FISCAL YEAR 2023
ANNUAL PERFORMANCE PLAN

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Page intentionally left blank

Message from Secretary Fudge

I am pleased to present the Fiscal Year (FY) 2023 Annual Performance Plan (APP) for the U.S. Department of Housing and Urban Development (HUD). This APP builds on the goals, objectives, and strategies outlined in HUD's FY 2022-2026 Strategic Plan—and describes how we will measure progress toward achieving our mission to create strong, sustainable, inclusive communities and quality affordable homes for all.

The United States is grappling with a crisis in affordable housing, made worse by the COVID-19 pandemic. Today, it is harder to find an affordable home in America than at any point since the 2008 financial crisis. Racial bias in the home appraisal process erodes equity in homeownership and robs communities of color of the opportunity to build generational wealth. Far too many families are experiencing homelessness, when they need and deserve a safe, stable place to call home.

To confront these and other challenges head on, and to help our Nation build back better, HUD must strengthen its efforts to increase equity across all departmental programs and improve the customer experience of those we serve. Since the start of the Biden-Harris administration, HUD has prioritized this work, playing a key role in the Administration's goal to support those in greatest need. The bold action we have taken over the past year has increased equity, removed barriers to homeownership, expanded the Nation's housing supply, and kept Americans housed. But important work remains, and HUD's Strategic Plan charts a path to complete this work and provide every American with the chance to live each day with security, with dignity, and with hope.

This plan details HUD's efforts to expand housing opportunities for underserved Americans and to reduce homelessness by enforcing our Nation's fair housing laws and fueling equitable economic development. The Department will help increase our affordable housing supply and improve rental assistance programs. We will advance new tools and capital that put homeownership within reach for more individuals and families, while promoting equitable reforms to America's housing finance system. In addition, we will guide investment in climate resilience, reduce exposure to environmental hazards, and integrate healthcare and housing.

Finally, HUD will invest in its people, technology, and processes, with the understanding that strengthening the Department's internal capacity will lead to better results for the American people. Each of these efforts will be focused on increasing equity and improving the customer experience for those seeking and receiving HUD services.

At HUD, we understand that a quality home in a thriving community provides the foundation for a good life. Children who grow up in stable and healthy homes have a better chance to succeed in school and achieve their dreams. Adults who live in an affordable home near good jobs will have a greater opportunity to enjoy economic security and begin saving to buy a place to call their own.

HUD's FY 2023 APP demonstrates our commitment to help forge a stronger, fairer, and more prosperous America. We look forward to continuing our work on behalf of the people we serve.

Sincerely,

Marcia L. Fudge

About This Plan

The Fiscal Year (FY) 2023 Annual Performance Plan (APP) for the U.S. Department of Housing and Urban Development (hereinafter, "HUD," or "the Department") provides detailed performance-related information to the President, Congress, and the American people. This plan allows readers to identify HUD's FY 2023 performance targets, relative to HUD's objectives and stewardship of public resources. This plan consists of several sections:

Agency Organization and Performance Reporting

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

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

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

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

For each strategic objective that HUD will monitor in FY 2023, HUD has included associated major milestones, performance metrics to track progress, and supporting data validation and verification information. Each of the 24 Chief Financial Officers Act-regulated Federal agencies are responsible for identifying a limited number of performance goals that are high priorities over a two-year period. These Agency Priority Goals (APGs) support near-term improvements and advance progress toward longer-term, outcome-focused strategic goals and objectives in an agency's Strategic Plan. Thus, while strategic objectives are evaluated annually and focus on longer-term performance goals, APGs are evaluated quarterly and focus on near-term results.

HUD established four APGs to measure performance on the FY 2022-2026 Strategic Plan and this document establishes new targets for the next two-year performance period (FY 2022-2023). Performance indicators have targets and are how HUD will track its progress. For some performance indicators, HUD is still gathering data to establish baselines and preparing to set targets in future years. These metrics are indicated with the phrase "Establish Baseline" in the tables. A third category of indicators, marked as "Tracking Only," provide information about program operations or external conditions but will not have targets. For these indicators, targets would be difficult to establish, would not provide meaningful indications of agency performance expectations, or could create unintended incentives for program staff and HUD's partners.

Additional Information

This final section of the document includes required supporting information, including a description of HUD's data-driven management review process, a summary of both completed and upcoming evaluations and research to inform progress on HUD's strategic goals, and a section that provides a summary of changes of performance measures that have been added or dropped compared to the FY 2022 APP.

Section One: Agency Organization and Performance Reporting

One HUD, For All

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

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

HUD's Mission

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

HUD's Overarching Goal

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

Introduction

The Fiscal Year (FY) 2023 Annual Performance Plan (APP) for HUD contains the Department's FY 2022-2023 performance targets and FY 2021 performance information. This plan reflects HUD's continued commitment to inform the American people, Congress, its partners and its employees about the mission, goals, and work the Department seeks to accomplish.

HUD is working to strengthen the housing market to bolster the economy and protect consumers; expand homeownership and meet the need for quality affordable rental homes; utilize housing as a platform for improving quality of life; build inclusive and sustainable communities free from discrimination; and transform the way HUD does business. HUD will accomplish its mission by pursuing transformative housing and community-building policies and programs. Central to HUD's efforts will be ensuring the Department's work focuses on individuals, communities, and their lived experiences. These overarching commitments are reflected in this plan's approach toward equity-focused, anti-discriminatory, and justice-driven priorities.

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

Accountability: HUD individually and collectively takes responsibility for its performance and conduct.

Efficiency and Effectiveness: HUD will maximize its resources and efforts to continually improve the efficiency and effectiveness of its individual and collective performance. The Department strives for simplicity in its lines of authority and clarity in its lines of communication and strives to eliminate the red tape of bureaucracy. HUD supports a productive work environment that balances high performance with the need for healthy personal and community life.

Fairness and Respect: HUD values others, demonstrates compassion for those it serves, and treats others the way it would like to be treated. In respecting others, the Department conducts its work and administers its programs with fairness and justice and with a commitment to civil rights, inclusion, and diversity.

Integrity: HUD approaches others, its stakeholders, and its work with honesty and the highest ethical standards.

The President's FY 2023 Budget will identify additional supporting program activities and initiatives, as required under the Government Performance and Results Modernization Act, 31 U.S.C. 1115(b)(10). The public will be able to access the volume at: https://www.gpo.gov/fdsys/browse/collectionGPO.action?collectionCode=BUDGET.

Departmental Structure

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

▶ Learn more about HUD's major organizational units and program offices.
▶ Learn more about HUD's regions and field offices.

FY 2022-2026 HUD Strategic Framework

One HUD, For All

HUD's Mission

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

Overarching Goal: Pursue Transformative Housing and Community-Building Policy and Programs

Ensure HUD centers its focus on people, and their lived experiences, with policy and programs that are equity-focused, anti-discriminatory, and that advance housing justice, so that everyone has an affordable, healthy place to live.

Overarching Priority: Increase Equity

Increase equity across all HUD programs.

Overarching Priority: Improve Customer Experience

Improve the customer experience for those seeking and receiving HUD services.

Strategic Goal 1: Support Underserved Communities

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

1A: Advance Housing Justice
Fortify support for vulnerable populations, underserved communities, and Fair Housing enforcement.

✪ 1B: Reduce Homelessness

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

1C: Invest in the Success of Communities

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

✪ These objectives include a FY 2022-2023 Agency Priority Goal.
* These objectives reflect FY 2022-2026 HUD management objectives.

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

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

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

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

✪ 2B: **Improve Rental Assistance**

Improve rental assistance to address the need for affordable housing.

Strategic Goal 3: **Promote Homeownership**

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

✪ 3A: **Advance Sustainable Homeownership**

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

3A – Major Initiative: **Expand Homeownership Opportunities**

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

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

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

✪ These objectives include a FY 2022-2023 Agency Priority Goal.
* These objectives reflect FY 2022-2026 HUD management objectives.

Strategic Goal 4: Advance Sustainable Communities

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

4A: Guide Investment in Climate Resilience

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

✪ 4B: Strengthen Environmental Justice

Reduce exposure to health risks, environmental hazards, and substandard housing, especially for low-income households and communities of color.

4C: Integrate Healthcare and Housing

Advance policies that recognize housing's role as essential to health.

Strategic Goal 5: Strengthen HUD's Internal Capacity

Strengthen HUD's internal capacity and efficiency to better ensure delivery of HUD's mission.

* 5A: Enable the HUD Workforce

Enable the HUD workforce through hiring, training, opportunities for growth, and promoting a more engaged and inclusive work environment.

* 5B: Improve Acquisition Management.

Identify, procure, and execute effective acquisition management.

* 5C: Strengthen Information Technology

Strengthen information technology, cybersecurity, and data management.

* 5D: Enhance Financial and Grants Management

Provide sound financial and grants management.

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

Institutionalize customer experience (CX) management and elevate the customer perspective across HUD.

✪ These objectives include a FY 2022-2023 Agency Priority Goal.
* These objectives reflect FY 2022-2026 HUD management objectives.

Overarching Priority: Increase Equity

The Biden-Harris Administration has placed equity front and center through a series of Executive Orders and has issued a memorandum specific to HUD instructing the Department to redress the Nation's long history of discriminatory housing practices and reaffirming the Administration's commitment to ending housing discrimination.[1] HUD is well-positioned to advance those directives as its mission is focused on people in underserved communities. The Department's operations are designed to reach people who have been systemically locked out of opportunities to succeed. HUD has been a lifeline for people in need, creating affordable housing in every state, rebuilding communities ravaged by disasters, and supporting community development to unlock opportunity. While current HUD leadership recognizes the extraordinary legacy, mission, and potential the Department brings to building equitable communities across the Nation, HUD also recognizes that several of its core programs were operated for decades in a manner that supported discriminatory practices against persons of color. The Biden-Harris Administration's HUD is eager to use the Department's authorities to reverse the harm caused by prior Federal policies and prioritize equity in all of HUD programs.

Executive Order 13985 ("Advancing Racial Equity and Support for Underserved Communities Through the Federal Government") mandates that the Federal Government "pursue a comprehensive approach to advancing equity for all, including people of color and others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality."[2] Additionally, President Biden issued a Presidential Memorandum for the "Federal Government to recognize and acknowledge its role in systematically declining to invest in communities of color and preventing residents of those communities from accessing the same services and resources as their white counterparts."[3] This acknowledgement states that it is the policy of the Federal Government to "work with communities to end housing discrimination, to provide redress to those who have experienced housing discrimination, to eliminate racial bias and other forms of discrimination in all stages of home-buying and renting, to lift barriers that restrict housing and neighborhood choice, to promote diverse and inclusive communities, to ensure sufficient physically accessible housing, and to secure equal access to housing opportunity for all."[4] It is through this plan, HUD looks to further these goals. Each agency is directed to work to redress inequities in their policies and programs that serve as barriers to equal opportunity. Equity is defined in Executive Order 13985 as the "consistent, systematic, fair, just, and impartial treatment of all individuals, including underserved communities that have been denied such treatment, such as Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality." Additional Executive Orders address diversity, equity, inclusion, and accessibility in the Federal workforce; gender policy combatting discrimination based on gender identity or sexual orientation; inclusion of new Americans; equity, justice, and opportunity for Asian Americans, Native Hawaiians, and Pacific Islanders; environmental justice; and other issues related to equity and opportunity.[5]

Housing plays a key role in improving lives, and the Federal implementation of policies to eliminate systemic discrimination and promote equity can produce long-lasting, positive impacts by providing access to safe, stable housing in inclusive and sustainable communities. Doing so will necessitate harnessing the strengths of economic development at the community, municipal, Tribal, and state levels. Given the vital importance of housing and

---

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

[2] https://www.Federalregister.gov/documents/2021/01/25/2021-01753/advancing-racial-equity-and-support-for-underserved-communities-through-the-Federal-government

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

[4] *Id.*

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

community to well-being, and HUD's role in promoting fair housing policies, HUD has an opportunity to remove barriers and promote equity for people in communities that have been historically underserved by its programs. The Department also recognizes the significant racial disparities in homelessness and is committed to addressing these disparities. To accomplish this effort, HUD will address systemic inequities in housing and grants programs, environmental justice, and resident services, to ensure every person has access to safe and high-quality housing.

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

Overarching Priority: Improve Customer Experience

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

Customer Experience (CX) is more than improved customer service.[6] CX is the sum of an individual's perception of HUD as a Department and the services and products it provides. It is built over time, along multiple interactions. "Customers" are individuals, businesses, and organizations (such as grantees and state and municipal agencies) that interact with a Federal Government agency or program. Interactions can be direct or through partner organizations executing Federally funded programs. Federal government customers could also include public servants and employees themselves in their interactions with Federal processes.[7] A "service" is defined as the sum of the help provided – by an agency and its partners – throughout the process a customer goes through to obtain, receive, or make use of a public offering (or comply with a policy).[8] Adopting a customer-centric approach to service delivery and putting people at the core of what HUD does and how the Department works, ensures successful outcomes as customers navigate HUD services.

Federal law and regulation continue to progress government-wide CX transformation. HUD worked across its programs in accordance with Executive Order 14058 ("Transforming Federal Customer Experience and Service Delivery To Rebuild Trust in Government") and Office of Management and Budget Circular A-11 Section 280, focused on CX transformation.[9] This has allowed HUD to embed CX strategies throughout its FY 2022-2026 Strategic Plan objectives to ensure this customer-centric focus will align HUD with Federal compliance requirements. HUD will rise to address complex challenges in real time and re-orient program operations to improve customer interactions by elevating CX as an overarching priority in the Strategic Plan. HUD will focus on empowering employees to design HUD's policies and technology to better deliver on behalf of end customers.

HUD's CX vision is to integrate the customer perspective into everything the Department does to make its interactions feel easy, effective, positive, and equitable. This unified focus on CX will enable HUD's customers across its five service ecosystems to better understand and access relevant housing and community development information.[10] Customers will be able to feel confident and supported while navigating HUD services, offer actionable feedback based on lived experiences, and achieve productive outcomes that support HUD's mission. Utilizing Human-Centered Design (HCD) and CX tools will enable HUD to implement solutions that positively impact all customers based on specific needs as a top priority.[11] Understanding HUD's customers' experiences

---

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

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

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

[9] https://www.federalregister.gov/documents/2021/12/16/2021-27380/transforming-federal-customer-experience-and-service-delivery-to-rebuild-trust-in-government and https://www.performance.gov/cx/assets/files/a11-280.pdf.

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

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

and expectations, in real time, provides insights into various pain points. Therefore, HUD will be enabled to determine where to equitably improve service delivery and operations.

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

Strategic Goal 1: Support Underserved Communities

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

LEADING THIS GOAL

Office of the Secretary

GOAL

HUD will fortify support for underserved communities and support equitable community development for all people residing in America. To achieve this goal, HUD will bolster Fair Housing compliance and enforcement, implement a Housing First[12] approach to reducing homelessness, and drive equitable community development. The Department is committed to building an inclusive future, that promotes wealth-building for all people and lifts underserved communities to share in the Nation's prosperity. Increased Fair Housing compliance and enforcement, aimed at preventing housing discrimination, along with strengthening community partnerships, confirms HUD's deep commitment to its mission. These commitments, coupled with strategic investments to make homelessness increasingly rare, render the Department a leader in re-envisioning a more prosperous future for all people who call this Nation home.

At the core of HUD's commitment to underserved communities is the advancement of equity in the Department's policies and programs. Historically, some of HUD's policies have perpetuated inequities in housing access and economic opportunity. The absence of an equity lens has resulted in policies that contributed to segregated neighborhoods, mortgage redlining, lending discrimination, and inhibited wealth-building opportunities for families of color, immigrants, women, individuals with disabilities, and lesbian, gay, bisexual, transgender, and queer (LGBTQ+) individuals. The Department recognizes and acknowledges the role it has played in declining to invest in communities of color and preventing residents of those communities from accessing needed services and resources. These inequities are particularly clear in homelessness, in which Black and indigenous people, people with disabilities, and LGBTQ+ people experience homelessness at rates significantly higher than their representation in the general population. As HUD designs and implements new programs and policies, as well as re-evaluates existing ones, the Department will seek to understand the lived experiences of the people its programs are intended to serve. HUD will address the systemic issues of racism and inequality by understanding and including the diverse perspectives of those who use or could benefit from HUD

---

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

programs. The Department will develop its strategies for achieving this goal through a Customer Experience (CX) lens, focused on Human-Centered Design, research, and customer understanding. The most impactful way to serve HUD's vulnerable populations is to empower them by giving them a voice in designing solutions specific to their diverse needs and perspectives.

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

This goal consists of three objectives:

1A. Advance Housing Justice

1B. Reduce Homelessness

1C. Invest in the Success of Communities

Strategic Objective 1A: Advance Housing Justice

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

LEADING THIS OBJECTIVE

Office of Fair Housing and Equal Opportunity

OBJECTIVE

A person's future should never be limited by the zip code where they live. Furthermore, a person's race, disability or other protected characteristics should never limit their access to housing or their ability to fully live and participate in the community. HUD recognizes that where a person lives greatly impacts nearly every aspect of their life. HUD is committed to learning from the lived experiences of those who utilize or could benefit from HUD programs to inform the Department's process in addressing systemic issues of racism and inequality. HUD's mission and work are focused on ensuring underserved populations have equitable access to housing and the long-term advantages that a safe, stable home provides. The Department's efforts are informed by HUD's commitment to prevent further discrimination against traditionally underserved groups as the Department strives to create diverse, inclusive communities.

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

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

HUD is working to fortify fair housing rights by implementing guidance and new rules that will increase protections under the Fair Housing Act. In particular, the Department is working toward the successful rollout of an improved Affirmatively Furthering Fair Housing (AFFH) rule. HUD anticipates issuing a proposed rule that will help recipients of HUD funding to take meaningful actions to overcome patterns of segregation and foster inclusive communities free from barriers that restrict access to equal opportunity based on protected characteristics. HUD also anticipates publishing a final rule setting out the framework for assessing whether policies or practices have

an unjustified discriminatory effect in violation of the Fair Housing Act.[13] Subject to finalization of those rulemakings, the Department anticipates having a focus on providing technical assistance for Federal agencies and grantees to meet their obligations at all levels.

HUD continues to implement the Housing Counseling Program and the FY 2021 Eviction Protection Grant Program to help low-income renter families and individuals avoid eviction or minimize the disruption and damage caused by the eviction process in areas with high rates of evictions or prospective evictions, including rural areas. Advancing housing justice and strengthening housing protections for underserved populations ensures the Federal government affirmatively furthers fair housing. HUD is unwavering in its commitment to proactively break down barriers that block people from living in healthy and prosperous neighborhoods that provide economic opportunities.

STRATEGIES AND MAJOR MILESTONES

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

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

Strategies	Major Milestones
Advance equity and combat discrimination in HUD-funded programs. 👥⚖	*Streamline the Department's processes that advance equity and combat discrimination.* ⚖ **3/31/2022**: Develop a comprehensive strategy outlining the technical assistance to be provided to HUD-funded recipients for improved engagement with persons with LEP. *Enhance HUD's understanding of fair housing violations from the perspective of Black, Indigenous, and People of Color to increase equity in all of HUD's programs.* ⚖ **3/31/2023**: Develop a Department-wide organizational ecosystem map to understand HUD's activities in the fair housing space. **9/30/2023**: Develop a Department-wide journey map on fair housing violations and publish materials aimed at addressing the findings.[14] *Embed stakeholder and HUD funding recipients' feedback and collaboration in program and policy decision-making process.* 👥

---

[13] Reinstatement of HUD's Discriminatory Effects Standard, 86 FR 33590, https://www.federalregister.gov/documents/2021/06/25/2021-13240/reinstatement-of-huds-discriminatory-effects-standard
[14] A journey map is a visualization of the major interactions shaping a user's experience of a product or service: https://methods.18f.gov/decide/journey-mapping/

	6/30/2022: Develop stakeholder engagement strategy and communications plan.
Fortify fair housing rights by developing guidance and regulations that will increase protections under the Fair Housing Act. ⚖	*Eliminate barriers to low-income, affordable housing in well-resourced neighborhoods of opportunity*
	12/30/2022: Conduct a review of recent research on zoning policy development and land use regulations and practices to identify policies and procedures that improve housing supply and promote affordable housing development.
	Promulgate and enforce a Discriminatory Effects Rule furthering the purposes of the Fair Housing Act
	9/30/2022: Finalize a discriminatory effects rule that better effectuates the Fair Housing Act.
	11/30/2022: Provide explanatory materials on the final rule to ensure its understanding.
	Restore regulatory framework and processes to AFFH
	2/15/2022: Review stakeholder input obtained from Fall 2021 broad based stakeholder listening sessions.
	6/30/2022: Publish a Notice of Proposed Rulemaking (NPRM) for AFFH.
	6/30/2022: Develop and implement HUD-led training, direct technical support, and funded technical assistance for the fair housing planning requirement outlined in the Interim Final Rule.[15]
Expand housing opportunities and strengthen partnerships to reach marginalized, underserved, and vulnerable populations. ⚖	*Modernize accessibility standards for the 21st century through rulemaking and standard setting*
	9/30/2023: Publish a NPRM to propose and promulgate an Accessibility Standard under the Fair Housing Act's design and construction requirements.
	Ensure full enforcement of the Fair Housing Act and the Equal Access Rule to combat discrimination based on sexual orientation and gender identity
	3/31/2022: Provide cross-program training on fair housing protections on the basis of sexual orientation and gender identity and serving the LGBTQ+ community.

