676	934	6,610	-	5,800	5,800
Training	-	-	1,179	1,179	-	1,180	1,180
Supplies	57	-	-	-	-	15	15
Furniture and Equipment	1	-	-	-	-	20	20
Claims and Indemnities	29	-	-	-	-	-	-
Total, Non-Personnel Services	\$7,603	\$5,676	\$3,581	\$9,257	-	\$7,531	\$7,531
Working Capital Fund	21,675	-	-	-	-	15,269	15,269
Carryover	18,076	-	-	-	-	-	-
Grand Total	\$259,388	\$18,076	\$243,056	\$261,132	-	\$285,900	\$285,900
FTEs	1,304	71	1,372	1,443	-	1,448	1,448

*Includes 2020 Carryover

PROGRAM PURPOSE

The central mission of the Office of Public and Indian Housing (PIH) is to provide nearly 3.5 million of the country's most vulnerable households a safe, decent and affordable place to call home, while simultaneously supporting the Administration's priorities to: strengthen and broaden the Federal housing safety net for people in need; advance housing equity as a means to improving housing choices and greater economic opportunity; strengthen HUD's internal institutional capacity to deliver on mission; increase the production of and access to affordable housing; and promote climate resiliency, environmental justice, and energy efficiency across the housing sector.

PIH currently partners with more than 3,700 PHAs and Tribally Designated Housing Entities (TDHEs) serving 592 tribes, to: increase capacity; administer, operate, and modernize their housing inventories; effectively manage their physical assets and financial resources; and facilitate programs that provide supportive services to improve tenant outcomes and create strong, sustainable, energy efficient, inclusive communities and quality affordable homes for all.

HUD's mission is critical to achieving the President's vision to ensure that we build back better from the public health and economic challenges posed by the COVID-19 pandemic and address longstanding systemic challenges, including racial injustice, rising inequality, and the climate crisis. HUD's work is essential to improving the quality of life of the American people, and this investment in PIH's salaries and expenses will assist in ensuring that work is able to be done.

BUDGET OVERVIEW

The 2023 President's Budget requests \$285.9 million for the PIH Salaries and Expenses, which is \$42.8 million more than the 2022 annualized CR level. The Budget reflects total funding (carryover and new authority) of \$285.9 million, \$24.8 million above 2022 total funding. In 2021 and 2022 PIH implemented a three-pronged approach to addressing hiring which included recruiting talent, sustaining the workforce, and future hiring. In 2023 PIH will continue to utilize its hiring strategies to recruit talent which culminated in a net gain of 67 employees at the beginning of 2022, the highest number of employees since 2016 and growing, while focusing on the second prong which is sustaining the workforce. PIH improved the time it takes to hire without losing quality of candidates by putting into place hiring strategies such as special hiring authorities, recruiting strategies, improving job announcements, and implementing aggressive follow-up. In addition, PIH instituted and enforced accountability techniques into the timelines to ensure the selection of the right candidates were made expeditiously. Putting in place these hiring strategies was only the first step in successfully delivering Congressional initiatives. In 2023, PIH is focusing salaries and expenses on sustaining staff levels required to support the Administration's commitments to increased access to affordable housing and promote climate resiliency, environmental justice, and energy efficiency to build inclusive communities as well as to support emergency housing funding and programs authorized by the American Rescue Plan Act (ARP Act) of 2021 that will extend beyond the years of availability and become part of the baseline program. Once PIH has shown a continued commitment to recruit and sustain employees in 2022 and 2023, the final step—or third prong—of PIH's long-term hiring strategy will be to secure additional funding in the future years beyond 2023 to maintain the workforce and continue to meet the Administration's priorities.

Personnel Services (PS)

The Budget assumes total funding of \$263.1 million, \$23.6 million above the 2022 annualized CR level, \$11.2 million above 2022 total funding. The Budget supports 1,448 full-time equivalents (FTEs), an increase of 5 FTEs above 2022 total FTE level. This Budget will sustain PIH at approximately the same staffing level projected for 2022 while it also supports a 4.6 percent Federal pay raise. The FTE allocations for each PIH program office will remain level and vacancies resulting from transfers, retirements, and resignations will be administered based on the criticality of the position to be filled and mission requirements. HUD has acknowledged that limited staff capacity in PIH is a key risk for HUD and a priority focus area for HUD's Enterprise Risk Mitigation Committee; that is also why PIH has implemented the three-pronged approach. As stated in the Budget Overview, PIH's hiring strategy will sustain the work PIH has been doing to manage and administer new initiatives that provide increased production of and access to affordable housing, promote climate resiliency, environmental justice, and energy efficiency, and integrate healthcare and housing.

The Office of Field Operations (OFO): OFO's FTEs in 2023 will support Departmental goals and Federal government priorities by monitoring and providing technical assistance and guidance to approximately 3,700 public housing agencies (PHAs). Local OFO employees are the first point of contact for PHAs, residents, political officials, State and local government officials, and community stakeholders. OFO's current staff is spread across HUD headquarters and 44 field offices. OFO will carry out its existing responsibilities to: provide oversight and monitoring to improve PHA performance and enhance the quality of public housing; partner with PHAs to evaluate occupancy challenges and implement mitigation strategies to reduce long-term vacancies; increase HCV utilization and public housing occupancy to directly aid in the Departmental goal to increase access to affordable housing for more families; assist PHAs with disaster management and recovery; and manage and oversee the shortfall prevention, recovery, and transformation of troubled and

substandard PHAs faced with receiverships, monitorships, default, financial insolvency, and substandard housing.

The OFO portfolio has responsibility for new programs that have been established under the American Rescue Plan (Emergency Housing Vouchers), a newly established funding opportunity for Troubled and At-Risk PHAs, and a host of new administration priorities.

To mitigate further risk to OFO's ability to carry out the mission, for long-term sustainment, OFO will need this staff to adequately manage the increased responsibilities and workload. Increased staff will strengthen and broaden the Federal housing safety net by ensuring safe and high-quality housing assets for people in need, while furthering the expectation that all HUD assisted individuals and families have access to safe, decent, and affordable housing.

The Office of Native American Programs (ONAP): ONAP's mission is to: ensure that safe, decent, and affordable housing is available to low- and middle-income Native American families; create economic opportunities for Tribes and their residents of assisted housing; help Tribes plan community development; and ensure fiscal integrity in the operation of the programs. ONAP's FTEs will effectively execute its core statutory and regulatory requirements.

ONAP essentially administers the full range of programs to Tribal communities that the larger HUD administers to the general public. ONAP administers 17 programs dedicated to Native American communities and three programs dedicated to Native Hawaiians residing in Hawaii. Since the inception of the various programs, the ONAP workload has increased significantly. Additionally, since 2020, the amount of funding administered by ONAP has increased by more than \$1 billion. Under normal circumstances, staff would manage seven grantees. ONAP manages 18 high-demand grantees and nearly 58 grants at one time. With 50 percent of ONAP's staff being retirement eligible, ONAP has utilized and embraced PIH's three-pronged approach of recruitment, sustainment, and future hiring.

ONAP's FTEs have responsibilities that include administering the loan guarantee programs, to include the possible expansion of the Section 184 service area nationwide, which consists of all Tribal members regardless of where they purchase a home. In addition, the FTEs enable ONAP to focus on potential weaknesses, such as fraud and abuse that were included in two recent audit reports.

In accordance with President Biden's Memorandum on Strengthening Nation-to-Nation Relations and under the direction of Secretary Fudge, ONAP is preparing to launch HUD's first Tribal Intergovernmental Advisory Committee. Additionally, ONAP is actively implementing the Department's Tribal Consultation Plan of Actions, which calls for deeper engagement with Tribes.

ONAP continues to oversee its grant programs, which provides an opportunity to identify needs in Indian Country and provide technical assistance. Prior to the COVID-19 pandemic, ONAP was able to monitor less than 10 percent of these grantees annually and many grantees once every five years. The long-term strategy for ONAP will be to increase this monitoring, hence the future hiring strategy.

ONAP is assisting the Department of the Treasury (Treasury) with a number of its programs. For example, ONAP is helping Treasury administer both the \$800 million Emergency Rental Assistance Program (ERAP) and the \$500 million Tribal Homeowners Assistance Fund, as well as provide technical assistance for the \$28 billion in Coronavirus Relief Funds that have been allocated to Tribes. HUD expects to continue to play a supporting role in 2022 and potentially into 2023 and beyond.

ONAP approved 182 Training and Technical Assistance (T/TA) in 2020, 195 T/TA in 2021, and has already approved 223 T/TA in the first quarter of 2022. All of this has necessitated additional ONAP

staff expertise and system support, which we have been able to acquire and will continue to sustain this requirement, both now and in the future as long as we continue to implement our long-term hiring strategy. In just two years' time, ONAP now manages nearly twice as many programs. Each of these programs has its own unique reporting requirements, grants administration demands, and monitoring staffing needs.