---

[15] https://www.federalregister.gov/documents/2021/06/10/2021-12114/restoring-affirmatively-furthering-fair-housing-definitions-and-certifications

Address and reduce barriers to housing access that stem from past and current inequitable criminal justice policies and practices

12/30/2022: Conduct a review of policies relating to program admissions criteria and the exercise of discretion to ensure equity.

Ensure full protections for survivors of human trafficking and survivors of domestic violence, dating violence, sexual assault, and stalking

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

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

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

Encourage Public Housing Authorities (PHAs) and HUD-assisted housing owners to adopt marketing and admissions policies, practices, and services connections or partnerships that proactively reach underserved populations and communities[16]

3/30/2023: Issue guidance to PHAs, owners of HUD-assisted housing, HOME Investment Partnerships Program participating jurisdictions, and Housing Trust Fund Program grantees on ways to increase equitable access to housing for underserved communities.[17]

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

6/30/2023: Implement strategies to remove barriers to HUD-funded housing for protected class members.

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

---

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

[17] HUD guidance will focus on improving community outreach, referral partnerships, and admissions policies.

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

KEY PERFORMANCE INDICATORS

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

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

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

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
Cases referred by FHIP organizations	813	771	692	739	509	520	740	800	Increase
Cases that resulted in a cause finding	55	47	63	82	50	40	80	90	Increase
Cases that resulted in conciliation of case	324	305	277	283[18]	188	195	280	290	Increase

Sub-Metric: **Cases referred by FHIP organizations**	
Description:	This measure will track the number of cases each year that were referred by FHIP organizations to HUD or a FHAP partner.
Data Source:	HUD Enforcement Management System (HEMS)
Dimension & Unit of Measurement:	Count: Number of cases
Calculation Method:	Summation of relevant cases tallied from the data captured in HEMS
Frequency:	Annually
Data Quality:	All cases investigated by HUD and by FHAP agencies as part of the FHAP program are entered into HEMS, which tracks multiple aspects of the case and the investigation. One of these aspects is whether a given case was referred by a FHIP organization. This measures when the investigation is substantially

---

[18] The FY20 actuals have been revised as follows: Cases that resulted in conciliation of case from 281 to 283. The sub-metrics are provided by state and local governments with different reporting periods that do not align with the Federal reporting cycle. Additionally, the investigation of fair housing cases can at times be protracted, and information may be updated as these cases proceed.

	completed, and the matter has been closed, conciliated, or referred onward for adjudication.
Validation and Verification:	All FHAP cases entered into HEMS are reviewed by HUD grants monitors as part of the reimbursement process. HUD cases are reviewed by a supervisor and depending on the resolution may also be reviewed by HUD counsel.

Sub-Metric: **Cases that resulted in a recommendation of a legal charge**

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

Sub-Metric: **Cases that resulted in conciliation of case**

Description:	This measure will track the number of cases that resulted in a conciliation of the case each year that were referred by FHIP organizations to HUD or a FHAP partner.
Data Source:	HEMS
Dimension & Unit of Measurement:	Count: Number of cases
Calculation Method:	Summation of relevant cases tallied from the data captured in HEMS
Frequency:	Annually
Data Quality:	All cases investigated by HUD and by FHAP agencies as part of the FHAP program are entered into HEMS, which tracks multiple aspects of the case and the investigation. One of these aspects is whether a given case was referred by a FHIP organization. This measures when the investigation is substantially completed, and the matter has been conciliated between the parties to the complaint.

Validation and Verification:	All FHAP cases entered into HEMS are reviewed by HUD grants monitors as part of the reimbursement process. HUD cases are reviewed by a supervisor and depending on the resolution may also be reviewed by HUD counsel.

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

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

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual[19]	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
Cases FHAP agencies processed	6,512	6,127	6,066	5,889	5,627	5,300	5,800	6,000	Increase
Cases that resulted in a cause finding	386	416	467	461	397	320	450	470	Increase
Cases that resulted in conciliation of case	1,720	1,294	1,234	1,124	1,027	1,000	1,100	1,200	Increase

Sub-Metric: Cases FHAP agencies processed	
Description:	This measure computes the number of cases processed by FHAP agencies each year.
Data Source:	HEMS
Dimension & Unit of Measurement:	Count: Number of cases
Calculation Method:	Summation of relevant cases tallied from the data captured in HEMS.
Frequency:	Annually
Data Quality:	All cases investigated by FHAP agencies as part of the FHAP program must be entered into HEMS, which tracks multiple aspects of the case and the investigation. This measures when the investigation by the agency is substantially completed, and the matter has been closed, conciliated, or referred onward for adjudication.

---

[19] The FY20 actuals have been revised as follows: Cases FHAP agencies processed from 5,876 to 5,889; Cases that resulted in a recommendation of a legal charge from 457 to 461; and Cases that resulted in conciliation of case from 1,121 to 1,124. The sub-metrics are provided by state and local governments with different reporting periods that do not align with the Federal reporting cycle. Additionally, the investigation of fair housing cases can at times be protracted, and information may be updated as these cases proceed.

Validation and Verification:	All FHAP cases entered into HEMS are reviewed by HUD grants monitors as part of the reimbursement process. This review verifies key elements of the case investigation.

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

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

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

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

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
1,148	985	1,098	1,149	2,058	1,432	1,718	1,518	Increase

Description:	This measure will track the number of instances of documents translated into other languages and the number of instances of foreign language interpretation provided in support of HUD programs.
Data Source:	Contractor monthly and annual reports
Dimension & Unit of Measurement:	Count: Number of document translations or instances of interpretation provided as part of the contract service
Calculation Method:	Sum of total instances of document translation and total instances of interpretation service rendered.
Frequency:	Annually
Data Quality:	Internal requests for document translation are entered through an internal HUD portal, and then passed onto the contractor once approved. Requests for verbal interpretation are made via a request phone number, which connects directly to the contractor.
Validation and Verification:	HUD LEPI Portal data on requests is compared to reports received from translation contractor on number of translations performed. The number of interpretation services rendered is reported directly by the contractor.

OTHER INDICATORS

▶ **Number of FHIP and FHAP fair housing practitioners and others who attend National Fair Housing Training Academy (NFHTA) courses and Fair Housing Forums[20]**

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

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY17 Actual	**FY18 Actual**	**FY19 Actual**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**	**FY22 Target**	**FY23 Target**	
Courses	N/A	N/A	N/A	195	601	Tracking Only	Tracking Only	Tracking Only	Increase
Fair Housing Forums	N/A	N/A	N/A	N/A	3,693	Tracking Only	Tracking Only	Tracking Only	Increase

Sub-Metric: **Number of FHIP and FHAP fair housing practitioners who attend NFHTA courses**	
Description:	This measure will track the number of practitioners who attend five different courses on building knowledge and skills on fair housing.
Data Source:	NFHTA Learning Management System
Dimension & Unit of Measurement:	Count: Number of fair housing practitioners who attend courses
Calculation Method:	Count of participants who attend
Frequency:	Annually
Data Quality:	Data on course participants is tracked in a Learning Management System. This system tracks the learning history of each student at the Academy, including enrollment and course completion data.
Validation and Verification:	Relevant course participants receive HUD authorization to attend, are tracked during course delivery, and then are counted based on attendance.
Sub-Metric: **Number of FHIP and FHAP fair housing practitioners who attend NFHTA Fair Housing Forums**	
Description:	This measure will track the number of practitioners who attend Fair Housing Forums on building knowledge and skills on fair housing.
Data Source:	NFHTA Learning Management System

---

[20] NFHTA restarted operations in FY2020.

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

EVIDENCE BUILDING

HUD's Office of Policy Development and Research (PD&R) has produced an extensive body of evidence on the scope and severity of affordable housing needs among households nationally and how those needs vary by region and by demographic and socioeconomic characteristics. PD&R conducts monthly surveys of national and regional market activity and every two years produces a report to Congress about renter households with "worst-case housing needs." Renter households with very low incomes who do not receive government housing assistance and who pay more than one-half of their income for rent, live in severely inadequate conditions, or both, have worst case needs for adequate, affordable rental housing. According to the most recent report, worst-case housing needs affect 7.77 million very low-income renter households nationwide in 2019, before the pandemic's disruptions of the housing market. Most households who experience worst-case housing needs have severe rent burdens. These severe rent burdens result from a shortage of available and affordable rental housing. Worst-case housing needs are present in every geography and with all populations, but rates are highest in the South and West, in suburban areas, and among Native Hawaiian or Pacific Islander, Asian, Hispanic, and non-Hispanic white households.[21]

In 2017, HUD produced a study of the housing needs of American Indians and Alaska Natives in Tribal Areas.[22] This study found that the overcrowding and physical housing problems of American Indians and Alaska Natives living on reservations and other Tribal areas are strikingly more severe than those of other Americans. Particular circumstances of Tribal areas—remoteness, lack of infrastructure, and complex legal and other constraints related to land ownership—make it extremely difficult to improve the housing conditions, though the details and the extent of the challenges vary substantially across Tribal areas.

HUD has regularly conducted national housing discrimination studies every decade since 1977, with new iterations in 1989, 2000, and 2012. Most recently, PD&R conducted a suite of studies focused on a broad range of topics, including a national study of discrimination on the basis of disability and pilot studies measuring levels of discrimination based on source of income, sexual orientation, and gender status, and against families with children. These studies have employed rigorous study designs such as paired testing to measure the size and scope of discrimination in the rental and sales markets.[23] The 2017 pilot study of housing discrimination against same-sex couples and transgender individuals in three metropolitan areas found moderate, and statistically significant, discrimination against gay male couples at the initial stage of the rental transaction, and no evidence of discrimination against lesbian couples, and showed transgender testers who disclosed their gender status were

---

[21] "Worst Case Housing Needs: 2021 Report to Congress" (2021), https://www.huduser.gov/portal/publications/Worst-Case-Housing-Needs-2021.html.
[22] "Housing Needs of American Indians and Alaska Natives in Tribal Areas: A Report from the Assessment of American Indian, Alaska Native, and Native Hawaiian Housing Needs" (2017), https://www.huduser.gov/portal/publications/HNAIHousingNeeds.html.
[23] For a list of current and historical studies, see https://www.huduser.gov/portal/publications/housingdiscriminationreports.html.

less likely to be told about available rentals.[24] The study created new protocols for testing for discrimination against these classes and is an important step forward in testing for discrimination in the rest of the country. PD&R is currently undertaking a qualitative study of discrimination against people with LEP and a study to identify and test new methods for measuring housing discrimination.

In addition to studying housing discrimination, PD&R has commissioned research to understand the other factors that can make it hard for HUD-assisted households to live in neighborhoods that provide economic opportunities. One such factor is the level of rental assistance provided through HUD's largest rental assistance program, the Housing Choice Voucher (HCV) program. A 2018 study found that Small Area Fair Market Rents, an alternative method of determining rent standards in the HCV program, increased the pool of rental units potentially available to HCV holders in high-opportunity neighborhoods and decreased the pool in low-opportunity neighborhoods.[25] Another factor that can affect households' access to neighborhoods of economic opportunity is landlord willingness to rent to households receiving Federal rental assistance. In 2021, PD&R launched a five-year study of innovative methods—made possible through the Moving to Work Demonstration—to incentivize landlords to rent to HCV-assisted households.

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

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

---

[24] "A Paired-Testing Pilot Study of Housing Discrimination against Same-Sex Couples and Transgender Individuals" (2017), https://www.huduser.gov/portal/publications/HDS-LGBT.html.
[25] "Small Area Fair Market Rent Demonstration Evaluation: Final Report" (2018), https://www.huduser.gov/portal/sites/default/files/pdf/SAFMR-Evaluation-Final-Report.pdf.

Strategic Objective 1B: Reduce Homelessness

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

LEADING THIS OBJECTIVE

Office of Community Planning and Development

✪ **Agency Priority Goal for FY 2022-2023**: **By September 30, 2023, make homelessness rare, brief, and non-recurring by reducing the number of people experiencing homelessness by 15% from 2020 levels.**[26] ✪

OBJECTIVE

On a single night in January 2020, 580,466 people experienced homelessness across the United States. This represents a two percent increase from 2019 and marks the fourth consecutive year that total homelessness increased in the United States. These numbers are staggering, especially considering the threat of Coronavirus Disease 2019 (COVID-19) to people experiencing homelessness. HUD will work to make homelessness rare, brief, and non-recurring, while strengthening Federal, State, Tribal, and community implementation of evidence-based practices, such as Housing First, to address homelessness.[27]

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

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

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

---

[26]This reduction is compared to the 2020 Point-in-Time (PIT) count. Due to the COVID-19 pandemic, many communities were not able to conduct and unsheltered PIT count in 2021 and thus a 2021 National Homelessness number is unavailable.
[27] More information on Housing First can be found at https://files.hudexchange.info/resources/documents/Housing-First-Permanent-Supportive-Housing-Brief.pdf

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

STRATEGIES AND MAJOR MILESTONES

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

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

Strategies	Major Milestones
Prevent people from becoming homeless when they exit public systems, including but not limited to child welfare, prisons, and mental health institutions, through national and local partnerships.	**12/31/2022**: Work with United States Interagency Council on Homelessness (USICH) to establish a working group that addresses system partners' (such as United States Department of Health and Human Services (HHS), United States Department of Justice, United States Department of Education, and the United States Department of Labor (DOL) role in preventing homelessness. **12/31/2022**: Publish lessons learned from the Youth Homelessness Demonstration Program on how to form valuable partnerships with public system partners, including child welfare and juvenile justice.
Improve retention in housing by improving access to affordable housing, healthcare, and other client-centered supportive services.	**12/31/2022**: Coordinate across HUD on the Emergency Housing Voucher Program and the HOME-American Rescue Plan Program to create guidance on the intersection and braiding of programs to support communities in improving access to affordable housing. **12/31/2022**: Disseminate materials to grantees further explaining client-centered approaches. **12/31/2023**: Work with USICH and HHS to develop resources and strategies to address the intersection of healthcare and homelessness.
Improve capacity of Continuums of Care (CoCs) to use existing data to measure and track system performance.	**12/31/2022**: Enhance the Stella visualization tool to empower communities to visualize their homelessness data and conduct modeling exercises to improve the efficiency of their local resources. **10/1/2023**: Update the Homeless Management Information System (HMIS) data collection requirements for race, ethnicity, and gender identity based on input from relevant stakeholders, including

	people with lived experience, and provide training on how to collect this data in a trauma-informed and culturally sensitive way.
Identify opportunities to increase access to housing for Veterans who cannot be served by HUD Veterans Affairs Supportive Housing (HUD-VASH), Supportive Services for Veteran Families (SSVF), or through programs such as Emergency Housing Vouchers, CoCs, and Housing Choice Vouchers.	**12/31/2023**: Release tools to support communities increasing access to housing for Veterans who cannot be served by HUD-VASH, SSVF, or other programs.
Improve community approaches—including getting contributions from those experiencing homelessness—to identify, engage, and re-house people experiencing unsheltered homelessness, including through a Housing First approach.	**12/31/2022**: Award new funds dedicated to addressing unsheltered homelessness with emphasis on engaging people with lived experience through a special Notice of Funding Opportunity. **12/31/2022**: Release tools on effectively collaborating with people with lived expertise in developing and implementing equitable solutions to reducing homelessness, including unsheltered homelessness.
Reduce the average length of homelessness through improved coordinated entry system implementation and targeted homeless programs.	**9/30/2022**: Convene three regional workshops on addressing post-disaster homelessness issues with inter-agency partners including the Federal Emergency Management Agency (FEMA), State Emergency Management Agencies, State governments, HUD funded Continuums of Care, and HUD divisions. **9/30/2022**: Assist communities through technical assistance and by issuing guidance to implement and improve coordinated entry systems based on lessons learned that involve more race equity and client-focused approaches. **9/30/2023**: Publish the Emergency Solutions Grant Program Final Rule.[28] **9/30/2023**: Publish the Notice for Public Comment on the CoC Program Rule.[29]

---

[28] This will replace the interim rule entitled "Homeless Emergency Assistance and Rapid Transition to Housing: Emergency Solutions Grants Program and Consolidated Plan Conforming Amendments" (interim rule) https://www.federalregister.gov/documents/search?conditions%5Bagencies%5D%5B%5D=housing-and-urban-development-department&conditions%5Bterm%5D=5474
[29] https://www.federalregister.gov/documents/search?conditions%5Bagencies%5D%5B%5D=housing-and-urban-development-department&conditions%5Bterm%5D=5476

KEY PERFORMANCE INDICATORS

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

✪ **Number of people experiencing homelessness** ✪

This measure will annually track the number of people experiencing homelessness in the Point-in-Time (PIT) count, a count taken on a single night in January each year.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	**FY18 Actual**	**FY19 Actual**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**	**FY22 Target**	**FY23 Target**	
550,996	552,830	567,715	580,466	Limited Data[30]	N/A[31]	525,500	494,000	Decrease

Description:	Total number of people experiencing homelessness based on a count that occurs on a single night, usually in January.
Data Source:	PIT count reported in the Homelessness Data Exchange (HDX)
Dimension & Unit of Measurement:	Count: Homeless persons on a single night, usually in January
Calculation Method:	A count of homeless persons on a single night, usually in January
Frequency:	Although many jurisdictions count annually, 24 Code of Federal Regulations (CFR) 578.7(c)(2) only requires that the counts be done "biennially."
Data Quality:	HUD establishes PIT count guidance annually that states the minimum amount of data that all CoCs must collect and report to HUD. There are additional reporting tools that provide guidance on HUD's reporting requirements and standards.
Validation and Verification:	When CoCs submit their data in the HDX, there are also several validations in HDX itself to ensure consistency in reporting. After the data are submitted, HUD's contractors analyze the data again and call communities if there are further discrepancies that need to be explained or corrected.

---

[30] Because of allowable statutory waivers made available due to COVID-19, not all communities who were required to conduct an unsheltered PIT count in 2021, participated. HUD has published the 2021 Annual Homelessness Assessment Report (AHAR) [https://www.huduser.gov/portal/sites/default/files/pdf/2020-AHAR-Part-1.pdf] which, due to these limitations, does not provide a national number of people experiencing homelessness in 2021. The AHAR does contain an estimate of the total number of sheltered people experiencing homeless in 2021.

[31] There was no target established for the national number of people experiencing homelessness in 2021 because many communities did not conduct a count due to COVID-19.

▶ **Length of homelessness[32]**

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

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
174	164	168	193	TBD[33]	166	Tracking Only[34]	TBD[35]	Decrease

Description:	Average length of time persons experience homelessness. At this time, only persons experiencing sheltered homelessness are included in this measure; future data submissions will include persons experiencing unsheltered homelessness as well.
Data Source:	Data collected in each CoC's HMIS. Data is reported as "System Performance Measures" into the HDX.
Dimension & Unit of Measurement:	Weighted Rate: Days
Calculation Method:	Each CoC is required to collect data and report to HUD annually on specific system performance measures. These measures are based on a set of programming specifications developed by a technical assistance provider and provided to CoC communities to ensure consistency: https://www.hudexchange.info/resource/4483/system-performance-measures-tools/.
Frequency:	Annually
Data Quality:	Data is relatively comprehensive as CoCs must report data regardless of funding source. The data is limited by how many projects report their data in HMIS and how accurate their data quality is. HUD requires each CoC to track null and missing value information as well as other data quality concerns. The rates of data quality issues per each response element that impacts the system performance measures is submitted to HUD at the time that the measures are submitted. HUD reviews this and includes the data quality piece in its larger evaluation of the system performance measures.
Validation and Verification:	HUD includes the system performance measures in its annual CoC Program Competition, along with data quality and HMIS bed coverage information. This creates incentives to have accurate data as well as to show improved outcomes. HUD will continue to include this as a scoring factor and will incorporate it into more reporting requirements. HUD will provide more resources to improve data quality. HUD provided programming

---

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

[33] System Performance Measures are submitted by CoCs to HUD each April on the last complete fiscal year, and then must go through a limited validation process. Thus, FY21 actuals will be available in August 2022.

[34] Given the effects of COVID-19, the data is too variable to provide a FY22 target. An FY23 target should be available by fall 2022.

[35] People experiencing homelessness have been encouraged to stay in shelters longer to avoid the threat of COVID-19; therefore, it is possible this number could rise. At the same time, with the influx of new federal resources being utilized in communities, this number may decline sharply. Because of this variability, HUD proposes tracking only for FY22 and revisiting a potential target for FY23 during our next APP cycle.

	specifications to ensure consistency and will provide more resources to help CoCs test the accuracy of their systems to pull the data.

▶ **Number of people experiencing unsheltered homelessness**

This measure will annually track the number of people experiencing unsheltered homelessness in the PIT count, a count taken on a single night in January each year.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
190,129	194,467	211,293	226,080	No Data[36]	Tracking Only[37]	Tracking Only[38]	TBD[39]	Decrease

Description:	Total number of people experiencing unsheltered homelessness based on a count that occurs on a single night, usually in January.
Data Source:	PIT count reported in HDX
Dimension & Unit of Measurement:	Count: Homeless persons on a single night, usually in January
Calculation Method:	A count of homeless persons on a single night, usually in January
Frequency:	Although many jurisdictions count annually, 24 CFR 578.7(c)(2) only requires that the counts be done "biennially."
Data Quality:	HUD establishes PIT count guidance annually that states the minimum amount of data that all CoC's must collect and report to HUD. There are additional reporting tools that provide guidance on HUD's reporting requirements and standards.
Validation and Verification:	When CoCs submit their data in the HDX, there are also several validations in HDX itself to ensure consistency in reporting. After the data are submitted, HUD's contractors analyze the data again and call communities if there are further discrepancies that need to be explained or corrected.