The Office of Public Housing Investments (OPHI): OPHI requires continued growth in FTEs due to a significant and unprecedented expansion in mission since 2020 that is attributable to the Office's commitment to fully meet multiple Administration strategic priorities. Without a strong cadre of FTEs, the expanded responsibilities pose a risk to OPHI's ability to: deliver timely and effective execution on Congressional appropriations; better serve the public in an era of continuing economic recovery; and meet the Administration's ambitious goals.

The increase in OPHI's workload for review of funding applications, expanded requirements to provide new guidance and rule changes in the timelines requested by Congress, as well as the need for adequate monitoring and oversight of grants that pose great risk to OPHI's ability to carry out its mission. The long-term strategy for OPHI will be to mitigate risks in order to strengthen and broaden the Federal housing safety net by ensuring safe and high-quality housing assets for people in need, while furthering the implementation and operation of self-sufficiency programs designed to advance economic opportunities for residents in HUD-assisted housing.

OPHI's needs for continued growth in FTEs are due to specific program augmentations since 2019/2020:

- Capital Improvements to nationwide Public Housing portfolio: Continuing expansion efforts toward the modernization, revitalization, and recapitalization of the nationwide portfolio of public housing through capital development financing, as a result of initiatives authorized by appropriations to the Public Housing Capital Fund program, as well as through management of Section 18 and 22 applications and through public housing mixed-finance transactions.

Overall, public housing financing programs have witnessed at least a 20 percent increase in magnitude since 2020. Specific to the Public Housing Capital Fund, the 2023 Proposed Budget includes a 100 percent increase since 2019 in the size and complexity of competitive funding for mitigating health hazards in public housing, as well as two entirely new programs for 2023 focused on climate management in public housing: competitive funding for utility efficiency/conservation (\$176 million); and competitive funding for climate resilience (\$100 million).

- Self Sufficiency Programs: Continuing growth in existing Community and Supportive Services programs, a key focus for expanded efforts to meet the Administration's priority for enhancing equity and for increasing opportunities to build personal assets across lower income communities nationwide. Specifically, the 2023 Budget includes: expansion in the target grantee population for the Family Self Sufficiency (FSS) Program, along with a 50 percent increase in budget and grants management since 2019; and expansion in the Jobs Plus Program, also widening the target grantee audience, with a 33 percent increase in budget and grants management since 2021.
- Choice Neighborhoods: Continued expansion in the program size and complexity of the Choice Neighborhoods Program, a critically important tool for neighborhood revitalization, including specifically: development of a new specialized funding focus that will target communities that have suffered from sustained economic disinvestment related to long-term

environmental contamination issues. The 2023 Budget of \$250 million represents a 67 percent increase in program size and programmatic responsibility since 2020.

- **Expanded MTW Program:** 2023 will mark the fulfillment of the 100-PHA expansion in the MTW Program, from 39 agencies to 139 since 2020. Administration of the MTW program, and in particular the expansion, requires extensive coordination with PD&R's significant research investment efforts. The 100-PHA expansion agencies are divided among five "cohorts," each with a research focus on specific MTW flexibilities.

In 2023 OPHI will continue to develop, implement, and administer these new and expanded programs that support the Administration's agenda to broaden housing opportunities and housing choice, promote climate resiliency, environmental justice, and energy- and water-efficiency, and create and expand communities of equity nationwide.

The Office of Public Housing and Voucher Program (OPHVP): In 2023, OPHVP has new initiatives in both the HCV and Public Housing programs that are imperative to advancing the Administration's priorities. OPHVP's FTEs enable the Housing Choice Voucher and Public Housing Office to accomplish our goals in the Strategic Plan, Annual Performance Plan, and other Administration priorities.

New initiatives in the HCV program include the following:

- Developing and implementing a new allocation of 200,000 vouchers that involves everything from formula allocation to ensuring certain priority populations are served to budgeting and policy documents.
- Creating a new mobility program targeted to lift families out of poverty. This is distinctly different from our existing mobility program and needs significant resources to start-up from program design to implementation, financing, quality assurance, and data analytics.
- Leading the effort with the Office of Field Operations to provide data analytics, technical assistance, and support to ensure that the Housing Choice Voucher Program reaches 100 percent annual budget authority utilization by the end of 2023.
- Overseeing the implementation of the Emergency Housing Voucher program, which provided 70,000 vouchers to PHAs and requires a Continuum of Care partner to serve people experiencing homelessness, those who are at risk of homelessness, and families fleeing domestic violence. This novel program requires an intense amount of effort, oversight, financial controls, and data analytics.
- Staffing specifically to address the new MTW agencies in order to ensure financial controls and accountability under the new HCV program formula.
- Implementing the EVMS that is designed to ensure better financial controls and transparency, as well as more timely and accurate data for sending out HAP and Administrative fee payments.

New initiatives in the Public Housing program include the following:

- Implement expanded and new energy efficiency initiatives around Energy Performance Contracts, Rate Reduction Incentives, Utilities Benchmarking and climate resiliency work.
- Implement cash management improvements to the public housing operating fund that allows for better financial oversight and compliance with account-closing requirements, improved accounting of pensions, liabilities, and program funds, as well as debt repayments, shortfalls, and quality control efforts. This includes implementation of a General Provision that allows

for PHAs to retain public housing reserves when repositioning from public housing and for those funds to be used for HCV purposes.

- Expand the Public Housing Quality Assurance team that is focused on continuing the development of SOPs and related program guidance on the procedures to address the misuse of public housing operating funds, financial management reviews, and collection activities. Additionally, this team will continue to support the Public Housing Financial Management Division for ongoing quality control activities to ensure improved accuracy of the operating fund process.
- Working with the Office of Field Operations on an initiative to improve occupancy rates in public housing.

Finally, OPHVP is the lead for PIH on major Administration priorities that are cross-cutting, such as:

- The Affirmatively Furthering Fair Housing regulatory efforts.
- Re-Entry work that includes reviewing, modifying, and issuing guidance for regulations to ensure housing access in PH and HCV programs for formerly justice-involved individuals.
- Implementing new legislative initiatives such as the Violence Against Women Act and continuing closeout on the Cares Act, American Rescue Plan, and other pandemic related activities.
- Assisting in the House America effort through programs such as EHV, HUD-VASH, and our PH and HCV program preferences.
- Finalizing and implementing the two major Housing Opportunities Through Modernization Act regulations that will both streamline and reduce burden across the public housing, HCV, and multifamily programs as it relates to income calculations but also implements changes to the project-based voucher program and Housing Quality standards that have been long-awaited by the industry. The implementation is expected to be extensive and require not only systems changes but extensive guidance and technical assistance.

The Office of Operations (OPS): OPS provides operational support to PIH's six program offices in achieving the Administration's priorities and executing the Department's goal of strengthening HUD's internal institutional capacity and efficiency to deliver on mission. Staff provide the foundational support functions of budget, financial management, auditing, accounting, funds control and execution, oversight, procurement, human resource, training, performance management, and policy. OPS manages and performs budget execution and formulation responsibilities for PIH's \$40.7 billion budget stemming from Congressional and Presidential initiatives, and ARP funding programs. Additionally, OPS is responsible for the oversight of approximately 1,400 employees, while projecting to hire an additional 200, including backfills, which requires on-boarding needs and hiring actions involving validating the need, position classification, job analysis, succession planning, and retention initiatives for all of PIH. OPS employees are responsible for PIH's contract management, cooperative agreements, data analysis and reporting, evaluation and assessment, technical assistance oversight, reverse auction program, indirect cost rate analysis, PIH training, and professional development programs. OPS provides the necessary expert advice and guidance to program offices to expedite procurements, contracts, and technical assistance inquiries. Finally, OPS develops and conducts proactive trainings for managers and supervisors with the objective of avoiding future litigation and provide oversight of settlement and litigation expenses with the intent of reducing the costs associated with those actions.

The Real Estate Assessment Center (REAC): In 2023 REAC staff will support the expansion of on-site and remote collection of information related to the physical condition and performance of HUD housing. This includes the environmental assessment capability as described in the Financial and Physical Assessment (FPA) justification, specialized collectors for fire safety, structural, resident

safety and security and related health or safety risks, and additional quality assurance staff to ensure the overall quality of the inspection, collection, and assessment program. With the increase in data and information coming to HUD through these enhanced assessments, staff will conduct research, analysis, and evaluation of program outcomes using evidence-based and scientific principles, which will enhance HUD's capabilities to review assessment and other key performance and risk data and trends across HUD programs resulting in real-time inputs to decision makers throughout the Department. Further, to fully realize the benefits of the modern digital technology, in collaboration with HUD's OCIO, we will modernize REAC's governance and business processes in accordance with EO14058 Transforming Customer Experience and Service Delivery, EO13707 Using Behavioral Science Insights, the OPEN Government Data Act, and the Evidence Act.