---

[36] There is no national number of people experiencing unsheltered homelessness in 2021 because many communities did not conduct a PIT count due to COVID-19.
[37] There was no target established for the national number of people experiencing unsheltered homelessness in 2021 because many communities did not conduct a count due to COVID-19.
[38] Due to the lack of 2021 data because of the COVID-19 pandemic, FY21 data is not available. HUD will not set a target for FY22 but will use actuals from FY22 to establish the FY23 target.
[39] HUD will utilize FY22 data to set a target for FY23.

OTHER INDICATORS

▶ **First-time homeless**[40]

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

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	**FY18 Actual**	**FY19 Actual**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**	**FY22 Target**	**FY23 Target**	
823,649	815,664	787,646	631,531	TBD[41]	Tracking Only	Tracking Only	Tracking Only	Tracking Only

Description:	The number of persons experiencing homelessness for the first time.
Data Source:	Data collected in each CoC's HMIS. Data is reported as "System Performance Measures" into the HDX.
Dimension & Unit of Measurement:	Count of persons
Calculation Method:	Each CoC is required to collect data and report to HUD annually on specific system performance measures. These measures are based on a set of programming specifications HUD provided to communities to ensure consistency: https://www.hudexchange.info/resource/4483/system-performance-measures-tools/.
Frequency:	Annually
Data Quality:	Data is relatively comprehensive as CoCs must report data regardless of funding source. The data is limited by how many projects report their data in HMIS and how accurate their data quality is. HUD requires each CoC to track null and missing value information as well as other data quality concerns. The rates of data quality issues per each response element that impacts the system performance measures is submitted to HUD at the time that the measures are submitted. HUD reviews this and includes the data quality piece in its larger evaluation of the system performance measures.
Validation and Verification:	HUD includes the system performance measures in its annual CoC Program Competition, along with data quality and HMIS bed coverage information. This creates incentives to have accurate data as well as to show improved outcomes. HUD will continue to include this as a scoring factor and will incorporate it into more reporting requirements. HUD will provide more resources to improve data quality. HUD provided programming specifications to ensure consistency and will provide more resources to help CoCs test the accuracy of their systems to pull the data.

---

[40] This data is calculated by reviewing the number of people that presented for services during the reporting year and in the two years prior to that and all persons who did not have evidence of a previous service interaction are counted as being homeless for the first time.
[41] System Performance Measures are submitted by CoCs to HUD each April on the last complete fiscal year, and then must go through a limited validation process. Thus, FY21 actuals will be available in August 2022.

▶ **Number of Veterans experiencing homelessness**[42]

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

Past Performance				Current Performance		Performance Plan		Preferred Performance Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
40,020	37,878	37,085	37,252	No Data[43]	Tracking Only	Tracking Only	Tracking Only	Tracking Only

Description:	Total number of veterans experiencing homelessness based on a count that occurs on a single night, usually in January.
Data Source:	PIT count reported in HDX
Dimension & Unit of Measurement:	Count: Homeless veterans on a single night, usually in January
Calculation Method:	A count of homeless persons on a single night, usually in January
Frequency:	Although many jurisdictions count annually, 24 CFR 578.7(c)(2) only requires that the counts be done "biennially."
Data Quality:	HUD establishes PIT count guidance annually that states the minimum amount of data that all CoCs must collect and report to HUD. There are additional reporting tools that provide guidance on HUD's reporting requirements and standards.

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

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

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
41.6%	41.9%	40.9%	40.1%	TBD[44]	Tracking Only	Tracking Only	Tracking Only	Tracking Only

Description:	Proportion of persons served in an emergency shelter, safe haven, transitional housing, or rapid rehousing program that exit to permanent housing destinations.

---

[42] The number of veterans experiencing homelessness includes Veterans Affairs Supportive Housing, General Post Funds (GPF), and SSVF.
[43] There is no national number of people experiencing unsheltered homelessness in 2021 because many communities did not conduct a count due to COVID-19.
[44] System Performance Measures are submitted by CoCs to HUD each April on the last complete fiscal year, and then must go through a limited validation process. Thus, FY21 actuals will be available in August 2022.

Data Source:	Data collected in each Continuum of Care's (CoC's) HMIS. Data is reported as "System Performance Measures" into HDX.
Dimension & Unit of Measurement:	Percentage of persons
Calculation Method:	Each CoC is required to collect data and report to HUD annually on specific system performance measures. These measures are based on a set of programming specifications HUD provided to communities to ensure consistency: https://www.hudexchange.info/resource/4483/system-performance-measures-tools/.
Frequency:	Annually
Data Quality:	Data is relatively comprehensive as CoCs must report data regardless of funding source. The data is limited by how many projects report their data in HMIS and how accurate their data quality is. HUD requires each CoC to track null and missing value information as well as other data quality concerns. The rates of data quality issues per each response element that impacts the system performance measures is submitted to HUD at the time that the measures are submitted. HUD reviews this and includes the data quality piece in its larger evaluation of the system performance measures.
Validation and Verification:	HUD includes the system performance measures in its annual CoC Program Competition, along with data quality and HMIS bed coverage information. This creates incentives to have accurate data as well as to show improved outcomes. HUD will continue to include this as a scoring factor and will incorporate it into more reporting requirements. HUD will provide more resources to improve data quality. HUD provided programming specifications to ensure consistency and will provide more resources to help CoCs test the accuracy of their systems to pull the data.

▶ **Returns to homelessness**

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

Past Performance[45]				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
9.2%	8.8%	9.1%	9.0%	TBD[46]	Tracking Only	Tracking Only	Tracking Only	Tracking Only

Description:	National average percentage of people returning to homelessness within 6 months in CoCs
Data Source:	Data collected in each Continuum of Care's (CoC's) HMIS. Data is reported as "System Performance Measures" into HDX.
Dimension & Unit of Measurement:	Percentage of persons
Calculation Method:	Each CoC is required to collect data and report to HUD annually on specific system performance measures. These measures are based on a set of programming specifications HUD provided to communities to ensure consistency: https://www.hudexchange.info/resource/4483/system-performance-measures-tools/.
Frequency:	Annually
Data Quality:	Data is relatively comprehensive as CoCs must report data regardless of funding source. The data limited by how many projects report their data in HMIS and how accurate their data quality is. HUD requires each CoC to track null and missing value information as well as other data quality concerns. The rates of data quality issues per each response element that impacts the system performance measures is submitted to HUD at the time that the measures are submitted. HUD reviews this and includes the data quality piece in its larger evaluation of the system performance measures.
Validation and Verification:	HUD includes the system performance measures in its annual CoC Program Competition, along with data quality and HMIS bed coverage information. This creates incentives to have accurate data as well as to show improved outcomes. Because this process is relatively new (only 3 reporting cycles to date with system performance measures) HUD knows there are data quality concerns, both with the data entered into HMIS as well as with the reporting features of the CoCs' HMIS. HUD will continue to include this as a scoring factor and will incorporate it into more reporting requirements. HUD will provide more resources to improve data quality. HUD provided programming specifications to censure consistency and will provide more resources to help CoCs test the accuracy of their systems to pull the data.

---

[45] Past data reflected returns to homelessness after 12 months instead of 6 months. The data was updated to reflect the rate of return to homelessness at 6 months.
[46] System Performance Measures are submitted by CoCs to HUD each April on the last complete fiscal year, and then must go through a limited validation process. Thus, FY21 actuals will be available in August 2022.

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

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

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
Housing Choice Vouchers	7.6%	9.1%	10.7%	11.6%	16.1%	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Public Housing	7.7%	8.5%	7.7%	8.6%	9.3%	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Multifamily Housing Programs	0.3%	0.6%	0.7%	0.9%	0.9%	Tracking Only	Tracking Only	Tracking Only	Tracking Only

Sub-Metric: **Percentage of admissions to HCV who were homeless at admission**

Description:	Percentage of households admitted into HCV who were experiencing homelessness at point of entry into the program.
Data Source:	Integrated Management System/ Public and Indian Housing (PIH) Information Center (IMS/PIC)
Dimension & Unit of Measurement:	Percentage of households admitted into HCV who were experiencing homelessness at point of entry into the program.
Calculation Method:	Number of homeless households admitted into HCV program divided by number of all households admitted into HCV program
Frequency:	Quarterly
Data Quality:	Public Housing Authorities (PHAs) self-report the data. PIH continues to work with PHAs to ensure use of a consistent definition of "homeless" across HUD programs.
Validation and Verification:	PIH issued guidance in the form of Notice PIH 2013-15 to help correct the data quality issue.

Sub-Metric: **Percentage of admissions to Public Housing (PH) who were homeless at admission.**

Description:	Percentage of households admitted into PH who were experiencing homelessness at point of entry into the program.
Data Source:	IMS/PIC
Dimension & Unit of Measurement:	Percentage of households admitted into PH who were experiencing homelessness at point of entry into the program.

Calculation Method:	Number of homeless households admitted into PH divided by number of all households admitted into PH
Frequency:	Quarterly
Data Quality:	PHAs self-report the data. PIH continues to work with PHAs to ensure use of a consistent definition of "homeless" across HUD programs.
Validation and Verification:	PIH issued guidance in the form of Notice PIH 2013-15 to help correct the data quality issue.
Sub-Metric: **Percentage of admissions to Multifamily Housing who were homeless at admission**	
Description:	Percentage of households admitted into Multifamily Housing who were experiencing homelessness at point of entry into the program.
Data Source:	Tenant Rental Assistance Certification System
Dimension & Unit of Measurement:	Percentage of households admitted into Multifamily Housing who were experiencing homelessness at point of entry into the program.
Calculation Method:	Number of homeless households admitted into Multifamily units divided by number of all households admitted into Multifamily units
Frequency:	Monthly
Data Quality:	Data collection started in late 2014. Multifamily continues to work with property owners to ensure use of a consistent definition of "homeless" across HUD programs.
Validation and Verification:	N/A

EVIDENCE BUILDING

HUD's research helps form the backbone of the evidence supporting efforts to prevent and end homelessness among several key populations. The Department's Office of Policy Development and Research (PD&R) landmark Family Options study found that families who received priority access to deep housing subsidies experienced major decreases in returns to homelessness and increases in family well-being relative to those offered usual care in shelters, and documented major cost savings of rapid rehousing and permanent housing relative to shelter and transitional options on a per-month basis.[47] HUD draws on the considerable research literature regarding Permanent Supportive Housing (PSH) and the Housing First program model when implementing programs for chronically homeless individuals. Randomized controlled trials evaluating PSH programs that use a Housing First approach show that it improves housing stability, physical and mental health, and a variety of quality-of-life measures while also yielding cost savings through reduced need for emergency health services.[48]

In partnership with the Assistant Secretary for Planning and Evaluation at HHS, HUD recently completed a research effort exploring the rise in unsheltered homelessness encampments in many major cities and the costs of the interventions being deployed. The final report on the costs of encampment responses in four major cities,

---

[47] "Family Options Study: 3-Year Impacts of Housing and Services Interventions for Homeless Families" (2016), https://www.huduser.gov/portal/publications/Family-Options-Study.html.
[48] Permanent Supportive Housing: Evaluating the Evidence for Improving Health Outcomes Among People Experiencing Chronic Homelessness (2018), https://www.ncbi.nlm.nih.gov/books/NBK519597/#ref_000409.

published in early 2021, provides a useful template for local governments to assess their own interventions.[49] The Understanding Rapid Re-Housing (RRH) study, published in early 2020, provides the first comprehensive documentation of RRH participant experiences and program practices in different types of communities.[50] Other recent projects such as the Youth Homelessness Demonstration Program are designed to build on available research to understand how program models can meet the needs of key target populations, and how they have evolved from demonstration projects to components of the HUD homeless assistance system nationally.

In 2022, PD&R will begin a study of the long-term outcomes of participants in the Family Options Study. This project will support a 10-year follow up with the families who were randomly assigned to receive one of four interventions: rapid re-housing, project-based transitional housing, subsidy only, or usual care, and were followed for three-years. A follow-up survey will provide valuable additional information on outcomes for the study families, such as homelessness and doubling up, housing quality, family separations and reunifications, child and adult well-being, employment and income, and food security.

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

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

---

[49] Exploring Homelessness Among People Living in Encampments and Associated Cost: City Approaches to Encampments and What They Cost (2021), https://www.huduser.gov/portal/publications/Exploring-Homelessness-Among-People.html.
[50] https://www.huduser.gov/portal/publications/RRH-community-scan-report.html.

Strategic Objective 1C: Invest in the Success of Communities

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

LEADING THIS OBJECTIVE

Office of Public and Indian Housing

OBJECTIVE

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

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

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

HUD will bolster support of small businesses in communities that include HUD-assisted housing through enforcement of Section 3 requirements.[51] These efforts, led by the Office of Field Policy and Management, will be reinforced by building the capacity of its partner organizations and grantees to improve the delivery of HUD programs. Where it is possible and practical to do so, HUD will advance inclusive hiring practices and local contracting policies for delivery of housing and community-related projects. This will build wealth and income in low-income communities as part of the provision of housing and services. The Department aims to better reach individuals and communities who experience heightened barriers to accessing HUD services. Furthermore, the Department will seek to better promote entrepreneurship as an avenue for building wealth in underserved communities, including Tribal lands.

HUD recognizes the benefit and need for holistic services to improve assisted resident outcomes and overall community economic health. The Department will work to collaborate with both governmental and nongovernmental partners to empower greater economic development, and community wealth-building. HUD will

---

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

also better align supportive services for wealth-building opportunities for individuals. HUD, with its partners, will increase assisted residents' access to financial empowerment opportunities and advancement, workforce development programs, pre-apprenticeship programs, apprenticeships, entrepreneurship, and additional wealth-building opportunities. Programs will be designed to equip participants with the requisite skills and resources for building assets. The Department's focus includes addressing existing gaps in services while mitigating the potential steep drop in government benefits that accompany rising income. Such drops in benefits often pose barriers to wealth creation and improved economic outcomes. Expanding HUD's understanding of what success looks like, as well as how it is achieved, is crucial to accomplishing this objective.

STRATEGIES AND MAJOR MILESTONES

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

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

Strategies	Major Milestones
Align cross-Departmental and Federal interagency supportive benefits to empower wealth-building.	_Bolster support for interagency efforts to increase economic mobility_ **9/30/2023**: Support interagency efforts of the Council on Economic Mobility by staffing at least 75% of all associated working groups.[52] _Increase employment and training opportunities in growth industries, like renewable energy for Section 3 workers_ **6/30/2022**: Publish new Section 3 guidance to employers and grantees to begin implementation of Section 3 utilization strategy that aims to increase sustainable high quality job creation. **9/30/2022**: Establish a plan to partner with the Department of Labor's (DOL) Employment and Training Administration, other Federal agencies, and external partners to expand efforts on Section 3 and Davis-Bacon compliance, monitoring, and enforcement. _Expand opportunities for HUD-assisted residents to benefit from programs that build economic self-sufficiency_

---

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

	3/31/2022: Develop an action plan for the Department's efforts on credit and asset building for renters. **9/30/2022**: Update the Family Self-Sufficiency (FSS) guidebook and distribute to Multifamily owners to ensure they are aware of the resources and tools developed to support FSS implementation. **11/1/2022**: Establish a new applicant Notice of Funding Opportunity (NOFO) that allows Multifamily owners to compete for Family Self-Sufficiency program funding.
Develop programs and services to support entrepreneurship as a vehicle to support wealth-building.	**9/30/2023**: Encourage entrepreneurship in public and voucher housing communities by partnering with the Small Business Administration (SBA) to conduct on-site or community-based classes targeted to HUD-assisted residents.
Actively foster self-determination among HUD-assisted residents (customers) to understand and respond to their lived experiences and wealth-building goals effectively.	**6/30/2023**: Conduct six virtual and two in-person listening sessions to hear from HUD assisted residents on their wealth-building goals. **9/30/2023**: Select a new cohort of Moving to Work Public Housing Authorities (PHAs) for which there will be a programmatic and research focus on resident asset-building. **9/30/2023**: Develop and deliver webinars on wealth building to service coordinators and other PHA staff to better serve HUD-assisted residents.
Improve collaboration with small businesses by working with SBA, other Federal agencies, unions, and worker advocacy groups to help more small businesses compete for Section 3 project contracts.	**9/30/2022**: Establish Memoranda of Understanding (MOU) or other cooperative plans with SBA and other agencies and groups to develop a pipeline to connect Section 3 business concerns with contracting opportunities and Federal programs.
Foster existing place-based initiatives and programs and create new place-based initiatives.[53]	*Ensure that digital opportunities are made accessible to underserved communities by expanding ConnectHomeUSA to new communities, leveraging the Bipartisan Infrastructure Law, and utilizing any*

---

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

	other funding made available to increase access to broadband[54]
	12/31/2022: Announce expansion of ConnectHomeUSA 3.0 to all PHAs, tribes, and Multifamily owners throughout the country.
	6/30/2022: Secure commitment from a nonprofit partner to support ConnectHomeUSA 3.0.
	9/30/2023: Enroll between 50-100 communities in Tier 1 of ConnectHomeUSA 3.0, with new communities located in each region.
	9/30/2023: Ensure funding and other connectivity-related opportunities are centralized though ConnectHomeUSA communications (e.g., newsletters and webinars) and amplified through the Office of Public and Indian Housing (PIH), Multifamily, and CPD email lists to reach the broadest group of stakeholders.
Invest catalytic resources focused on equity and community wealth-building for community and neighborhood revitalization.[55]	**9/30/2022**: Participate in the White House Urban Equitable Development IPC covering administrative actions, reforms to existing programs, developing principles for equitable development, and guidance for the development and implementation of American Rescue Plan Act and Bipartisan Infrastructure Law funding streams in addition to budget funding.
	9/30/2022: Establish a HUD economic opportunity working group to position equitable economic opportunity, aligned with Administration priorities, as a driving goal within HUD's programs and internal operations.
	9/30/2022: Analyze the Department's language related to economic development investments in people and places, and present findings. Provide recommendations that support investment in communities and neighborhoods to become places of opportunity for residents and businesses centered on clients' views and experiences.
	9/30/2022: Create new or modify existing MOUs or memoranda of agreements with Federal partners focused on equitable economic development such as the Economic Development Administration, the

---

[54] ConnectHomeUSA creates a platform for community leaders, local governments, nonprofit organizations, and private industry to join together and produce locally-tailored solutions for narrowing the digital divide for HUD-assisted residents living in ConnectHomeUSA-designated communities across the country: https://www.hud.gov/connecthomeusa
[55] HUD will achieve this through the development and implementation of cross-departmental and interagency initiatives and programs for response, restoration, and recovery from the pandemic.

Department of Agriculture (USDA), SBA, the Department of Transportation and others.

9/30/2022: Develop the Department's plan for the "Rural Partners Network" Federal interagency initiative led by the Rural Prosperity IPC and USDA Rural Development, an expanded, whole-of-government initiative to advance equitable rural prosperity by improving community capacity and engagement and increasing access to resources.[56]

9/30/2023: Award at least $230 million in new Choice Neighborhood grants to communities nationwide, including up to $35 million for Critical Community Improvements.

Improve the accuracy of data collection on job creation, including jobs created through the Indian Housing Block Grant (IHBG) and the Indian Community Development Block Grant (ICDBG).	**9/30/2022**: Revise the IHBG Annual Performance Reports template and ICDBG NOFO's reporting requirements for Annual Status and Evaluation Reports to more clearly include data points for reporting jobs created through direct hires and contracting. **9/30/2023**: Establish baselines for total annual jobs created in the IHBG and ICDBG programs.

KEY PERFORMANCE INDICATORS[57]

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

▶ **Number of attendees participating in HUD-sponsored wealth-building webinars**

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

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	**FY18 Actual**	**FY19 Actual**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**	**FY22 Target**	**FY23 Target**	
N/A	N/A	N/A	N/A	N/A	N/A	200	300	Increase

---

[56] The definition of Rural Prosperity will be provided.
[57] FY22 will be the first-year data is being reported on all of the listed Key Performance Indicators under Objective 1C. Therefore, FY22 data will serve as the baseline for these measures with targets to be set in future fiscal years.

Description:	This metric will track the meeting attendance of informational webinars that focus on wealth building conducted by the Office of Public Housing Investments' CSS division.
Data Source:	Online web platforms used to conduct webinars (e.g., Zoom, Webex, Teams)
Dimension & Unit of Measurement:	Average: webinar attendees
Calculation Method:	A count of the number of webinar attendees will be conducted after every webinar. The average number of attendees will be calculated by dividing the total number of webinar attendees by the total number of webinars conducted.
Frequency:	Annually
Data Quality:	N/A
Validation and Verification:	CSS will only track participation based on official reports.

▶ **Percentage of public housing financial assistance recipients that meet benchmark labor-hour goals**

This measure will track the total percentage of public housing financial assistance recipients meeting benchmark labor hour goals.

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY17 Actual	**FY18 Actual**	**FY19 Actual**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**	**FY22 Target**[58]	**FY23 Target**[59]	
Targeted Section 3 worker labor hours – 5% target	N/A	N/A	N/A	N/A	N/A	N/A	Tracking Only	TBD	Increase
Total Section 3 worker labor hours – 25% target	N/A	N/A	N/A	N/A	N/A	N/A	Tracking Only	TBD	Increase

Sub-Metric: Targeted Section 3 worker labor hours – 5% target	
Description:	This measure will track the total number of public housing (PH) financial assistance recipients that meet benchmark Section 3 goals for Targeted Section 3 labor hours.
Data Source:	This information will be captured primarily in the Section 3 Reporting platform with possible data collected from other program office reporting systems

---

[58] FY22 will be used to establish a baseline and determine goals for FY23. The regulation states that reporting is only required for the PH financial assistance recipient's first full fiscal year after July 1, 2021. Thus, there will not be any data reported until July-August 2022 at the earliest and likely even later than that. Usable data is not expected until the beginning of 2023 given that many PHAs have January-December fiscal years.

[59] To be determined by end of FY22 once a baseline is established.

Dimension & Unit of Measurement:	The measurement of this data will be the PH financial assistance recipients who meet the Targeted Section 3 labor hour benchmarks as a percentage of the total number of PH financial assistance recipients.
Calculation Method:	This measure will be determined by taking the number of PH financial assistance recipients that meet the Targeted Section 3 labor hour benchmark goal over the total number of PH financial assistance recipients during a specified time period.
Frequency:	Each PH financial assistance recipient is required to report on the prior fiscal year within 60 days after the end of the fiscal year. However, recipients have different fiscal years, so data will be continually collected and can be pulled at any time.
Data Quality:	Section 3 reports will be made into the Section 3 Reporting Platform (S3R) which is validated through Line of Credit Control System (LOCCS). Recipients will also be required to maintain records and certifications under 24 CFR Part 75 in case monitoring is conducted.
Validation and Verification:	See above.

Sub-Metric: **Total Section 3 worker labor hours – 25% target**

Description:	This measure will track the total number of PH financial assistance recipients that meet benchmark Section 3 goals for Section 3 labor hours.
Data Source:	This information will be captured primarily in the Section 3 Reporting platform with possible data collected from other program office reporting systems
Dimension & Unit of Measurement:	The measurement of this data will be the PH financial assistance recipients who meet the Section 3 labor hour benchmarks as a percentage of the total number of PH financial assistance recipients.
Calculation Method:	This measure will be determined by taking the number of PH financial assistance recipients that meet the Section 3 labor hour benchmark goal over the total number of PH financial assistance recipients during a specified time period.
Frequency:	Each PH financial assistance recipient is required to report on the prior fiscal year within 60 days after the end of the fiscal year. However, recipients have different fiscal years, so data will be continually collected and can be pulled at any time.
Data Quality:	Section 3 reports will be made into the S3R which is validated through LOCCS. Recipients will also be required to maintain records and certifications under 24 CFR Part 75 in case monitoring is conducted.
Validation and Verification:	See above.

▶ **Percentage of completed Section 3 projects that meet benchmark labor-hour goals**

This measure will track the total percentage of completed Section 3 projects that meet benchmark labor hour goals.

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY17 Actual	**FY18 Actual**	**FY19 Actual**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**	**FY22 Target**[60]	**FY23 Target**[61]	
Targeted Section 3 worker labor hours – 5% target	N/A	N/A	N/A	N/A	N/A	N/A	Tracking Only	TBD	Increase
Total Section 3 worker labor hours – 25% target	N/A	N/A	N/A	N/A	N/A	N/A	Tracking Only	TBD	Increase
Sub-Metric: Targeted Section 3 worker labor hours – 5% target									
Description:	This measure will track the total number of Section 3 projects that meet benchmark Section 3 goals for Targeted Section 3 labor hours.								
Data Source:	This information will be captured primarily in each program office's respective reporting systems.								
Dimension & Unit of Measurement:	The measurement of this data will be the Section 3 projects that meet the Targeted Section 3 labor hour benchmarks as a percentage of the total number of Section 3 projects over a given time period.								
Calculation Method:	This measure will be determined by taking the number of Section 3 projects that meet the Targeted Section 3 labor hour benchmark goal over the total number of Section 3 projects during a specified time period.								
Frequency:	Section 3 project data will be reported at the project close, so data will be continually collected and can be pulled at any time.								
Data Quality:	Section 3 reports will be made into each program office reporting system, which are independently verified. Recipients will also be required to maintain records and certifications under 24 CFR Part 75 in case monitoring is conducted.								
Validation and Verification:	See above.								

---

[60] FY22 will be used to establish a baseline and determine goals for FY23. The regulation states that reporting is only required for the PH financial assistance recipient's first full fiscal year after July 1, 2021. Thus, there will not be any data reported until July-August 2022 at the earliest and likely even later than that. Usable data is not expected until the beginning of 2023 given that many PHAs have January-December fiscal years.

[61] To be determined by end of FY22 once a baseline is established.

Sub-Metric: Total Section 3 worker labor hours – 25% target	
Description:	This measure will track the total number of Section 3 projects that meet benchmark Section 3 goals for Section 3 labor hours.
Data Source:	This information will be captured primarily in each program office's respective reporting systems.
Dimension & Unit of Measurement:	The measurement of this data will be the Section 3 projects that meet the Section 3 labor hour benchmarks as a percentage of the total number of Section 3 projects over a given time period.
Calculation Method:	This measure will be determined by taking the number of Section 3 projects that meet the Section 3 labor hour benchmark goal over the total number of Section 3 projects during a specified time period.
Frequency:	Section 3 project data will be reported at the project close, so data will be continually collected and can be pulled at any time.
Data Quality:	Section 3 reports will be made into each program office reporting system, which are independently verified. Recipients will also be required to maintain records and certifications under 24 CFR Part 75 in case monitoring is conducted.
Validation and Verification:	See above.

EVIDENCE BUILDING

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

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

The Rent Reform Demonstration was designed to test an alternative to HUD's current rental assistance structure requiring less frequent income recertifications to assess its effect on the employment, earnings, and hardship of the residents that rely on housing vouchers. The results indicate that, when the findings for all four study PHAs are combined, the new policy did not have a statistically significant impact on the quarterly employment rate of household heads. The story, however, varied substantially across locations as there were some positive effects on earnings in one site, and on earnings and employment in another, but they were not sustained, and no effect at one site and negative effects at one site.[62]

---

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

The Family Self-Sufficiency Evaluation analyzes the FSS program's impacts among a sample of resident families receiving Housing Choice Vouchers, evaluating those families' changes in financial literacy, credit worthiness, and family stability, including (but not limited to) growth in employment and earned income. In FSS, participants work with HUD-funded Coordinators to set goals and access services. During the period of participation, any increases in the family's rent as a result of increased earned income result in a credit to an escrow account that can be accessed upon "graduation" from the program or, in many cases, while still in the program, in pursuit of self-sufficiency goals. The FSS evaluation has documented implementation, participants' engagement in the program, and program impacts on employment and government benefits receipt over what is typically a five-year program. Data thus far evidence that, FSS participants have increased enrollment in employment-related services and support services by a statistically significant 13 percentage points. However, there are no statistically significant impacts on employment or earnings when compared to the control or comparison group.[63] One of the challenges in understanding program impacts is that many of those in the FSS sample stopped participating short of the five-year term of the participation contract. PIH will be working with FSS grantees and industry partners for strategies to increase the percentage of FSS participants who remain in the program through graduation and the completion of all goals, as there appears to be a correlation with successful outcomes for those participants.

Unequal access to credit presents a challenge for renters looking to build wealth and move to areas that provide greater economic opportunities. Recent PD&R research documented that credit visibility of assisted renters can be strengthened substantially by providing credit agencies with their rental payment histories.[64] Economic mobility is essential for disadvantaged households to get ahead. Recent research has shown the importance of exposure to opportunity neighborhoods, with adult economic outcomes improving about 4 percent per year of childhood exposure to good neighborhoods.[65]

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

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

---

[63] https://www.huduser.gov/portal/publications/Promoting-Work-and-Self-Sufficiency-for-Housing-Voucher-Recipients.html.
[64] Policy and Economic Research Council. 2019. Potential Impacts of Credit Reporting Public Housing Rental Payment Data. https://www.huduser.gov/portal/sites/default/files/pdf/Potential-Impacts-of-Credit-Reporting.pdf.
[65] Chetty, Raj and Nathaniel Hendren. 2018. "The Impacts of Neighborhoods on Intergenerational Mobility I: Childhood Exposure Effects. Quarterly Journal of Economics. 133, 3: 1107-1162. https://scholar.harvard.edu/hendren/publications/impactsneighborhoods-intergenerational-mobility-i-childhood-exposure-effects.

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

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

LEADING THIS GOAL

Office of the Secretary

GOAL

HUD will increase access to rental assistance and the production of affordable housing. Department-led increases will benefit families and communities by increasing the availability of safe, high quality, and affordable housing. Accomplishing this goal includes evaluating HUD's programs to identify ways the Federal government can make assisted and other affordable housing and related services work better for families. HUD will achieve this by implementing best practice improvements that have been demonstrated to be effective. These improvements will be aimed at growing the supply of housing and making newly created housing affordable for families. Equitably achieving this goal requires diversifying the location of affordable housing developments and landlords that accept rental assistance. These efforts will give families real, viable choices in where they live. Success will be furthered by the delivery of services and supports that strengthen families.

At the center of HUD's goal to increase housing affordability is the need to listen to customers and other stakeholders. Through a robust Customer Experience (CX) effort, the Department will elevate voices to the diverse population of customers that it serves. The policies, objectives, and strategies HUD will pursue in support of this goal will be based upon continuous outreach to understand the lived experiences of HUD customers.

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

This goal consists of two objectives:

> *2A. Increase the Supply of Housing*
>
> *2B. Improve Rental Assistance*

Strategic Objective 2A: Increase the Supply of Housing

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

LEADING THIS OBJECTIVE

Office of Housing

OBJECTIVE

An abundant supply of housing is essential to ensuring that all households have access to quality, affordable homes. HUD aims to increase the supply of housing across the country to ensure all people's housing needs to improve housing security in all American communities. The Department will work to strengthen housing production in a safe and timely manner. HUD programs will make more single-family homes available to owner-occupants, local governments, and non-profit organizations. Doing so will support the Biden Administration's priority to increase the supply of housing for the lower and middle segments of the housing market.[66] HUD will also increase the supply of rental housing, with an emphasis on creating more affordable housing in areas of opportunity. The Department will continue to work with state and local governments to boost the housing supply. HUD and its partners will achieve this by leveraging existing Federal funds to spark action at the local level. HUD will provide its partners technical assistance in eliminating barriers to housing production, such as exclusionary zoning, while promoting homeownership opportunity to more individuals and families.

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

STRATEGIES AND MAJOR MILESTONES

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

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

Strategies	Major Milestones
Support the financing and production of new affordable housing.	*Support the financing of new affordable housing* **9/30/2023**: Publish updated handbook for the Housing Finance Agency Risk Sharing Program to increase the efficiency and effectiveness of the program. *Support the production of manufactured housing and other factory-built housing types*

---

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

	12/31/2022: Highlight recent Manufactured Home Construction and Safety Standards changes that allow for multi-story and zero lot line manufactured homes at 2 national/regional meetings with stakeholders, and in an email blast to the manufactured housing distribution list.[67] **9/30/2023**: Issue a proposed rule that would modify the Manufactured Home Construction and Safety Standards by allowing groundbreaking design and construction of multi-dwelling unit manufactured homes.[68]
Conduct research and provide tools on additional methods to increase the housing supply.	**3/31/2022**: Incorporate lessons learned from HUD research focused on increasing housing supply into the Regulatory Barriers Clearinghouse (RBC).[69] **4/30/2022**: Update the RBC with valuable information on incentives available to communities seeking support, capacity-building events, and research reports. **6/30/2022**: Restructure the RBC as a repository for data and information on analyses of barriers and their impacts on land and housing supply.[70] **6/30/2022**: Create a Housing Supply Toolkit that provides strategies and best practices for deploying existing block grants and other resources to address supply and affordability challenges. **6/30/2022**: Form and support a cohort of communities working to address supply issues.
Launch learning and listening sessions with local leaders.	**4/30/2022**: Convene state and local officials, with stakeholders, for a series of peer learning and listening sessions.[71] **12/31/2023**: Host 10 regional convenings with specialty housing developers and elected officials to address zoning challenges limiting the supply, implementation, and use of manufactured housing solutions.[72]

---

[67] 24 CFR §3280.1 - §3280.1006, https://www.ecfr.gov/current/title-24/subtitle-B/chapter-XX/part-3280.

[68] 24 CFR §3280.1 - §3280.1006, https://www.ecfr.gov/current/title-24/subtitle-B/chapter-XX/part-3280.

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

[70] Data will seek to provide a resource to communities for identifying successful models of regulatory reform.

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

[72] Solutions will seek to address affordable housing challenges, solutions to homelessness, and response to effects of climate change

Strengthen FHA multifamily housing programs for underserved communities.	*Increase the supply of affordable housing for seniors through Section 202 capital advances and rental assistance* **6/30/2022**: Publish a new Section 202 Notice of Funding Opportunity aligned with technical assistance efforts to broaden the applicant pool. *Strengthen the Section 811 program to meet the need for affordable housing for persons with disabilities* **11/30/2022**: Convene a virtual meeting with state Housing Finance Agencies to discuss challenges and solutions for getting 811 Project Rental Assistance (PRA) units online faster.
Bolster capacity building of state agencies, developers, and property owners, particularly those serving underserved communities.	**6/30/2022**: Complete an equity assessment of Rental Assistance Demonstration (RAD) public housing submissions and establish an equity action plan. **9/30/2022**: Fully contract 75% of HOME-American Rescue Plan Program grants. **10/1/2022**: Implement technical assistance strategy for Section 202 funding applicants, increasing access to funding opportunities for a broader set of industry partners.
Preserve existing HUD-assisted affordable housing, by leveraging RAD to stabilize and rehabilitate properties.	**7/1/2022**: Publish a supplemental RAD Notice that facilitates PHAs' ability to use Section 18 authority.[73]
Increase opportunities for state and local government and non-profit organizations to participate in FHA asset sales.[74]	**12/1/2021**: Hold sale of approximately 1,600 HUD-held notes secured by single family properties. **1/31/2022**: FHA will extend the exclusive listing period on HUD REO properties for governmental entities, non-profits, and owner occupant buyers to 30 days for the sale of all available Real Estate Owned (REO) properties.

---

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

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

	9/30/2022: Hold the annual virtual note sales educational seminars around HUD's single- family note sales.[75]
Prioritize Homeownership in the sale of FHA-single-family insured properties.	**3/31/2022**: Develop guidance for an exclusive bidding period during the Claims Without Conveyance of Title second chance sales for governmental entities, HUD-approved Nonprofits, and owner-occupant buyers.[76] **4/30/2022**: Assess options for expanding the utilization of REO sale agreements with local entities and non-profits to revitalize distressed properties and prevent blight.
Capture resident perspectives to improve the preservation and development of affordable housing.	**9/30/2022**: Redesign the disaster recovery website using Human-Centered Design methods to increase accessibility and understanding for individuals seeking information. **12/31/2022**: Produce enhanced multimedia resident educational materials for RAD public housing conversions.[77] **9/30/2023**: Develop a centralized tracking system for resident complaints, for Multifamily Housing Programs.

---

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

[76] Under the Claims Without Conveyance of Title program the mortgagee does not convey the property to HUD in exchange for insurance benefits. https://www.hud.gov/sites/documents/43304C6HSGH.PDF.

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

KEY PERFORMANCE INDICATORS

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

▶ **Number of affordable and market-rate housing units produced or preserved through FHA multifamily mortgage insurance – Multifamily Accelerated Processing (MAP) new construction or substantial rehabilitation programs**[78]

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

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY17 Actual	**FY18 Actual**	**FY19 Actual**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**[79]	**FY22 Target**	**FY23 Target**	
Market-rate units	21,198	27,868	23,799	22,776	20,734	N/A	20,000	18,000	Increase
Affordable units	13,359	20,649	16,449	14,685	15,646	N/A	15,000	15,000	Increase
Description:	Number of affordable multifamily rental housing units in projects with mortgages initially endorsed under the below FHA multifamily mortgage insurance programs. -Section 213 New Construction or Substantial Rehabilitation of Cooperative Housing -Section 220 Rental Housing for Urban Renewal and Concentrated Development Areas -Section 221(d)(4) New Construction or Substantial Rehabilitation of Rental Housing -Section 231 New Construction or Substantial Rehabilitation of Rental Housing for the Elderly -Section 241(a) Supplemental Loan for Additions to Multifamily Rental Projects								
Data Source:	Office of Multifamily Housing's Development Application Processing (DAP) System								
Dimension & Unit of Measurement:	Number: Unit: Multifamily rental units								
Calculation Method:	Sum of units in projects with mortgages initially endorsed								

---

[78] Affordable is defined as meeting the affordable housing definition in the Mortgage Insurance Premium (MIP) Federal Register Notice.
[79] While data for this metric has historically been available, this measure has only been monitored as 'tracking only.' Beginning in FY22, the department intends to provide targets to more effectively monitor this metric moving forward.

Frequency:	Data is recorded daily and officially reported monthly
Data Quality:	Requires timely and accurate recording of initial endorsements by field offices, but training and reminders are provided to ensure this
Validation and Verification:	Mortgage endorsement data is entered into HUD's DAP System and further corroborated by the Office of Multifamily Production management.

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

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

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target[80]	FY22 Target	FY23 Target	
2,956	3,441	4,106	5,015	7,841	N/A	8,000	9,000	Increase

Description:	Number of affordable multifamily rental housing units in projects with mortgages initially endorsed under the below FHA multifamily mortgage insurance programs:
	-Section 542(b) Qualified Participating Entities Risk-Sharing New Construction or Substantial Rehabilitation of Rental Housing
	-Section 542(c) Housing Finance Agency Risk-Sharing New Construction or Substantial Rehabilitation of Rental Housing (including FFB Initiative)
Data Source:	Office of Multifamily Housing's DAP System
Dimension & Unit of Measurement:	Multifamily rental units
Calculation Method:	Sum of units in projects with mortgages initially endorsed
Frequency:	Data is recorded daily and officially reported monthly
Data Quality:	Requires timely and accurate recording of initial endorsements by field offices, but training and reminders are provided to ensure this
Validation and Verification:	Mortgage endorsement data is entered into HUD's DAP System and further corroborated by the Office of Multifamily Production management.

---

[80] While data for this metric has historically been available, this measure has only been monitored as 'tracking only.' Beginning in FY22, the department intends to provide targets to more effectively monitor this metric moving forward.

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

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

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target[81]	FY22 Target	FY23 Target	
Total units	35,748	29,734	23,254	27,756	17,398	N/A	15,062	15,527	Increase
Affordable units	35,204	29,364	22,444	26,734	17,052	N/A	14,761	15,216	Increase

Description:	Number of housing units rehabilitated and converted to a sustainable platform through Rental Assistance Demonstration public housing transactions. Affordable units include RAD, Section 18, Low Income Housing Tax Credits (LIHTC), and other affordable units. Total unites include market-rate unites within the properties, in additional to affordable housing units.
Data Source:	RAD Resource Desk (RRD: https://www.radresource.net/)
Dimension & Unit of Measurement:	Count and Sum
Calculation Method:	The number of affordable and market rate units from closed Public Housing RAD transactions converted as Project Based Rentals Assistance (PBRA) or Project Based Vouchers in the RRD System.
Frequency:	Monthly
Data Quality:	PHAs report the conversion, subsidy type, and number of units to conversion during the application and production of the Commitment to enter into a Housing Assistance Payment contract process. RAD Transaction Managers verify the accuracy of data in the RRD.
Validation and Verification:	Data inconsistencies are identified through periodic data integrity checks by RRD systems administrators and The Office of Recapitalization's (RECAP) System Support Manager and are corrected as a collaborative effort between the RRD system administrators and the Transaction Managers.

---

[81] While data for this metric has historically been available, this measure has only been monitored as 'tracking only.' Beginning in FY22, the department intends to provide targets to more effectively monitor this metric moving forward.

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

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

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target[82]	FY22 Target	FY23 Target	
Total units	6,588	3,596	4,678	2,163	2,660	N/A	2,856	2,720	Increase
Affordable units	6,388	2,988	3,283	1,609	1,854	N/A	2,341	2,229	Increase

Description:	Number of housing units preserved through RAD for Other Multifamily programs, all of which support the preservation and recapitalization of Federally-assisted housing and rental assistance to ensure long-term physical and financial viability. Projects preserved under RAD for Other Multifamily (Component 2): 1) Section 8 Moderate Rehabilitation and Moderate Rehabilitation Single Room Occupancy properties, giving owners the opportunity to enter into long-term contracts that facilitate the financing of improvements; and 2) Section 202 Project Rental Assistance Contracts (PRACs), preserving housing that serves the nation's most vulnerable elderly residents. Projects preserved under other affordable housing preservation initiatives preserve the affordability and availability of properties by entering into an extension of a use agreement and/or long-term rental assistance contract. The initiatives are implemented under the Post Mark-to-Market (M2M) and Section 202 Pre-1974 Direct Loan programs. Total housing units include any market rate units within the properties, in addition to the affordable housing units.
Data Source:	RAD Resource Desk; Mark-to-Market System; M2M Resource Desk; HUD Multifamily Preservation Resource Desk
Dimension & Unit of Measurement:	Count and Sum
Calculation Method:	The number of affordable units in closed RAD Multifamily Housing transactions and those affordable units preserved through other recapitalization program transactions with units under an assistance contract or through a use agreement.
Frequency:	Monthly

---

[82] While data for this metric has historically been available, this measure has only been monitored as 'tracking only.' Beginning in FY22, the department intends to provide targets to more effectively monitor this metric moving forward.