In 2023 REAC will hire inspectors and other specialized assessors (e.g., inspectors/assessors with training and certifications in evaluating environmental hazards, structural engineering concerns). This will enable REAC to address key risks to HUD's portfolio which may otherwise go unidentified as those conditions are outside the scope of a traditional inspection, to avoid delays in identifying problematic conditions or inconsistencies in the risk profile of housing properties which places residents at increased risk of injury or death or of properties becoming substandard or financially unsound. Collection and assessment of data is only one step of the process and effectively translating into actionable insights is another step. REAC staff will support system and business process enhancements and ensure HUD has the ability to make use of modern, efficient technology, to scale collections or analyses and make data flowing from these processes understandable, open, and accessible so that all parties have equitable access to improve outcomes for the millions of families within these programs.

Non-Personnel Services (NPS)

The Budget assumes total funding of \$7.5 million for PIH's NPS, \$1.7 million below the 2022 total funding level. The Budget for NPS is the result of refocusing PIH's dependency on contract services and moving towards maximizing resources to fund increasing FTEs to support the Administration's housing goals. The proposed 2023 funding level provides \$5.8 million for contracts, an overall decrease of \$810 thousand when compared to the 2022 total funding level of \$6.6 million. The decreased funding will support assistance and advisory services, audits, technical assistance, program oversight, monitoring and analysis, risk mitigation, and system sustainment and maintenance to provide continued support to programs that strengthen HUD's internal capacity and efficiency consistent with the Administration and Departmental goals. Due to the pandemic, staff did not conduct onsite monitoring and inspections, provide in-person technical assistance, or conduct in-person consultations during most of 2020, all of 2021, and in a limited capacity for 2022. Funding for travel is decreased by \$968 thousand from the 2022 funding level. The decrease in travel funding was realigned to support personnel employment and development costs.

OFO: Funding request for OFO procurement actions will support specific activities associated with PHAs in receivership as well as troubled and high-risk PHAs. Contract support is needed to provide staff to serve in a variety of positions including as a HUD-assigned Recovery Administrator, key management positions, and other PHA positions to accomplish tasks and activities associated with chronic performance issues. For receivership, troubled, and high-risk PHAs, services will include activities such as property/asset management, functions associated with occupancy and unit turnaround, maintenance and modernization, capital planning, financial management, procurement, resident services, and tenant file management. Contract support will help to ensure PHA's are meeting intended goals and decrease the amount of time a PHA is in receivership, troubled, or substandard status.

ONAP: Funding request will support ONAP's need to enter into a contract to assist with the awarding and administration of the IHBG Competitive NOFO process. In prior years, Congress provided a dedicated source of S&E funding for administration and oversight of the IHBG Competitive program by authorizing HUD to set-aside and transfer one percent of funding from the

IHBG Competitive account to PIH S&E. In more recent cycles, Congress stopped providing this dedicated source of funding to ONAP.

OPHVP: Funding request for OPHVP procurement actions will support specific activities, including: additional in-depth technical assistance to our PHA partners; improvements and support in the review of Energy Performance Contracting (EPC) and Small Rural Frozen Rolling Base (SR-FRB) applications; oversight and monitoring in support of the President's climate resiliency goals; furthering projects that focus on automating cash and change management for public housing and HCV programs, including eVMS and the new Operating Fund Web Portal; assistance with the collection and calculation of 13,000 submissions to PIH for the Operating Fund eligibility for each public housing development (two Microsoft Excel forms for each of the 6,500 developments); insurance support and project expense levels (PELs) appeal reviews; comprehensive training to HUD staff for the implementation of HOTMA Income and Asset calculations, Operating Fund Web Portal and eVMS, and implementation of processes and systems that allow for ease of information sharing and communications with our customers and stakeholders.

REAC: The funding will support activities that REAC manages for areas outside of the financial and physical assessment of public housing. As HUD moves to additional areas of program alignment, such as on physical inspections, and assessments, the need to support the HCV program will increase (e.g., revisions to the Section Eight Management Assessment Program that rely on new NSPIRE inspections of voucher units).

Working Capital Fund (WCF)

The Budget assumes total funding of \$15.3 million for PIH's contribution to the WCF, \$3.6 million above 2022 Annualized CR WCF requirements that were forward funded at the end of 2021. The WCF funding level reflects payments for baseline WCF services (including inflationary adjustments and changes in service utilization) and the additions of the End-User Devices business line, the Printing Services business line, HR platform licensing, and the full cost recovery of Financial Services Acquisition and Development Division (FSADD) Financial Management expenses.

Information Technology

The Budget assumes PIH's on-going IT modernization efforts are fully funded in 2022 within the Information Technology Fund. This effort will enhance public-facing systems and lead to cost savings and industry efficiencies for PIH and its external stakeholders. Without modernized IT, PIH is at risk of mission failure. IT funding as well as dedicated staff is essential for PIH's IT modernization to be successful. Current IT systems need updating, upgrading, and better integration. PIH expects these modernization initiatives to improve the efficiency of its operations for all stakeholders, eliminate inefficiencies in the design of PIH's existing data analytics environments, improve the timeliness of data used for housing assistance payments and perform daily reconciliation of reserve balances, and provide efficiencies that can be leveraged across other HUD program offices. The PIH IT modernization efforts include:

- Inventory Management System/Public Housing Information Center (IMS/PIC) Modernization
- National Standards for the Physical Inspection of Real Estate (NSPIRE)
- Operating Fund Portal
- Enterprise Voucher Management System (eVMS)
- PIH Assessment System Modernization/Data Warehouse
- Native Advantage – Section 184/184A Loan Guarantee Programs
- Grants Enterprise Management System (GEMS) – IHBG, ICDBG

KEY OPERATIONAL INITIATIVES

By providing necessary personnel and non-personnel supportive resources, PIH's Salaries and Expenses (S&E) Budget supports the Administration's agenda to:

- Support Underserved Communities
- Ensure Access to and Increase the Production of Affordable Housing
- Promote Homeownership
- Advance Sustainable Communities
- Strengthen HUD's Internal Capacity

Specifically, in 2023, PIH's S&E enables PIH to deliver on its core mission, essential functions, existing programs, and new initiatives:

House as many families as possible:

- Increase HCV Utilization and Public Housing Occupancy
 - Increase HCV utilization from 96.2 percent in 2021 to 100 percent in 2023 (Agency Priority Goal)
 - Increase HUD Veterans Affairs Supportive Housing (HUD VASH), Family Unification Program (FUP), and Mainstream (non-elderly persons with disabilities) voucher utilization to 82 percent
 - Increase Public Housing occupancy from 94.93 percent to 96 percent (Agency Priority Goal)
- Increase access to affordable housing in Tribal communities
 - Support Tribes and Department of Hawaiian Homelands (DHHL) in achieving their housing, infrastructure, and economic development priorities to meet the needs of their communities through staffing and staff training, IT systems, Training and Technical Assistance
 - Increase access to and equity in homeownership for Native American and Native Hawaiian families through program regulations, systems, streamlined business practices, and policy initiatives.
 - Support cross agency initiatives to develop a "one government" approach to streamline housing, infrastructure, and economic development projects and the path to homeownership in Indian Country
- Address inequities in housing opportunities through
 - Community Choice (Mobility), Affirmatively Furthering Fair Housing, criminal records and screening policies

Residents Live in safe and healthy homes:

- Significantly increase physical inspections by completing 100 percent of past due and current due physical inspections.
- Implement the National Standards for the Physical Inspection of Real Estate (NSPIRE) by issuing the Final Rule, Standards Notice, and IT.
- Invest in public housing to improve housing quality for residents by creating portfolio improvements through the Capital and Operating Fund, Mixed Finance, Choice Neighborhoods, conversions through Rental Assistance Demonstration (RAD), Section 18, and Section 22
 - Eliminating lead-based paint, increase fire safety, and reduce other health and safety hazards

- Enhancing energy and water efficiency, and climate resiliency

Invest in and retain PIH employees:

- Hiring talent to have over 1,470 employees to address workload challenges.
- Creating opportunities for professional growth.
 - Employee Enrichment Program (EEP) – PIH’s signature professional development program where employees are provided the opportunity to identify and apply for funding for a training course of their choice. It offers staff an opportunity to lead their own growth and development and close skill gaps.
 - PIH Fundamentals – Webinar series developed by PIH staff that focuses on PIH programs and systems to acquaint new staff with PIH programs and systems and serve as a refresher for others. Recordings are also available.