Data Quality:	For the RAD Multifamily programs, Mod Rehab and PRAC, an owner must make an initial Submission of Interest to HUD indicating the owner's interest in conversion. The initial submission is submitted electronically to the RRD, a Reviewer or Transaction Manager is assigned, and other relevant documents are uploaded into the RRD. Reviewers and/or Transaction Managers verify the accuracy of data. Owners who request to refinance or sell a property that has received benefits under the M2M or Portfolio Reengineering Demonstration Program must submit an application for either debt assumption or forgiveness for a non-profit qualified by HUD for such benefits. A reviewer is assigned, and other relevant documents are uploaded into the M2M Systems and/or M2M Resource Desk. Reviews verify the accuracy of the data. Owners with a Pre-1974 Section 202 Direct Loan that reaches its maturity or is prepaid can request to enter into a long-term contract which preserves the affordability of the property and allows the owner to access debt and equity financing to make improvements. Upon receiving the request, a reviewer is assigned, and the documents are verified for accuracy.
Validation and Verification:	Data inconsistencies for all programs are identified through periodic data integrity checks by both Resource Desk systems administrators and RECAP's System Support Manager, and discrepancies are corrected as a collaborative effort between them and the program point of contact.

▶ **Number of manufactured homes produced**

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

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
89,666	98,837	92,698	93,844	104,193	98,500	109,400	114,800	Increase

Description:	Manufactured housing production (homes).
Data Source:	Manufactured housing production reports.
Dimension & Unit of Measurement:	Data is measured by the number of manufactured homes reported as produced by the manufactured home manufacturers.
Calculation Method:	Summation of all production reports provided by the manufactured home manufacturers.
Frequency:	Data is collected monthly, for manufactured home production reported 2 months prior.
Data Quality:	Production reports may have lagging adjustments but historically do not provide significant variation from monthly reporting.

Validation and Verification:	Data is checked for quality and accurate information on an ongoing basis.

▶ **Number of HOME Investment Partnerships Program (HOME) and Housing Trust Fund Program (HTF) units**[83]

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

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
HOME rental units	15,837	10,893	10,170	8,223	8,188	6,578	6,550	5,240	Increase
HOME homebuyer units	9,881	9,199	8,489	6,460	6,168	5,168	4,934	3,947	Increase
HOME homeowner rehab units	4,307	4,612	3,936	2,776	2,502	2,221	2,002	1,602	Increase
HTF rental units	0	28	209	389	940	467	560	672	Increase

Description:	HOME and HTF units completed including rental and homebuyer units that were acquired, newly constructed, or rehabilitated
Data Source:	Integrated Disbursement & Information System (IDIS)
Dimension & Unit of Measurement:	Number of HOME-assisted and HTF-assisted units
Calculation Method:	Total number of HOME and HTF-assisted units completed within a specific time period
Frequency:	HOME participating jurisdictions and HTF grantees report this information in IDIS at project completion. Office of Assisted Housing Preservation will report quarterly.
Data Quality:	Data quality is dependent on HOME participating jurisdictions and HTF grantees entering accurate and timely data
Validation and Verification:	CPD monitors HOME participating jurisdictions and HTF grantees to ensure proper reporting in IDIS

---

[83] Information on HOME can be found here: https://www.hud.gov/program_offices/comm_planning/home. Information on HTF can be found here: https://www.hud.gov/program_offices/comm_planning/htf.

EVIDENCE BUILDING

Each month, HUD's Office of Policy Development and Research (PD&R) produces the National Housing Market Indicators report to document the status of rental and owner housing markets including production, transactions, and affordability. Production of housing in proportion to household formation is critical to achieving affordability. Rental affordability is near historic lows, as affordability of the median rent relative to the median renter income at the end of 2020 was 27 percent below its peak in the first quarter of 2001. Affordability of owner-occupied homes is variable because of shifting mortgage interest rates and home prices, and in 2020 was 52 percent better than its pre-recession low point in 2006.

PD&R produces an annual report on how to encourage the production of new rental housing in high-cost and high-productivity metropolitan areas. The report identifies the metropolitan areas with the greatest affordability challenges and offers recommendations for what these communities can do to alleviate shortages of affordable rental housing. The report also highlights a select number of exemplary approaches that some of these high-cost communities have already implemented to address the affordability crisis.

LIHTC continues to be the largest Federal production subsidy for the creation of affordable housing units; research indicates that the majority of LIHTC units remain affordable after the 15-year initial compliance period ends. FHA also makes a substantial contribution to multifamily housing. Administrative data show that on average over the last three years (FY 2018 to FY 2020), FHA completed initial endorsements on 1,179 multifamily mortgages per year representing 174,176 units and $19.2 billion of financing. Of these endorsements, new construction represented 219 mortgages per year, 34,850 units, and $5.1 billion of financing.

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

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

Strategic Objective 2B: Improve Rental Assistance

Improve rental assistance to address the need for affordable housing.
LEADING THIS OBJECTIVE
Office of Public and Indian Housing

✪ **Agency Priority Goal for FY 2022-2023**: **By September 30, 2023, maximize the reach of HUD's rental assistance programs by increasing the occupancy rates to 96% in the Public and Multifamily Housing programs and the budget utilization rate to 100% in the Housing Choice Voucher program.**[84] ✪

OBJECTIVE

The Nation's housing affordability crisis highlights the importance of maximizing the reach of HUD's rental assistance programs to assist as many households as possible. Underscoring this crisis is the need for assisted renters to have equitable access to quality housing options best suited to their needs. To do this HUD will further efforts to ensure all housing — especially housing tied to HUD rental assistance — is consistently high quality, healthy, and safe. To meet these goals, HUD will focus its efforts on 1) Increasing the utilization of Housing Choice Vouchers, including vouchers for special populations[85]; 2) Increasing the occupancy of Public Housing and Multifamily units; 3) Addressing the backlog of inspections for Public Housing and Multifamily properties; and 4) Reviewing existing processes and developing necessary processes to hold owners of Multifamily and Project-Based Voucher properties with poor conditions accountable.

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

Because well-located, accessible housing is critical to the wellbeing of successful adults and children, HUD will reinforce its efforts to expand housing opportunities for households receiving rental assistance.[86] This will include: 1) Disseminating a new toolkit for PHAs on how to launch and run a mobility program that draws on lessons from the Housing Choice Voucher Mobility Demonstration; and 2) Strengthening PHAs' incentives to expand households' housing options by revamping the Section Eight Management Assessment Program.

HUD will focus on ensuring the units occupied by households receiving HUD assistance are safe and habitable. The Department will eliminate the backlog of inspections of Public and Multifamily Housing properties that have been delayed because of the COVID-19 pandemic. Moreover, HUD plans to institute the National Standards for

---

[84] For the Housing Choice Voucher program, HUD will work with PHAs to restore budget utilization to its pre-COVID pandemic average of 100% by September 20, 2023, as an interim step toward the goal of enabling families to use all available vouchers, including those that could be funded with excess reserves. Note that the feasibility of this goal depends in part on the characteristics of the FY22 and FY23 appropriations for the program.

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

[86] https://www.huduser.gov/portal/pdredge/pdr_edge_featd_article_071414.html

the Physical Inspection of Real Estate (NSPIRE). NSPIRE will prioritize the detection and elimination of in-unit health and safety hazards, in accordance with these improved standards.

Additionally, the Department will focus on addressing poor performing property owners participating in HUD's Multifamily Project-Based Section 8, Section 202, and Section 811 programs and HUD's Office of Public and Indian Housing (PIH) Project-Based Voucher program. HUD will review existing processes and establish new procedures necessary for HUD and PHAs to hold poor performers accountable. These measures will advance HUD's ability to improve the quality and increase the occupancy of these forms of assisted housing.

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

STRATEGIES AND MAJOR MILESTONES

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

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

Strategies	Major Milestones
Strengthen PHAs' and Multifamily property owners' incentives and capacity to serve more households.	**1/31/2022**: Issue a notice offering PHAs an expedited approval process for payment standard adjustments in 2022 to address rental market challenges exacerbated by the COVID-19 pandemic and its aftermath.
	3/31/2022: Establish a voucher budget utilization methodology for MTW agencies that is consistent with MTW flexibilities.
	12/31/2022: Continue providing technical assistance to help PHAs and multifamily property owners to increase unit occupancy and voucher utilization.
	9/30/2023: Publish a proposed rule on the performance assessments for the Housing Choice Voucher and Public Housing programs.[87]
	9/30/2023: Finalize a detailed plan to update HUD information technology that improves the timeliness and completeness of key data, which measures the effectiveness of rental assistance programs.
	3/31/2023: Facilitate landlord outreach engagements applicable to all ten regions.

---

[87] The performance assessment for the Housing Choice Voucher program is the Section Eight Management Assessment Program (SEMAP). The performance assessment for the Public Housing program is the Public Housing Assessment System.

	3/31/2023: Host at least one virtual convening for each region to identify and implement strategies to increase utilization of vouchers for special populations.
Determine the quality, health, and safety of the HUD rental assistance portfolio by significantly increasing physical inspections of Public Housing and Multifamily properties.	**9/30/2023**: Clear the inspection backlog resulting from operational impacts during the COVID-19 pandemic. **9/30/2023**: Implement NSPIRE.
Address poor performing property owners participating in HUD's Multifamily Project-Based Section 8, Section 202, and Section 811 programs and PIH Project-Based Voucher program.	**9/30/2022**: Provide technical assistance to PHAs and establish a clear monitoring and compliance plan for holding Project-Based Voucher project owners accountable. **9/30/2022**: Provide quarterly regional analyses of data from HUD's Office of Field Policy and Management Stakeholder and Engagement Systems to identify performance issues for PHAs and multifamily properties. **9/30/2022**: Establish regional monthly leadership briefings in support of current strategies for information sharing on poor performers who require cross-program solutions. **12/31/2022**: Publish a final rule on streamlining management and occupancy reviews to focus resources on high-risk Multifamily properties and to offer administrative relief to high performers. **6/30/2023**: Review established processes and develop new processes, if necessary, that allow HUD and PHAs to hold poor performers accountable in the Multifamily and Project-Based Voucher programs, respectively.
Strengthen PHAs' capacity and incentives to expand housing opportunities for households using Housing Choice Vouchers. ⚖	**9/30/2022**: Publish a toolkit to assist PHAs in launching and running mobility programs that will draw on the experience of the HCV Mobility Demonstration.
Gather resident feedback to help inform physical inspections of Public Housing and Multifamily properties. 👥	**6/30/2023**: Implement a web-based, mobile resident feedback mechanism through the NSPIRE IT solution to incorporate resident feedback in HUD's NSPIRE inspection program.

KEY PERFORMANCE INDICATORS

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

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

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

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
Public Housing Occupancy Rate	95.31%	95.33%	94.93%	94.33%	94.93%	95%	95.5%	96%	Increase
Multifamily Housing Occupancy Rate	90.24%	92.19%	93.99%	93.77%	94.27%	N/A[88]	96%	96%	Increase
Housing Choice Voucher (HCV) Utilization Rate[89]	103%	98.8%	100.1%	101.4%	96.2%	100%	98%	100%	Increase

Sub-Metric: Public Housing Occupancy Rate	
Description:	The percentage of Public Housing units that are occupied at the end of a fiscal year, based on Management Assessment Subsystem (MASS) Occupancy in the Public Housing Assessment System.
Data Source:	Integrated Management System/ Public and Indian Housing (PIH) Information Center (IMS/PIC)
Dimension & Unit of Measurement:	National, Percentage
Calculation Method:	Occupancy Rate is calculated using a data set of all units under an Annual Contribution Contract and the following equation: The number of units leased divided by the number of units available (excluding those 1) uninhabitable for reasons of modernization, court litigation, natural disaster, casualty loss, or market conditions, 2) approved for special uses, and 3) approved for removal from inventory, etc.). Leased units are defined as units

---

[88] Prior to FY22 Multifamily occupancy was not utilized as a key performance indicator and thus did not have a target for FY21 or before.
[89] This measure is based on the percentage of Annual Budget Authority (ABA) used. Unspent HCV program funding is allowed to be held in reserves. HUD encourages PHAs holding significant reserves to use them to increase or sustain existing leasing, which can drive ABA utilization over 100%. The HCV program performance indicator for FY21 and performance targets for FY22 and FY23 are for September of each year; the indicators for prior years are averages for the fiscal year. The performance targets for FY22 and FY23 are based on assumptions about the magnitude of program appropriations for those years. Budget utilization may be higher or lower than the targets if actual appropriations differ significantly from these assumptions.

	occupied by assisted tenants and units occupied by non-assisted tenants. The formula is: units leased / (units available - (uninhabitable + special uses + approved for removal))
Frequency:	Quarterly
Data Quality:	Generally, the data are high quality at a national level. PHAs self-report inventory and occupancy data in HUD's IMS/PIC using Form HUD 50058. Changes to unit use categories are approved by local HUD field offices. PHAs annually certify the accuracy of Public Housing building and unit counts within IMS/PIC system. There may be some temporary errors for specific unit statuses at some PHAs due to PHA-staff input errors.
Validation and Verification:	Through the annual Capital Fund certification process, errors in physical inventory information are identified in IMS/PIC. PHAs are required to correct errors before certifying the accuracy of the data for each development. When a PHA encounters errors that the PHA staff or HUD field office staff cannot correct, the PHA is required to inform the Real Estate Assessment Center Technical Assistance Center help desk and to enter the help desk ticket number and a comment in their certification. MASS is applicable to Asset Management Projects, PHA, Field Office, Network, is assessed daily and includes MTW agencies and mixed-finance properties.

Sub-Metric: Multifamily Housing Occupancy Rate

Description:	The percentage of Multifamily Housing units that are occupied at the end of a fiscal year as one factor in HUD decision making to ensure optimal occupancy rates for units remaining in the Multifamily Housing program.
Data Source:	Tenant Rental Assistance Certification System (TRACS), more specifically, HUD Form 52670 "The Housing Owner's Certification and Application for Housing Assistance Payments" submitted monthly to TRACS for the payment of rental assistance.
Dimension & Unit of Measurement:	National, Percentage
Calculation Method:	Percentages are determined from the units counts on the monthly voucher using the following equation: (subsidized units + market units) / total unit count
Frequency:	Quarterly
Data Quality:	The data owners submit for each monthly voucher include number of units: [1] subsidized; [2] vacant; [3] market rate; [4] abated; and [5] total units in contract.
Validation and Verification:	Contract Administration Oversight Monitors conduct manual reviews of voucher data comparing it to tenant records. Any reporting errors must be corrected within a negotiated period.

Sub-Metric: Housing Choice Voucher Utilization

Description:	The percentage of new budget authority that housing agencies spend in each year for housing assistance payments at the end of the fiscal year.
Data Source:	Voucher Management System (VMS) and HUD Central Accounting and Program System (HUDCAPS)
Dimension & Unit of Measurement:	National, Percentage
Calculation Method:	HCV Budget Utilization Rate is the total housing assistance payments (HAP) divided by total new annual budget authority (ABA) awarded in each fiscal year. Calculation excludes new budget authority for new tenant protection and incremental vouchers awarded during the year. Data for Mainstream vouchers and Moving to Work agencies are also excluded.
Frequency:	Quarterly, 70 days after the end of the quarter (due to data validation processes).
Data Quality:	HUD enters new budget authority amounts for each PHA into HUDCAPS. PHAs report HAP into VMS, which is subject to human (data-entry) error. The Department, however, has instituted "hard edits" for entries in the system.

A "hard edit" is generated when a PHA enters data that are inconsistent with prior months' data input. If there is an issue that cannot be resolved successfully, the transaction is rejected, and the PHA is required to re-enter the correct information. This process provides additional assurance that the reported data are accurate. |
| **Validation and Verification**: | Aside from the "hard edit" process mentioned above, the HCV program uses four other means to ensure the accuracy of data: 1) HUD uses a voucher funds and unit utilization projection tool that enables the Department and PHAs to forecast voucher utilization and better manage the Voucher program. 2) The Housing Choice Voucher Financial Management Division performs routine data-validation checks of the VMS data after the monthly database has been submitted to HUD Headquarters for management reporting purposes. 3) Data inconsistent with prior months' data are resolved with the PHA. 4) Corrections are entered directly into VMS to ensure accuracy. |

▶ **Utilization Rates of Special Purpose Vouchers**[90]

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

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY17 Actual	**FY18 Actual**	**FY19 Actual**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**	**FY22 Target**	**FY23 Target**	
HUD-VASH Program Utilization Rate	81%	81%	78%	78%	75%	80%	82%	85%	Increase
FUP Voucher Utilization Rate	85%	84%	77%	79%	82%	87%	82%	85%	Increase
Mainstream Voucher Utilization Rate	94%	92%	73%	62%	63%	80%	82%	85%	Increase

Sub-Metric: HUD-VASH Unit Utilization Rate	
Description:	This indicator tracks the percentage of effective HUD-VASH vouchers that are leased (i.e., used by households), including tenant-based and project-based vouchers. These data are reported 70 days after the end of the quarter due to data validation processes. These data are also included in the total HCV utilization measure in the preceding chart.
Data Source:	VMS and HUDCAPS
Dimension & Unit of Measurement:	National, Percentage
Calculation Method:	The total number of leased HUD-VASH vouchers divided by the number of effective HUD-VASH vouchers.
Frequency:	Quarterly
Data Quality:	VMS captures information related to the leasing and HAP expenses for the HCV program. PHAs enter the information, which is therefore subject to human (data-entry) error. The Department, however, has instituted "hard edits" for entries in the system.
Validation and Verification:	The HCV program uses four other means to ensure the accuracy of the data: HUD has developed a voucher utilization projection tool, which will enable the Department and PHAs to forecast voucher utilization and better manage the Voucher program. The Housing Choice Voucher Financial Management Division performs data-validation checks of the VMS data after the monthly data has been submitted to HUD Headquarters for management reporting purposes.

---

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

	Data that appear to be inconsistent with prior months' data are resolved with the PHA.
	Corrections are entered directly into the VMS System to ensure that the data are accurate.

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

Sub-Metric: **Mainstream Voucher Unit Utilization Rate**	
Description:	This indicator tracks the percentage of authorized Mainstream vouchers that are leased (i.e., used by households) including tenant-based and project-based vouchers. These data are reported 70 days after the end of the quarter due to data validation processes.
Data Source:	VMS

Dimension & Unit of Measurement:	National, Percentage
Calculation Method:	The total number of leased Mainstream vouchers divided by the number of authorized Mainstream vouchers.
Frequency:	Quarterly
Data Quality:	VMS captures information related to the leasing and HAP expenses for the HCV program. PHAs enter the information, which is therefore subject to human (data-entry) error. The Department, however, has instituted "hard edits" for entries in the system.
Validation and Verification:	The HCV program uses four other means to ensure the accuracy of the data: HUD has developed a voucher utilization projection tool, which will enable the Department and PHAs to forecast voucher utilization and better manage the Voucher program. The Housing Choice Voucher Financial Management Division performs data-validation checks of the VMS data after the monthly data has been submitted to HUD Headquarters for management reporting purposes. Data that appear to be inconsistent with prior months' data are resolved with the PHA. Corrections are entered directly into the VMS System to ensure that the data are accurate.

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

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

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
45%	63%	66%	14%	14%	N/A[91]	50%	100%	Increase

Description:	Percentage of Public Housing and Multifamily properties inspected of the total required to be inspected in a fiscal year
Data Source:	Physical Assessment Sub-system and NSPIRE system (under development)
Dimension & Unit of Measurement:	National, Percentage

---

[91] In FY21 there was no target for this key performance indicator due to the pandemic response and limited inspections occurring.

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

OTHER INDICATORS

▶ **Number of families served through HUD rental assistance**[92]

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

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	**FY18 Actual**	**FY19 Actual**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**	**FY22 Target**	**FY23 Target**	
4,621,813	4,631,866	4,613,722	4,611,751	4,705,405	Tracking Only	Tracking Only	Tracking Only	Tracking Only

Metric: Number of families served through HUD rental assistance	
Description:	Aggregate count of Public Housing, Multifamily, and Housing Choice Voucher units occupied
Data Source:	VMS, IMS/PIC, Integrated Real Estate Management System (iREMS), TRACS, Multifamily Portfolio Reporting Database (MPRD)
Dimension & Unit of Measurement:	Count: Number of occupied units per program
Calculation Method:	Total count of households served by Public Housing, Multifamily, and Housing Choice Voucher programs (each household occupies one unit)
Frequency:	Annualized, see below
Data Quality:	See sub-metrics below.
Validation and Verification:	See sub-metrics below.
Sub-Metric: Number of Public Housing Households	
Description:	The number of Public Housing units that are occupied at the end of a fiscal year.
Data Source:	IMS/PIC
Dimension & Unit of Measurement:	National, Count

---

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

Calculation Method:	The sum of Public Housing units occupied. Occupied units are defined as units occupied by assisted tenants and units occupied by non-assisted tenants.
Frequency:	Quarterly
Data Quality:	Generally, the data are high quality at a national level. PHAs self-report inventory and occupancy data in HUD's IMS/PIC using Form HUD 50058. Changes to unit use categories are approved by local HUD field offices. PHAs annually certify the accuracy of Public Housing building and unit counts within IMS/PIC system. There may be some temporary errors for specific unit statuses at some PHAs due to PHA-staff input errors.
Validation and Verification:	Through the annual Capital Fund certification process, errors in physical inventory information are identified in IMS/PIC. PHAs are required to correct errors before certifying the accuracy of the data for each development. When a PHA encounters errors that the PHA staff or HUD field office staff cannot correct, the PHA is required to inform the Real Estate Assessment Center Technical Assistance Center help desk and to enter the help desk ticket number and a comment in their certification.

Sub-Metric: Number of Utilized Housing Choice Vouchers

Description:	This indicator tracks the number of utilized vouchers within PIH's HCV program, including tenant-based and project-based vouchers. This data is reported 70 days after the end of the quarter due to data validation processes.
Data Source:	VMS
Dimension & Unit of Measurement:	Count: Number of utilized HCV vouchers
Calculation Method:	The number of leased vouchers entered into PIH's VMS.
Frequency:	Quarterly
Data Quality:	VMS captures information related to the leasing and HAP expenses for the HCV program. PHAs enter the information, which is therefore subject to human (data-entry) error. The Department, however, has instituted "hard edits" for entries in the system.
Validation and Verification:	The HCV program uses four other means to ensure the accuracy of the data: HUD has developed a voucher utilization projection tool, which will enable the Department and PHAs to forecast voucher utilization and better manage the Voucher program. The Housing Choice Voucher Financial Management Division performs data-validation checks of the VMS data after the monthly data has been submitted to HUD Headquarters for management reporting purposes. Data that appear to be inconsistent with prior months' data are resolved with the PHA. Corrections are entered directly into the VMS System to ensure that the data are accurate.

Sub-Metric: Number of Section 8 Project-Based Rental Assistance (PBRA) units (Multifamily)

Description:	This sub-metric tracks the number of families receiving rental assistance through the PBRA program.
Data Source:	TRACS and iREMS
Dimension & Unit of Measurement:	Count: Households receiving rental assistance through the PBRA program
Calculation Method:	Number of units receiving rental assistance through the PBRA program (there is one household per unit)
Frequency:	Quarterly
Data Quality:	TRACS has more than 6,000 business rules to ensure data validation. Data fields are required for property and project management purposes. These systems serve two primary customers: HUD staff and business partners called performance-based contract administrators.
Validation and Verification:	The system business rules and operating procedures are defined in HUD Occupancy Handbook 4350.3, HUD's IT system security protocols; and financial requirements established in the Office of Management and Budget's Circular A-127. Often referenced as validation rules, these business rules check for data accuracy, meaningfulness, and security of access logic and controls. TRACS' primary data element is the HUD 50059 tenant certification, which originates from owner/agents, performance-based contract administrators, and traditional contract administrators. HUD's 50059 transmissions are processed via secure system access and a predetermined system script. Invalid data are identified by an error code and are returned to the sender with a descriptive message and procedures to correct the error. This electronic process approximates that of the paper Form HUD 50059. TRACS edits every field, according to the HUD rental assistance program policies.

Sub-Metric: Number of units subsidized by under Sections 202 and 236 (Multifamily)

Description:	Number of units covered by old Section 202 direct loans, insured under Section 236, or receiving interest reduction payments (IRP).
Data Source:	Multifamily Portfolio Reporting Database (MPRD) and iREMS
Dimension & Unit of Measurement:	Count: Number of units subsidized by the old Section 202, 236, and IRP programs
Calculation Method:	Count
Frequency:	Quarterly
Data Quality:	Although these units are assumed to be occupied, there is no assurance that this assumption is correct.
Validation and Verification:	The number of units per project in the MPRD comes from iREMS and has been validated multiple times by project managers in field asset management against source documents.

Sub-Metric: Number of Project Rental Assistance Contracts in the Section 202 Housing for the Elderly and Section 811 Housing for Persons with Disabilities programs (202/811 PRAC) (Multifamily)

Description:	Number of households receiving rental assistance through a 202/811 PRAC.
Data Source:	TRACS and iREMS
Dimension & Unit of Measurement:	Count: Number of households receiving rental assistance through a 202/811 PRAC
Calculation Method:	Number of units receiving assistance through a 202/811 PRAC
Frequency:	Quarterly
Data Quality:	TRACS has more than 6,000 business rules to ensure data validation. Data fields are required for property and project management purposes.
Validation and Verification:	The system business rules and operating procedures are defined in HUD Occupancy Handbook 4350.3; HUD's IT system security protocols; and financial requirements established in the Office of Management and Budget's Circular A-127. Often referenced as validation rules, these business rules check for data accuracy, meaningfulness, and security of access logic and controls. TRACS' primary data element is the HUD 50059 tenant certification, which originates from owner/agents. HUD's 50059 transmissions are processed via secure system access and a predetermined system script. Invalid data are identified by an error code and are returned to the sender with a descriptive message and procedures to correct the error. This electronic process approximates that of the paper Form HUD 50059. TRACS edits every field, according to the HUD rental assistance program policies.

EVIDENCE BUILDING

HUD's Office of Policy Development and Research (PD&R) routinely commissions evaluations assessing to the effectiveness of its rental assistance programs in addressing the need for affordable housing. Two landmark studies conducted in the past 20 years attest to the effectiveness of housing vouchers in increasing housing stability and reducing homelessness. For example, the 2006 report "Effects of Housing Vouchers on Welfare Families" found that receiving a housing voucher helped families move to neighborhoods with lower poverty rates, higher employment rates, and lower rates of public benefit receipt. Receiving a housing voucher also substantially decreased the likelihood that a household would experience homelessness and doubling up.[93] In 2016, the Family Options Study found that homeless families who were offered a voucher experienced major decreases in returns to homelessness and increases in family well-being relative to those offered standard care in shelters.[94]

More recent research has built on this evidence base. In 2021, PD&R published a multi-part evaluation of the MTW Demonstration program as it is currently operating in the initial 39 MTW PHAs.[95] This retrospective evaluation produced six reports that together provide the most comprehensive description to date of the housing assistance provided by current MTW agencies, the households served by MTW agencies, and the success of MTW agencies in relation to the demonstration's statutory objectives of increasing cost effectiveness, self-sufficiency, and housing choice. PD&R is also conducting a multi-part evaluation of the ongoing expansion of the MTW Demonstration. This expansion will grant 100 PHAs the flexibility to restructure some programs, reallocate resources, and implement innovative programs. HUD is rolling out the expansion in cohorts to allow for more rigorous analysis of various elements of the MTW Demonstration program. The first cohort will test how small PHAs used their flexibility to better meet community needs and the three MTW statutory objectives of housing

---

[93] "Effects of Housing Vouchers on Welfare Families" (2006), https://www.huduser.gov/portal/publications/commdevl/hsgvouchers.html.
[94] "Family Options Study: 3-Year Impacts of Housing and Services Interventions for Homeless Families" (2016), https://www.huduser.gov/portal/publications/Family-Options-Study.html.
[95] https://www.huduser.gov/portal/mtw/study.html.

choice, cost-effectiveness, and household self-sufficiency. The second cohort will evaluate stepped and tiered rent policies, the third cohort will evaluate landlord incentives, and a fourth cohort will evaluate asset building initiatives.

Through its public and assisted housing inspection standards and protocols, HUD seeks to ensure that households receiving rental assistance live in good quality units, free from health and safety hazards and providing adequate space and amenities. A 2017 study of the assisted housing stock using data from the American Housing Survey found that the prevalence of housing quality problems in the assisted stock overall is low, with most units having no problems, and that the quality of assisted housing is comparable to the quality of unassisted housing.[96] However, the study also found that assisted housing in central cities and the Northeast had lower quality than assisted housing in suburban or rural areas and other parts of the country. Furthermore, the study found that nonelderly disabled persons, non-White persons, and large households experienced lower than average housing quality, which raises equity concerns.

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

In 2022, HUD is launching a new study to assess the capital needs of the public housing portfolio. The most recent capital needs assessment, published in 2011, estimated that the nation's 1.2 million public housing units needed $25.6 billion in large-scale capital improvements to make the housing decent and economically sustainable and a total of $89 billion to address capital needs over the next 20 years. The 2022 study will feature a survey of all PHAs with public housing, asking them questions about their inventory and their expected plans over the next five years. The research will yield estimates of capital needs for the sampled PHAs based on PHA assessment of inventory condition; describe their expectations for inventory change; and develop a detailed methodology for a new national Capital Needs Assessment to update the 2011 study.

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

- How does housing quality affect self-sufficiency, quality of life, and assisted housing tenure of public housing and Housing Choice Voucher tenants?
- Is the Project-Based Voucher program benefiting HUD's target populations and do underserved communities have equitable access to the program?
- What are the most effective ways of engaging with and attracting landlords to the voucher program?

---

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

Strategic Goal 3: Promote Homeownership

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

LEADING THIS GOAL

Office of the Secretary

GOAL

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

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

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

This goal consists of two objectives and one major initiative:

> *3A. Advance Sustainable Homeownership*
>
> > *Major Initiative: Expand Homeownership Opportunities*
>
> *3B. Create a More Accessible and Inclusive Housing Finance System*

Strategic Objective 3A: Advance Sustainable Homeownership

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

LEADING THIS OBJECTIVE

Office of Housing

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

OBJECTIVE

HUD is dedicated to addressing the needs of the people it serves by expanding access to credit and counseling support throughout all stages of the homeownership process. The Department will work to ensure that creditworthy borrowers can buy homes in a safe, secure, and nondiscriminatory manner.[97] Knowledge-building and the promotion of safe, secure loan insurance products that meet consumers' needs will be Departmental priorities. HUD will also analyze the insured mortgage programs of the Federal Housing Administration (FHA) and the loan guarantee programs of the Office of Native American Programs for ways to help make capital more accessible to potential homebuyers.[98]

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

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

---

[97] FHA issued a mortgagee letter on November 17, 2021, providing clarifying guidance regarding Fair Housing Act and anti-discrimination requirements for appraisals. Mortgagee Letter (ML) can be found here: https://www.hud.gov/sites/dfiles/OCHCO/documents/2021-27hsgml.pdf?utm_medium=email&utm_source=govdelivery
[98] HUD's Federal Housing Administration (FHA) serves individuals and families that are not traditionally served in private or conventional housing markets. HUD's Office of Native American Programs (ONAP) administers the Section 184 and 184A loan guarantee programs, which benefit American Indian, Alaska Native, and Native Hawaiian homebuyers who have historically lacked access to capital. FHA and ONAP work collaboratively to ensure that policies are consistent across FHA and ONAP programs, where appropriate.

STRATEGIES AND MAJOR MILESTONES

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

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

Strategies	Major Milestones
Ensure FHA underwriting guidelines and servicing protocols more effectively serve the needs of borrowers. ⚖	**11/9/2021**: Publish the Title I Handbook with updated requirements for manufactured housing and property improvement loans. **9/30/2022**: Complete 16 trainings on FHA underwriting guidelines and servicing protocols to inform lenders and realtors on HUD programs. **9/30/2023**: Complete an evaluation of whether FHA needs to further change how student loans are considered when determining creditworthiness.
Expand access to small-dollar loans.	**3/31/2022**: Complete assessment of roadblocks to small-dollar loans. **9/30/2022**: Complete training sessions with Community Development Financial Institutions and other institutions who issue small-dollar loans.
Improve access to HUD-approved Housing Counseling agencies and HUD-certified housing counselors. ⚙ ⚖	**3/31/2022**: Update the "Find a Counselor" web and telephone tool to enhance the customer experience and improve equitable access to Housing Counseling. **3/31/2022**: Increase Certified Counselor and Agency training in outreach and messaging strategies in areas they serve, to increase consumer awareness of benefits of Housing Counseling. **6/30/2022**: Implement a national consumer awareness outreach campaign to educate consumers on benefits of homeownership and wealth-building through Housing Counseling. **10/30/2022**: Advertise awareness of HUD-certified support available to prospective homeowners and renters as part of the Housing Counseling media campaign.
Engage renters earlier in the process to help them plan for homeownership.	**6/30/2022**: Implement a national outreach campaign to renters to raise awareness through Housing Counseling on the potential benefits of

	homeownership, including wealth-building and creating equity for future generations.
Provide targeted counseling sessions in response to natural and human-made disasters.	**11/30/2021**: Incorporate program incentives for HUD-Approved agencies and Certified Counselors that support declared emergency events.[99] **9/30/2022**: Provide Housing Counseling support to each FY 2022 emergency event to assure impacted individuals are professionally assisted.[100]
Modernize IT systems to mitigate operational risk and better serve low-income and first-time homebuyers.	**3/1/2022**: Launch a new default monitoring system. **3/14/2023**: Update the FHA Catalyst tool to fully implement the electronic delivery of appraisals.[101]
Update manufactured housing standards.	**12/31/2022**: Publish the fourth set of HUD National Manufactured Home Construction and Safety Standards. **12/31/2022**: Publish the fifth set of HUD National Manufactured Home Construction and Safety Standards to include multi-unit manufactured homes. **12/31/2023**: Develop an expedited process for developing finalized standards for manufactured housing.
Grow partnerships with Historically Black Colleges and Universities (HBCUs) and other Minority Serving Institutions (MSIs) to train the next generation of housing counselors. ⚖	**4/30/2022**: Award $3 million total in grants to 15 or more HUD-approved housing counseling agencies to partner with HBCUs and other MSIs.[102] **5/31/2022**: Launch a nationwide pilot program to recruit and train prospective housing counselors and Housing Counseling Agency Administrators from HBCUs and other MSIs.[103]

---

[99] HUD will help assure adequate professional assistance is always available to impacted consumers at their time of need.
[100] Coordination will be made available that supports each emergency event to assure impacted citizens are professionally assisted.
[101] The complete submission of electronic appraisals will occur in March 2022, full implementation will take additional time.
[102] Grant funding will help launch housing counseling and workforce development initiatives in historically underserved communities.
[103] HUD is developing incentives for HBCUs, MSIs, and Housing Counseling Agencies to offer courses that will train and encourage students to pursue careers in Housing Counseling.

KEY PERFORMANCE INDICATORS

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

✪ **Percentage of new FHA-insured purchase mortgages approved for first-time home buyers**[104] ✪

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

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	**FY18 Actual**	**FY19 Actual**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**	**FY22 Target**	**FY23 Target**	
82.2%	82.7%	82.8%	83.1%	84.61%	Tracking Only	80%	80%	Increase

Description:	Compute the percentage of FHA single-family purchase endorsements for which the borrower is a first-time homebuyer.
Data Source:	Single-Family Data Warehouse and American Housing Survey
Dimension & Unit of Measurement:	Percentage: Share of FHA endorsements that belong to first-time homebuyers
Calculation Method:	Percentage of FHA endorsements made to first-time homebuyers.
Frequency:	Quarterly
Data Quality:	HUD will rely on data from the Single-Family Data Warehouse, which tracks the number of FHA loans to first-time homebuyers on a quarterly basis.
Validation and Verification:	American Housing Survey is available every 2 years.

---

[104] Information can be found here: https://www.hud.gov/sites/dfiles/Housing/documents/2021FHAAnnualReportMMIFund.pdf page 89.

✪ **Re-Default Rate after loss mitigation actions**[105] ✪

This measure tracks the re-default rate, defined as a serious delinquency (SDQ), occurring within a year of a loss mitigation action taking place.[106]

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY17 Actual	**FY18 Actual**	**FY19 Actual**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**	**FY22 Target**	**FY23 Target**	
SDQ loans	28.94%	24.6%	34.53%	29.01%	N/A[107]	30%	30%	30%	Decrease

Description:	Four quarter re-default rate on SDQ loans that have cured through loss mitigation.
Data Source:	Single-family data warehouse
Dimension & Unit of Measurement:	Rate of re-default
Calculation Method:	Four quarter re-defaults / total annual cures through loss mitigation
Frequency:	Reported annually
Data Quality:	HUD will rely on data from the Single-Family Data Warehouse, which tracks the number of FHA cures and re-defaults.
Validation and Verification:	No data limitations are known to affect this indicator.

---

[105] Low re-default rates indicate the loss mitigation programs are working as intended.

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

[107] Re-Defaults are tracked by the fiscal year of the loss mitigation action taking place. Therefore, FY20 is the most recent year for which data are available. Defaults that occur within four quarters of a FY21 loss mitigation action will be reported in FY22.

▶ **Number of clients served through HUD's Housing Counseling Program**

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

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual[108]	FY21 Target	FY22 Target	FY23 Target	
1,131,220	1,063,774	1,029,339	961,793	TBD	1,100,000	1,102,460	1,061,564	Increase

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

---

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

OTHER INDICATORS

▶ **Percentage of FHA forward endorsements made to minority borrowers**

This indicator will track the percentage of FHA forward endorsements made to minority borrowers.[109]

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	**FY18 Actual**	**FY19 Actual**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**	**FY22 Target**	**FY23 Target**	
33.7%	33.9%	33.6%	34.2%	32.8%	Tracking only	Tracking only	Tracking only	Increase

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

▶ **Early payment default rate[110]**

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

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY17 Actual	**FY18 Actual**	**FY19 Actual**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**	**FY22 Target**	**FY23 Target**	
Early payment default rate	0.77%	0.65%	0.75%	4.59%	1.49%[111]	Tracking only	Tracking only	Tracking only	Tracking only

---

[109] Minority borrowers are defined as borrowers who identify as Black, Asian, Hispanic, American Indian, or Hawaiian.
[110] Early Payment Defaults refer to FHA-insured loans that are 90 days delinquent within the first six payments. Information can be found here: https://www.hud.gov/sites/dfiles/Housing/documents/2021FHAAnnualReportMMIFund.pdf page 100.
[111] FY21 data is through February of 2021.

Description:	This measure is reflective of the credit quality of new endorsements and serves as an important early indicator of mortgage performance. HUD will support sustainable loans that borrowers can afford. Ninety-Day Early Payment Defaults occur when a borrower becomes 90 days delinquent on their FHA-insured mortgage within the first six payments
Data Source:	FHA Single Family Data Warehouse Meta Tables
Dimension & Unit of Measurement:	Unit: Percentage of mortgages endorsed Dimension: Percentage
Calculation Method:	Percent of mortgages endorsed with a 90-day delinquency in the first six months of required mortgage payments divided by all mortgages endorsed for the same period.
Frequency:	Quarterly
Data Quality:	HUD will rely on data from the Single-Family Data Warehouse, which tracks the performance (as measured by mortgage payment made) of FHA borrowers.
Validation and Verification:	No data limitations are known to affect this indicator. The loan servicers enter the FHA data, and the FHA monitors the data entry.

▶ **Number of certified Housing Counselors**[112]

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

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
10	249	747	1,816	4,064	Tracking only	Tracking only	Tracking only	Tracking only

Description:	The total number of certified Housing Counselors.
Data Source:	Examination contractor reports and affirms all candidates who have taken and passed the exam. Counseling agencies then register and affirm active housing counselor employment in FHA Connect to the Office of Housing Counseling.
Dimension & Unit of Measurement:	Dimension: Count Unit: Sum
Calculation Method:	Total number of certified Housing Counselors.
Frequency:	Housing Counselor certification data is submitted to HUD daily, as Housing Counselors pass examination.

---

[112] Certification of Housing Counselors was not required until August 1, 2021.

Data Quality:	Data quality is high. Data is affirmed both through the examination contractor, as well as the Counseling agencies.
Validation and Verification:	Housing Counselor certification data (examination results) is verified by examination contractor prior to submission to HUD.

EVIDENCE BUILDING

Inequities in homeownership opportunity and access to credit remain a significant challenge for the Nation. Harvard researchers report that the Black-White homeownership gap has reached 31 percentage points, the greatest disparity in decades.[113] Increasing access to credit is a key component for expanding homeownership opportunities as is access to down payment assistance (DPA). A study of the potential of DPA through the HOME-American Dream Down payment Initiative found that small amounts of savings can have significant impact on the probability of transitioning to homeownership, and simulations suggest that small amounts of DPA can stimulate substantial homebuying.[114] Recent studies have assessed the role of down payments in reducing mortgage risk under varied macroeconomic conditions.[115]

Housing Counseling is another way to increase access to homeownership and to help ensure that homeownership is sustainable and supports household wealth-building. HUD's Office of Policy Development and Research (PD&R) Housing Counseling Works report summarizes recent research evidence on the role of Housing Counseling to improve housing outcomes for homebuyers, homeowners, and renters.[116] Some evidence suggests pre-purchase counseling may help individuals determine if they are ready for homeownership and connect them with safer, more affordable mortgage products, and both pre-purchase education and housing counseling appear to be associated with factors related to sustainable homeownership. Early evidence from PD&R's First Time Homebuyer Education and Counseling demonstration – which examines the impact of in-person and remote services for prospective purchasers who have established relationships with lenders and who are not referred to counseling as a part of participating in a special program like DPA – provided useful context about what types of clients are more likely to take advantage of counseling services. The report on long-term impacts of education and counseling on homebuyer outcomes, and loan performance of low- to moderate- and middle-income first-time homebuyers is expected in 2022.

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

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

---

[113] Joint Center for Housing Studies. 2020. "State of the Nation's Housing 2020." https://www.jchs.harvard.edu/state-Nationshousing-202.
114 HUD. 2005. "The Potential of Down payment Assistance for Increasing Homeownership Among Minority and Low-Income Households." https://www.huduser.gov/portal/publications/homeown/downpayasstlih.html.
[115] https://www.huduser.gov/portal/sites/default/files/pdf/Downpayment-FinalReport.pdf.
[116] Report can be found here: https://www.huduser.gov/Portal/sites/default/files/pdf/Housing-Counseling-Works.pdf.

Major Initiative: Expand Homeownership Opportunities

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

LEADING THIS OBJECTIVE

Office of the Secretary

INITIATIVE

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

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

To better serve individuals and families, HUD will enhance existing supply programs to increase the supply of affordable owner-occupied housing and support innovations that lower the cost of homeownership. The Department will partner with communities to increase the use of HUD programs for affordable and sustainable homeownership. New investments in innovative homeownership models and housing types will be developed to further increase homebuyers' affordable housing options. The Department will also prioritize homeownership in the sale of foreclosed properties, helping to limit conversions to rentals. Through enhanced use of existing programs and the pursuit of new and innovative solutions, more individuals and families will be able to obtain the dream of homeownership.

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
Support the enhanced use of HOME Investment Partnerships Program (HOME) and other HUD programs for homeownership-related activities, such as housing construction, rehabilitation, preservation, and down payment assistance.	**6/30/2022**: Launch a Homebuyer Policies and Procedures training for HOME stakeholders. **9/30/2023**: Update and publish a notice on "Using Community Development Block Grants (CDBGs) in Support of Housing."
Preserve affordability in high-cost markets through shared equity models.	**9/30/2022**: Evaluate options to increase the utilization of FHA-insured mortgages for the purchase of shared equity homes.[117]

---

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

Promote the use of factory-built housing, off-site construction, adaptive reuse, and other innovations that can provide lower-cost options for homeownership.	**1/30/2023**: Create a toolkit highlighting innovative strategies to increase housing supply while shortening development timelines.[118] **4/30/2023**: Leverage knowledge of successful innovators and best practices by inviting grantees to join a technical assistance cohort and webinar series focused on utilization of innovative strategies.
Expand financing for construction and renovation of Accessory Dwelling Units (ADUs), 2–4-unit properties, and condominiums.	*Incentivize local jurisdictions to remove regulatory barriers pursuant to their construction.* **9/30/2022**: Develop mechanisms for standard tracking and reporting of FHA insured properties with ADUs. **9/30/2022**: Assess options for improving the ability to obtain actual and prospective ADU rental income data for the purposes of underwriting properties with ADUs.
Enhance FHA's Title I Property Improvement and 203(k) loan insurance programs.[119]	**5/31/2022**: Assess prospective enhancements to simplify and increase utilization of Title I Property Improvement loans and 203(k) loans.

KEY PERFORMANCE INDICATORS

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

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

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

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	**FY18 Actual**	**FY19 Actual[120]**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**	**FY22 Target**	**FY23 Target**	
TBD	TBD	0.79%	0.8%	0.82%	TBD	TBD	TBD	TBD

---

[118] Topics may include adaptive reuse, off-site construction, vacant or distressed property rehabilitation, adaptable land use controls and potential resources to utilize based on strategies identified.
[119] These programs will facilitate programs' layering with other HUD-assisted sources of renovation funding to make rehabilitation financially feasible in more areas.
[120] The FY2019 percentage is based on data from January 2019 - September 2019 due to the unavailability of Q1 data for FY2019.

Description:	Percentage of appraisals of forward purchase mortgages, specifically for detached and townhome properties, that identify an ADU.
Data Source:	HUD 1004 appraisal submission forms collected by HUD contractor.
Dimension & Unit of Measurement:	Unit: Percentage of forward purchase mortgage appraisals of detached and townhome property types that identify an ADU

Dimension: Percentage |
Calculation Method:	Percentage
Frequency:	Annual
Data Quality:	High
Validation and Verification:	No known validation issues exist

▶ **The number of FHA Title 1 Property Improvement and 203(k) Endorsements.**

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

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual[121]	FY21 Target	FY22 Target	FY23 Target	
18,696	14,722	12,411	9,098	6,544	Tracking Only	Tracking Only	Tracking Only	Tracking Only

Description:	Combined sum of Title I Property Improvement loans and 203(k) loans endorsements
Data Source:	Single Family Data Warehouse
Dimension & Unit of Measurement:	Number of loans endorsed
Calculation Method:	Sum
Frequency:	Annual
Data Quality:	High
Validation and Verification:	Verified

---

[121] This report is typically not produced until 90 days after the end of the quarter. As such, agencies may perform data correction based on the validation and verification of results.

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

Advance new policy, programs, and modernization initiatives that support a more equitable housing finance system. Promote the preservation and creation of affordable housing stock.
LEADING THIS OBJECTIVE
Government National Mortgage Association

OBJECTIVE

For over fifty years, the Department has achieved the goal of reliably providing low-cost financing to American homeowners. HUD has achieved this through the home loan insurance programs administered by its Federal Housing Administration (FHA) and the mortgage-backed securities (MBS) program administered by the Government National Mortgage Association (Ginnie Mae).[122]

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

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

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

---

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

STRATEGIES AND MAJOR MILESTONES

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

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

Strategies	Major Milestones
Broaden housing finance availability for underserved participants and expand access to Ginnie Mae programs. 👥 ⚖️	*Develop and implement new programs or security products to increase liquidity.* **6/30/2023**: Publish a progress report detailing steps taken to increase liquidity via new or expanded programs and products.[123] *Create opportunities for community-oriented institutions to access the capital markets directly.* **6/30/2024**: Publish a progress report detailing steps taken to increase access to financing for community-based organizations.
Pursue further methods of enhancing the value of Ginnie Mae securities.	*Expand Environmental, Social, and Governance (ESG) products and disclosure information.* **9/30/2022**: Develop program standards for ESG disclosure. **6/30/2023**: Provide additional categories of disclosure information to meet investor demand for ESG data. *Defend and improve Ginnie Mae's value proposition to ensure continued investor support.* **9/30/2022**: Develop a process for integrating Ginnie Mae's priorities with the rest of HUD's international agenda. **3/31/2023**: Hold at least five engagement opportunities with global investors.
Develop the operational capacity to advance the digitalization and optimization of the Ginnie Mae MBS platform.	**6/30/2022**: Expand the Digital Collateral pilot program to new issuers.[124] **9/30/2023**: Publish a roadmap for industry feedback regarding transitioning the Ginnie Mae platform from pool level to loan-level operations.

---

[123] These could include extended term modifications, Multifamily risk-share, and Title I program reforms.
[124] Additional information on the Digital Collateral Program can be found here:
https://www.ginniemae.gov/issuers/program_guidelines/AppendicesLibrary/Appendix_V-07.pdf

Provide a leading voice in the housing finance system.	**6/30/2022**: Establish an advisory body, or other consortium, with Federal and non-Federal partners to address Ginnie Mae program and platform modernization initiatives. **6/30/2023**: Hold three stakeholder engagement events to foster dialogue on housing finance system issues.

KEY PERFORMANCE INDICATORS

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

▶ **The number of eMortgages securitized and new eIssuers in Ginnie Mae mortgage-backed securities**[125]

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

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY17 Actual	**FY18 Actual**	**FY19 Actual**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**	**FY22 Target**	**FY23 Target**	
Number of eMortgages securitized	N/A	N/A	N/A	N/A	17,057	10,000	31,560	50,000	Increase
Number of new eIssuers	N/A	N/A	N/A	N/A	12	10	9	10	Increase
Description:	Number of eNotes securitized in Ginnie Mae's new Digital Collateral program, and the number of new issuers using eNotes.								
Data Source:	Actual count of eNotes securitized in FY21. Projections derive from compiling current volume and adding similar average volume for anticipated new participants. Future actuals will come from Ginnie Mae electronic vault (eVault) data. New participants are averaged by comparing eligible Ginnie Mae issuers with those entities that have also successfully completed Mortgage Electronic Registration System integration and gained qualified experience through other registered eNote transactions in the industry.								
Dimension & Unit of Measurement:	Count.								
Calculation Method:	Count.								
Frequency:	Monthly								

---

[125] This key performance indicator was not tracked prior to FY22. As such, any previous year actuals, before FY22, are not available. The tracking of data will begin with FY22 end-year actuals.

Data Quality:	Limitations include cost of technological improvements required for eligible participants, as well as external validation checks that participants must secure to achieve recognized industry standardization before securing Ginnie Mae eligibility.
Validation and Verification:	Data is validated monthly through comparisons of data received from active participants and eNotes collected in Ginnie Mae's eVault.

OTHER INDICATORS

▶ **The number of institutions and borrowers served through Extended Term modification pools.**[126]

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

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
Institutions	N/A	N/A	N/A	N/A	N/A	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Borrowers	N/A	N/A	N/A	N/A	N/A	Tracking Only	Tracking Only	Tracking Only	Tracking Only

Description:	This measure will track the number of Extended Term modifications pooled in Ginnie Mae securities, institutional partners involved in this new initiative, and the number of borrowers served.
Data Source:	Ginnie Mae's portfolio data
Dimension & Unit of Measurement:	Count
Calculation Method:	Count
Frequency:	TBD
Data Quality:	No known data quality issues
Validation and Verification:	Data is validated in compliance with Ginnie Mae's data certification policy.

---

[126] This key performance indicator was not tracked prior to FY22. As such, any previous year actuals before FY22 are not available. The tracking of data will begin with FY22 end-year actuals.

▶ **Single-family mortgage originations by funding source.**

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

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
Ginnie Mae	20.8%	21%	21%	20.3%	18.4%	Tracking Only	Tracking Only	Tracking Only	Tracking Only
GSE	41.9%	43.3%	44.4%	47.2%	52.7%	Tracking Only	Tracking Only	Tracking Only	Tracking Only
PLS	5.9%	5.4%	5.2%	4.6%	3.8%	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Portfolio	31.4%	30.3%	29.4%	28%	25%	Tracking Only	Tracking Only	Tracking Only	Tracking Only

Description:	The percentage market share of GSEs, the government-insured (guaranteed) sector (HUD, Veterans Affairs, and Department of Agriculture via Ginnie Mae), Private Label Securitization (PLS), and Portfolio lending.
Data Source:	Ginnie Mae's portfolio data in conjunction with publicly available data sources
Dimension & Unit of Measurement:	Market share of Unpaid Principal Balance (UPB) issuances as a percentage.
Calculation Method:	Issued UPB for each of the four categories, as a percentage of the total UPB.
Frequency:	Data is available monthly.
Data Quality:	No known data quality issues.
Validation and Verification:	Data is validated in compliance with Ginnie Mae's data certification policy.

EVIDENCE BUILDING

HUD prepares the annual Agency Financial Report and an Annual Report to Congress Regarding the Financial Status of the Mutual Mortgage Insurance Fund, which provides important insights for Congress and the American taxpayer into the financial performance of FHA.[127] Affordable loan products play an important role in supporting access to homeownership and homeownership sustainability. HUD's Office of Policy Development and Research (PD&R) recently produced an analysis of past FHA loan limit policies, and future efforts will continue to build evidence of effective approaches to fostering homeownership through original research and more extensive collaboration with outside partners.[128] HUD also recently examined alternative FHA mortgage insurance programs for financing single-family rental and small multifamily rental properties and identified options for

---

[127] The HUD Agency Financial Report is available online at: https://www.hud.gov/program_offices/cfo/reports/cforept. The Annual Report to Congress Regarding the Financial Status of the Mutual Mortgage Insurance Fund is available at https://www.hud.gov/fhammifrpt.
[128] https://www.huduser.gov/portal/publications/FHA-Loan-Limits.html.

expanding FHA's role.[129] Research on housing finance, securitization, and risk assessment will be critical to bolstering HUD's future evidence base.

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

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

---

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

Strategic Goal 4: Advance Sustainable Communities

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

LEADING THIS GOAL

Office of the Secretary

GOAL

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

Everyone deserves a safe and healthy place to live. HUD seeks to integrate best practices in the areas of community health, customer experience, and equity to effectively adapt policies to the individual needs of local communities. Many residents of HUD-assisted housing face health- and climate-related challenges, especially in underserved communities, which is defined as populations sharing a particular characteristic, as well as geographic communities, that have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life. This would also include the elderly, persons with disabilities, and individuals with experience with the justice system. Where a person lives is a reliable predictor of his or her long-term health, education, and employment outcomes. Due to this Nation's history of segregating persons of color in close proximity to environmental hazards, and corresponding lack of investment in mitigating infrastructure, these communities have disproportionately experienced high and adverse human health, environmental, and other climate related impacts. Families and individuals living in underserved communities experience greater inequity and often face more dismal health outcomes as a result. They are also often more vulnerable to extreme weather events and natural disasters resulting from changing climate.

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

HUD will guide investment in climate preparedness and resilience to achieve the goal of advancing sustainable communities. It is crucial that the Federal government and its local partners effectively coordinate policies related to community development, climate change, energy efficiency, hazard mitigation, and resilience. When homes are more sustainable, operating expenses are lower. This reduces financial burdens on residents and preserves our world's finite resources. HUD supports millions of housing units that could be made more energy efficient and climate resilient. Hence, HUD has a great opportunity to significantly increase climate resiliency and reduce greenhouse gas emissions nationwide. Robust utility data tracking will inform desired impacts and outcomes.

The Department's commitment to environmental justice includes developing and implementing a plan under the Administration's Justice40 Initiative.[130] This initiative will ensure at least 40 percent of the overall benefits of many of HUD's programs, including climate and sustainable affordable housing programs, are delivered to underserved communities. This will enable HUD to eliminate poor housing conditions that are associated with a wide range of health conditions, especially for the most vulnerable communities.

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

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

This goal consists of three objectives:

> *4A. Guide Investment in Climate Resilience*
>
> *4B. Strengthen Environmental Justice*
>
> *4C: Integrate Healthcare and Housing*

---

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

Strategic Objective 4A: Guide Investment in Climate Resilience

Invest in climate resilience, energy efficiency, and renewable energy across HUD programs.
LEADING THIS OBJECTIVE
Office of Community Planning and Development

OBJECTIVE

A key component of HUD's plan to advance sustainable communities is to adopt policies that encourage and support climate resilience, energy efficiency, and renewable energy across HUD investments. Climate change is a worsening crisis that impacts communities across the United States and the world. Due to historic discrimination and disinvestment, underserved communities often suffer climate change's consequences most acutely, deepening pre-existing societal inequities.[131] The importance of addressing this crisis is reflected in this objective's aim of improving national preparedness through proven climate resilience techniques. Concurrently, it promotes environmental justice practices that underpin strong, sustainable, and prosperous communities.

Among the Department's most powerful tools to advance resilience are community development block grants provided for disaster recovery (Community Development Block Grant Disaster Recovery (CDBG-DR)) and mitigation (Community Development Block Grant Mitigation (CDBG-MIT)). These funds place partner communities in the driver's seat to shape their responses to climate change-related risks and disaster events. The Department will expand the resources it offers to guide and encourage grantee practices that foster resilient projects and promote environmental justice. These resources will ensure grantees have the capacity to leverage HUD funds effectively to achieve their climate resilience goals and promote environmental justice in their allocations.

HUD will also lower greenhouse gas emissions through energy efficiency and renewable energy in HUD-assisted, financed, and insured projects. The Department will refocus its policies and programs to help transition the country to carbon-free energy sources and contribute toward the Administration's goal of lowering economy-wide greenhouse gas emissions by at least fifty percent by 2030. HUD will promote energy efficiency by strengthening energy and green building codes and standards across its programs.[132] The Department will work to advance energy efficiency throughout its portfolio of HUD-assisted housing by taking steps to develop enterprise-wide standards for utility data collection, reporting, and tracking. These steps will facilitate the adoption of portfolio-wide utility benchmarking, which will enable better evaluation and tracking of energy and water usage – both at the individual property level and across HUD programs. The Department will also continue to offer Federal Housing Administration (FHA)-insured financing that allows borrowers to make energy efficient and climate hazard mitigation improvements. Additionally, HUD will continue to collaborate with Federal partners to foster innovation in the energy sector and remove barriers to energy efficiency and renewable energy.[133]

---

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

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

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

Through these and other investments, HUD will advance the global effort to empower communities to adapt and thrive in the face of climate change. Together, with Departmental partners, HUD will chart a path to a sustainable energy future.

STRATEGIES AND MAJOR MILESTONES

🌿 Denotes content featured in [HUD's Climate Action Plan](#)[134]

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

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

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

Strategies	Major Milestones
Promote climate resilience and environmental justice across HUD programs.	**3/31/2022**: Finalize the guidance to accompany the CDBG-DR Consolidated Notice (published February 3, 2022) to advance policies and requirements that can foster resilient projects and promote environmental justice. 🌿 **6/30/2022**: Develop enterprise-wide minimum data standards for disaster risk mitigation for all single- and multifamily public, assisted, and insured housing. 🌿
Create community resilience and sustainability resources.	**3/31/2022**: Develop a climate resilience and environmental justice toolkit for partners in Indian Country. **3/31/2022**: Conduct a grant launch and implement program technical assistance for CDBG-MIT grantees who are working to implement hazard mitigation projects.[135] 🌿 **3/31/2022**: Organize and expand the online library of resources, trainings, and toolkits for climate resilience and environmental justice. **5/1/2022**: Provide technical assistance for Tribes to support climate planning activities related to

---

[134] HUD's Climate Action Plan is an ambitious multi-year plan designed to guide integration of climate resilience and environmental justice into HUD's core programs and policies. Every HUD program and office has committed specific, time-bound actions to increase climate resilience, reduce greenhouse gas emissions, and pursue environmental justice. The Climate Action Plan is publicly available online https://www.hud.gov/sites/dfiles/Main/documents/HUD-Climate-Action-Plan.pdf.
[135] CDBG-MIT grants provide funds to eligible units of general local government and States that have experienced Presidentially-declared disasters to carry out hazard mitigation activities that increase resilience to disasters and reduce or eliminate the long-term risk of loss of life, injury, damage to and loss of property, and suffering and hardship by lessening the impact of future disasters.

	relocation, protection in place, and/or managed retreat.
	9/30/2023: Generate 15 case studies and guidance documents on resilience planning, disaster recovery, strategic funding strategies, and land use planning for HUD customers. 🍃
	9/30/2022: Develop a tool and webinar series for HUD customers on the need to incorporate resilience measures and stronger building codes when rebuilding after a disaster. 🍃
Improve utility data collection, reporting, and tracking. Initiate utility benchmarking requirements.	**6/30/2022**: Develop an enterprise-wide utility management minimum data standards for HUD's portfolio of 4.5 million units of public and assisted housing. 🍃
Strengthen green codes and standards across HUD programs.	**9/31/2022**: Evaluate voluntary stretch energy and/or resilience codes to inform or encourage HUD grantees or partners to consider above-code energy efficiency and resilience standards.[136] 🍃
	5/30/2022: Publish Preliminary Determination on updating minimum energy codes for adoption by HUD-financed new construction without negatively impacting the affordability of covered housing.[137]
	12/31/2022: Publish Final Determination of minimum energy code standards for HUD-financed, insured, or assisted housing.
	12/31/2022: Consult with the Department of Energy (DOE) on updating the building and energy efficiency standards for manufactured homes. 🍃
Foster innovation while removing barriers to energy efficiency and renewable energy in the HUD portfolio.[138] 📋	**6/30/2022**: Explore update to standards to allow the use of stretch ratios for Manufactured Homes that are certified as ENERGY STAR.[139] 🍃

---

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

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

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

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

	12/31/2021: Update the Notice of Funding Opportunity (NOFO) template to include preference points, where applicable, for: 1) climate change mitigation; 2) climate adaptation and resilience; and 3) environmental justice. **12/31/2022**: Update the minimum requirements and incentives to reflect the most up-to-date energy efficiency standards in HUD's construction-related competitive grant programs.[140] **9/30/2022**: Address barriers identified by DOE's Multifamily Solar Collaborative to community solar in affordable multifamily housing. **9/30/2023**: Partner with DOE on the Low-Carbon Pilot to launch the Better Climate Challenge, with a 50 percent carbon reduction target.
Inform the public about preparedness activities in communities that are prone to climate change hazards by sharing information on interagency resources for disaster mitigation, response, and recovery.	**6/30/2022**: Develop a stakeholder outreach framework that targets states at the highest risk for climate change hazards.[141] **12/31/2022**: Implement a stakeholder outreach framework in the four states that are among those at highest risk for climate change hazards.[142]
Eliminate discriminatory barriers to ensure CDBG-DR and CDBG-MIT grantees can access disaster and mitigation-related needs. [143]	**6/30/2023**: Determine what data is needed to identify and address potential access barriers that may cause disparate outcomes in the use of CDBG-DR funds. **9/30/2023**: Formally institute data collection to identify and address potential access barriers that may cause disparate outcomes in the use of CDBG-DR funds.

---

[140] Choice Neighborhoods Implementation Grants, Section 202, and Section 811.
[141] States that are at a high risk for climate risk hazards will be based on FEMA's National Risk Index (NRI) and risk data sources for U.S. Territories which are not included in the NRI.
[142] This effort may include interagency coordination and convenings among Department of Homeland Security (DHS), Small Business Association, DOE, EPA, State Emergency Management Agencies, other interagency partners, HUD program areas, and HUD customers.
[143] This strategy is aligned with CAP Goal 3.2: Build capacity in Federal financial management and through Federal financial assistance to catalyze American industrial strategy, address climate-related risks, and deliver equitable results.

KEY PERFORMANCE INDICATORS

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

▶ **Number of Climate Action Plan actions completed**[144]

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

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target[145]	FY22 Target	FY23 Target	
N/A	N/A	N/A	N/A	N/A	N/A	20	42	Increase

Description:	A count of all actions included in the Climate Action Plan that have been completed.
Data Source:	The Climate and Environmental Justice Working Group will track and report progress on actions.
Dimension & Unit of Measurement:	Count: number of Climate Action Plan actions complete
Calculation Method:	Count of actions completed out of 105 total committed actions.
Frequency:	Quarterly
Data Quality:	N/A
Validation and Verification:	N/A

---

[144] This key performance indicator was not tracked prior to FY22. As such, any previous year actuals, before FY22, are not available. The tracking of data will begin with FY22 end-year actuals.
[145] An FY21 target was not established as this metric did not exist in the FY22 Annual Performance Plan.

▶ **Number of HUD-assisted units successfully benchmarked**[146]

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

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target[147]	FY22 Target	FY23 Target	
N/A	N/A	N/A	N/A	N/A	N/A	600,000	720,000[148]	Increase

Description:	A count of housing units in HUD's public and assisted housing portfolio (out of a total of approximately 2.4 million) that are benchmarked each year, i.e. included in properties with complete data in ENERGY STAR Portfolio Manager or another Federally sanctioned, open-source utility management system.
Data Source:	(1) ENERGY STAR Portfolio Manager for Better Buildings Challenge partners' properties; (2) Other open-source systems utilized for HUD green building programs.
Dimension & Unit of Measurement:	Count: housing units
Calculation Method:	Count of housing units successfully benchmarked through the Better Buildings Challenge or other HUD green building programs and incentives
Frequency:	Annually
Data Quality:	Better Buildings Challenge data team performs checks for accuracy and completeness for all data submitted by partners through Portfolio Manager.
Validation and Verification:	For properties reporting through the Better Buildings Challenge, data checked by ICF (Better Buildings Challenge TA provider).

---

[146] This key performance indicator was not tracked prior to FY22. As such, any previous year actuals, before FY22, are not available. The tracking of data will begin with FY22 end-year actuals. Housing units will be benchmarked through the Better Buildings Challenge or other HUD green building programs and incentives. The Better Buildings Challenge is part of the Department of Energy's Better Buildings Initiative and challenges building owners, operators, and managers to reduce energy use throughout their portfolio by at least 20% over 10 years. https://betterbuildingssolutioncenter.energy.gov/challenge/about.
[147] An FY21 target was not established as this metric did not exist in the FY22 Annual Performance Plan.
[148] This is an aspirational target dependent on sufficient funding and program flexibilities.

OTHER INDICATORS

▶ **Number of homes, affected by recent disaster events that are rehabilitated, reconstructed, newly constructed, or elevated using CDBG-DR and CDBG-MIT funds**

This measure will track the number of homes that were rehabilitated, reconstructed, newly constructed, or elevated using CDBG-DR or CDBG-MIT funds, subject to enhanced program requirements.[149]

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	**FY18 Actual**	**FY19 Actual**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**	**FY22 Target**	**FY23 Target**	
N/A	N/A	N/A	20,249[150]	4,948	Tracking Only	Tracking Only	Tracking Only	Tracking Only

Description:	A count of the number of homes that were rehabilitated, reconstructed, constructed, or elevated using CDBG-DR and CDBG-MIT funds, subject to enhanced program requirements.
Data Source:	HUD Disaster Recovery Grant Reporting (DRGR) System
Dimension & Unit of Measurement:	Count: housing units
Calculation Method:	Count of housing units tracked in the HUD DRGR system that were rehabilitated, reconstructed, newly constructed, or elevated
Frequency:	Annually
Data Quality:	N/A
Validation and Verification:	N/A

---

[149] This indicator's actuals are reported when the activity is complete. An activity is not complete until a National Objective is achieved.
[150] This data was pulled from the DRGR system on September 14, 2020 and includes several housing programs from the 2017 grantees. The State of Texas' Partial Repair and Essential Power for Sheltering program reported 17,429 units received funding for temporary repairs. The CDBG-DR funding is used as the cost share portion of the FEMA funded program.

▶ **Number of HUD-assisted or HUD-associated (i.e., FHA-insured) housing units made energy efficient or aligned to green building standards through retrofits, rehabilitations, or new construction**[151]

This measure will track the number of retrofitted, rehabilitated, or newly constructed housing units that are made energy-efficient or aligned to green building standards.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
N/A	N/A	N/A	N/A	52,377	Tracking Only	Tracking Only	Tracking Only	Tracking Only

Description:	A count of the number of HUD-assisted and HUD-associated (i.e., FHA-insured) housing units that are made energy-efficient or aligned to green building standards through retrofits, rehabilitation, or new construction. These may include water conservation or efficiency measures: energy efficiency upgrades undertaken as part of this performance indicator often include Domestic Hot Water efficiency measures, while green building standards typically incorporate water efficiency as well.
Data Source:	Multiple
Dimension & Unit of Measurement:	Count: housing units
Calculation Method:	Count of HUD-assisted or HUD-associated housing units made energy-efficient or aligned to green building standards
Frequency:	Varied, see below
Data Quality:	See sub-metrics below
Validation and Verification:	See sub-metrics below
Sub-metric: **Choice Neighborhoods grant – New or substantially rehabilitated housing units**	
Description:	Number of new or substantially rehabilitated housing units developed as part of a Choice Neighborhoods grant, which meet ENERGY STAR or green building standards, as outlined in the Choice Neighborhoods NOFO.
Data Source:	Choice Neighborhoods program data collection system, i.e., Choice Neighborhoods Inform
Dimension & Unit of Measurement:	Count: new or substantially rehabilitated housing units developed as part of a Choice Neighborhoods grant
Calculation Method:	Count of total number of units meeting ENERGY STAR or green building standards, as reported by each Choice Neighborhoods grantee

---

[151] "This key performance indicator was not tracked prior to FY22. As such, any previous year actuals, before FY22, are not available. The tracking of data will begin with FY22 end-year actuals. An FY21 target was not established as this metric did not exist in the FY22 Annual Performance Plan.

Frequency:	Quarterly
Data Quality:	Data is collected on units where construction has been completed. Data is entered by the grantee.
Validation and Verification:	Data is reviewed quarterly by HUD.
Sub-metric: **Mixed Finance – Developed units**	
Description:	Number of housing units in Mixed Finance projects reported as meeting a regional or national green building standard. The data includes Mixed Finance projects where public housing capital funds are being used for development and projects that will only receive public housing operating subsidy.
Data Source:	This data is reported by HUD Mixed Finance grant managers based on the Mixed Finance Development Proposals the Public Housing Authorities (PHAs) submit to HUD's Office of Public Housing Investments prior to projects' financial closings.
Dimension & Unit of Measurement:	Count: Housing units that will be constructed or rehabilitated in Mixed Finance projects approved by HUD in a particular fiscal year.
Calculation Method:	Count of housing units reported in Mixed Finance Development Proposals
Frequency:	Data is reported for each Mixed Finance project approved by HUD. HUD generally approves 20-25 Mixed Finance projects a year.
Data Quality:	Data is self-reported by HUD grant managers based on PHA's development proposals. The housing units are reported in the fiscal year in which HUD approves the project's financing, not the fiscal year in which they achieve Date of Full Availability or are construction complete. Therefore, this data will not match the data found in Energy and Performance Information Center.
Validation and Verification:	HUD grant managers within the Office of Public Housing Investments verify this information to the best of their ability.
Sub-metric: **Public housing units made energy efficient through Energy Performance Contracts (EPCs)**	
Description:	Number of public housing units made energy efficient through EPC's approved during the fiscal year
Data Source:	EPC Inventory
Dimension & Unit of Measurement:	Count: housing units
Calculation Method:	Count of housing units made energy efficient via EPC Revisions and New Phase (new contracts) made during the fiscal year.
Frequency:	Annually
Data Quality:	N/A

Validation and Verification:	Copies of EPC Letters are maintained on HUD intranet and in the EPC Inventory in the OPSubWebPortal.

Sub-metric: CDBG-DR – New or substantially rehabilitated housing units

Description:	Number of new construction and reconstruction of substantially damaged residential buildings completed through the use of CDBG-DR and CDBG-MIT funds. CDBG-DR and CDBG-MIT grantees must meet a Green building standard for all new construction of residential buildings and all replacement of substantially damaged residential buildings. Replacement of residential buildings may include reconstruction (i.e., demolishing and rebuilding a housing unit on the same lot in substantially the same manner) and may include changes to structural elements such as flooring systems, columns, or load bearing interior or exterior walls.
Data Source:	HUD DRGR System
Dimension & Unit of Measurement:	Count: housing units green building standard
Calculation Method:	Count of newly constructed and reconstructed housing units meeting a green building standard in the DRGR System
Frequency:	Quarterly
Data Quality:	N/A
Validation and Verification:	N/A

Sub-metric: CDBG – New ENERGY STAR units

Description:	Number of new construction housing units qualified as ENERGY STAR units.
Data Source:	Integrated Disbursement and Information System (IDIS).
Dimension & Unit of Measurement:	Count: housing units.
Calculation Method:	Count of new construction housing units qualified as ENERGY STAR units in IDIS
Frequency:	Annually
Data Quality:	Grantees have a fiduciary responsibility to report these data accurately. However, some grantees do not understand the standard for qualifying ENERGY STAR units. As a result, some grantees report units that do not meet the ENERGY STAR standard.
Validation and Verification:	Office of Block Grant Assistance contacts the grantees that may have reported inaccurate data. The grantees will verify the data and make the correction, if applicable.

Sub-metric: HOME – ENERGY STAR units

Description:	Number of completed HOME housing units that meet ENERGY STAR standards
Data Source:	IDIS

Dimension & Unit of Measurement:	Count: housing units
Calculation Method:	Count of completed HOME housing units in IDIS that meet ENERGY STAR standards
Frequency:	Quarterly
Data Quality:	HOME participating jurisdictions voluntarily report this information at project completion.
Validation and Verification:	CPD may validate data during onsite and remote monitoring visits. In addition, IDIS reports identify exception data.

Sub-metric: **Housing Trust Fund – ENERGY STAR units**

Description:	Number of completed Housing Trust Fund (HTF) housing units that meet ENERGY STAR standards
Data Source:	IDIS
Dimension & Unit of Measurement:	Count: housing units
Calculation Method:	Count of completed HTF housing units in IDIS that meet ENERGY STAR standards
Frequency:	Quarterly
Data Quality:	HTF grantees voluntarily report this information at project completion.
Validation and Verification:	CPD may validate data during onsite and remote monitoring visits. In addition, IDIS reports identify exception data.

Sub-metric: **Section 202 and 811 – New units built to green building standard**

Description:	Number of newly constructed Section 202 and Section 811 housing units built to a green building standard that reach sustaining occupancy during the fiscal year.
Data Source:	Housing Enterprise Real Estate Management System (HEREMS)/ Integrated Real Estate Management System (IREMS) database
Dimension & Unit of Measurement:	Count: housing units
Calculation Method:	Count of newly constructed Section 202 and Section 811 housing units built to a green building standard that reach sustaining occupancy during the fiscal year in the HEREMS/IREMS database
Frequency:	Annually
Data Quality:	N/A
Validation and Verification:	The performance indicator data is matched against the Multifamily Performance Goals which track the same data

Sub-metric: Green Mortgage Insurance Premium (MIP) endorsements of newly constructed or substantially rehabilitated housing units	
Description:	Number of newly constructed or substantially rehabilitated rental housing units in green projects with mortgages initially endorsed under FHA multifamily mortgage insurance programs, where the project met the "Green" definition in the MIP Federal Register Notice.
Data Source:	Office of Multifamily Housing's Development Application Processing (DAP) system
Dimension & Unit of Measurement:	Count: housing units
Calculation Method:	Count of rental housing units in green projects with mortgages initially endorsed under FHA multifamily mortgage insurance programs, where the project met the "Green" definition in the MIP Federal Register Notice in the DAP system
Frequency:	Annually
Data Quality:	N/A
Validation and Verification:	Office of Multifamily Production verifies the data monthly and at the end of the fiscal year to confirm accuracy
Sub-metric: Energy Efficient Mortgage (EEM) Loans	
Description:	Number of FHA-insured EEM loans. Under the EEM program, FHA insures a borrower's mortgage used to purchase or refinance a principal residence, and the cost of energy efficient improvements to be made to the home. The improvements can include energy-saving equipment, and active and passive solar and wind technologies. The cost-effective improvements based on recommendations and analysis performed by a qualified home energy rater/assessor.
Data Source:	Mortgagees submit loans for endorsement in the Computerized Homes Underwriting Management System (CHUMS) and report loan data. Data is periodically transferred to a central data warehouse, which has limited access until system upgrades are complete.
Dimension & Unit of Measurement:	Count: number of FHA-insured EEM Loans
Calculation Method:	Count of EEM Loans in CHUMS and report loan data
Frequency:	Quarterly
Data Quality:	The accuracy of the data is dependent upon the mortgagee inputs. Mortgagees can select from energy efficiency improvements including double-pane windows, Heating, ventilation, and air conditioning (HVAC), ceiling fan, caulking/sealing, doors, programmable thermostats, whole house fan, water heater, geothermal, roof, lighting, insulation, appliances, solar, and/or wind energy systems. The energy package is the set of improvements agreed to by the Borrower based on the recommendations and analysis performed by a qualified home energy rater/assessor. The energy report contains the recommended improvements.

Validation and Verification:	Mortgagees are responsible for complying with FHA guidelines. Additional guidance for recording energy efficiency improvements may need to be issued to mortgagees.

Sub-metric: Section 203(k) loans with energy efficient or renewable energy improvements.

Description:	Number of Section 203(k) FHA-insured loans with energy efficiency and/or renewable energy improvements used to finance the purchase of existing homes or for a refinance.
Data Source:	Mortgagees submit loans for endorsement in CHUMS and report loan data when the repairs have been made and the escrow is closed out. Data is periodically transferred to a central data warehouse, which has limited access until system upgrades are complete.
Dimension & Unit of Measurement:	Count: FHA-insured Section 203(k) loans with one or more energy efficiency or renewable energy improvements
Calculation Method:	Count of Section 203(k) loans with energy efficient or renewable energy improvements in CHUMS and report loan data
Frequency:	Quarterly
Data Quality:	Section 203(k) loans are counted upon FHA endorsement. Mortgagees report the types of energy efficiency and/or renewable energy improvements when the repairs have been made and the escrow is closed out. The accuracy of the data is dependent upon the mortgagee inputs. The mortgagee has the option to select no energy efficiency improvements or the applicable energy efficiency improvements. Energy efficiency improvements may include double-pane windows, HVAC, ceiling fan, caulking/sealing, doors, programmable thermostats, whole house fan, water heater, geothermal, roof, lighting, insulation, appliances, and/or wind energy systems.
Validation and Verification:	Mortgagees are responsible for complying with FHA guidelines. Additional guidance for recording energy efficiency improvements may need to be issued to mortgagees.

Sub-metric: Rental Assistance Demonstration (RAD) – Newly constructed or substantially rehabilitated units with significant new green components or aligned to a green standard

Description:	Number of assisted rental housing units at public housing properties converted through RAD that are newly constructed or substantially rehabilitated with significant new green components or aligned to a green standard
Data Source:	RAD Resource Desk
Dimension & Unit of Measurement:	Count: housing units
Calculation Method:	Count of newly constructed or substantially rehabilitated units with significant new green components or aligned to a green standard listed in the RAD Resource Desk
Frequency:	The data is updated in real time to reflect all RAD conversions to-date.
Data Quality:	Units are counted only after the PHA has closed on financing to complete all construction and has met all other requirements for conversion.

Validation and Verification:	Data is validated through legal review of closing documents and through a post-conversion review of the completion of construction

EVIDENCE BUILDING

Climate change has increased the risk of natural disasters and threats to health and well-being. For instance, changes in historical precipitation patterns account for an estimated one-third of cumulative flood damages from1988 to 2017 at a cost of $73 billion; climate models predict continued intensification.[152] Sea level rise and coastal subsidence exacerbate coastal flooding risks from increasingly strong hurricanes.[153]

HUD has helped build the evidence base for designing effective future disaster response and climate resilience efforts. The "Natural Hazard Mitigation Saves: 2019 Report," funded by HUD, represents an exhaustive benefit-cost analysis of natural hazard mitigation measures, from adopting up-to-date building codes and exceeding codes, to addressing the retrofit of existing buildings and utility and transportation infrastructure.[154] The study found that natural hazard mitigation saves $6 on average for every $1 spent on Federal mitigation grants.

In early 2021, HUD released a report on accelerating housing recovery after severe disasters, based on an examination of housing recovery activities funded by CDBG-DR during 2005 to 2015.[155] Going forward, the Office of Policy Development and Research (PD&R) is funding research that will create and test models for optimizing disaster recovery labor and supply chains to expedite housing recovery for the most vulnerable populations. PD&R is also funding CDBG-DR resilience cost-effectiveness and implementation studies that have the potential to help grantees save public resources, modernize infrastructure, and improve access to opportunity for vulnerable populations through cost-benefit analyses and best practice guidebooks directed to states, local governments, and Indian tribes recovering from flood-related natural disasters. Through a research partnership with the National Institute of Standards and Technology, resilience planning case studies will produce best practice guidance using climate projection data as part of community planning. Results from these studies are expected in 2022 and 2023. Finally, PD&R is working to acquire proprietary data on flood and wildfire threats that can be used to assess the risk exposure of HUD assets and HUD-assisted populations and to inform policy and programmatic decision-making.

Residential energy use accounts for roughly 20 percent of greenhouse gas emissions in the U.S., and the Nation cannot meet the Paris Agreement target of an 80 percent emissions reduction by 2050 without residential sector initiatives, including deep energy retrofits and transitioning to low- and carbon energy sources, and reducing energy intensity.[156] The DOE's retrospective evaluation of its Weatherization Assistance Program demonstrated the substantial net benefits of home weatherization as well as of healthy homes interventions. The program generated a savings-to-investment ratio of 1.4 and a benefit-cost ratio, including health and safety benefits, of 4.1.[157]

One source of data for utility reduction in public housing and HUD-assisted housing is PD&R's evaluation of the American Recovery and Reinvestment Act (ARRA) of 2009 (P.L. 111-5).[158] Of the approximately $13.6 billion in ARRA funds appropriated to HUD, about $4 billion was allocated to the Public Housing Capital Fund for the modernization and renovation of the Nation's public housing stock, and $250 million was allocated to establish the

---

[152] Davenport, Frances V., Marshall Burke, and Noah S. Diffenbaugh. 2021. "Contribution of historical precipitation change to US flood damages." Proceedings of the National Academy of Sciences. 118, 4. https://doi.org/10.1073/pnas.2017524118.

[153] Perkins, Sid. 2020. "Often driven by human activity, subsidence is a problem worldwide." Proceedings of the National Academy of Sciences.118, 20. https://www.pnas.org/content/118/20/e2107251118; Emanuel, Kerry. 2020. "Evidence that hurricanes are getting stronger." Proceedings of the National Academy of Sciences. 117, 24. www.pnas.org/cgi/doi/10.1073/pnas.2007742117.

[154] Available at https://www.nibs.org/projects/natural-hazard-mitigation-saves-2019-report.

[155] Housing Recovery and CDBG-DR: A Review of the Timing and Factors Associated with Housing Activities in HUD's Community Development Block Grant for Disaster Recovery Program (2021). https://www.huduser.gov/portal/publications/HousingRecovery-CDBG-DR.html.

[156] Goldstein, Benjamin, Dimitrios Gounaridis, and Joshua P. Newell. 2020. "The carbon footprint of household energy use in the United States." Proceedings of the National Academy of Sciences.117, 32. www.pnas.org/cgi/doi/10.1073/pnas.1922205117.

[157] https://www.energy.gov/eere/wap/about-weatherization-assistance-program/weatherization-National-evaluation.

[158] https://www.huduser.gov/portal/sites/default/files/pdf/Assessment-of-ARRA-Green.pdf.

Green Retrofit Program for Multifamily Housing. The amount of electricity saved is sufficient to power about 29,000 average U.S. homes for one year. The water savings are sufficient to supply about 7,000 U.S. families for one year, and the carbon dioxide savings are equivalent to removing 37,400 vehicles from the road.

Since the 1980s, HUD has approved more than 300 Energy Performance Contracts (EPCs) that have generated nearly $1.5 billion in energy efficiency investments for about 250,000 public housing units. PD&R recently completed two studies of the use of EPCs. The 2020 Review of Energy Performance Contracts in Public Housing found that the EPC program effectively helped PHAs improve their units' energy efficiency.[159] A follow-up study, focusing on smaller PHAs, found that small PHAs that used EPCs experienced greater reductions in energy and water consumption than PHAs that did not use EPCs.[160] Such PHAs often undertook efficiency improvements using alternative financing means such as capital and operating funds, grants, or subsidies. Since 2015, however, financial restructuring through HUD's Rental Assistance Demonstration has become an attractive alternative to the EPC program for PHAs that view EPCs as complex or difficult.

HUD's Learning Agenda includes several research questions that relate to Objective 4A. Examples of such questions are:

- Are current building efficiency, safety, and resilience codes for various types of housing adequate?
- What are the distinct impacts and challenges of climate change in Tribal communities, and what are implications for housing and community development?
- How are climate change risk and disasters impacting mortgage performance, and what are implications of including climate risk in underwriting procedures?

---

[159] "Review of Energy Performance Contracts in Public Housing" (2020), https://www.huduser.gov/portal/publications/epc-evaluation.html.
[160] "Review of Energy Performance Contracts in Small and Very Small Public Housing Authorities" (2021), https://www.huduser.gov/portal/publications/Review-of-Energy-Performance-Contracts.html.

Strategic Objective 4B: Strengthen Environmental Justice

Reduce exposure to health risks, environmental hazards, and substandard housing, especially for low-income households and communities of color.

LEADING THIS OBJECTIVE

Office of Lead Hazard Control and Healthy Homes

✪ **Agency Priority Goal for FY2022- 2023**: **By September 30, 2023, protect families from lead-based paint and other health hazards by making an additional 20,000 units of at-risk housing units healthy and lead-safe.**✪

OBJECTIVE

HUD has been a champion of the Federal government's goal to address lead-based paint and other health and safety hazards in housing for families and children. Young children are especially at risk of the harmful effects of lead, to which even low-level exposure can increase the likelihood of behavioral problems, learning disabilities, seizures, and in extreme cases, death. Exposure to other home environmental hazards, such as mold, radon, and pests are linked to chronic health conditions like asthma and cancer. HUD recognizes these hazards are disproportionately found in low-income housing and communities of color, making the remediation of such hazards a critical step to promoting environmental justice by increasing equity in housing and in health and safety. Through its programs, HUD has made over 400,000 homes lead-safe, contributing to a significant decline in blood-lead levels among US children in the past decade. HUD will continue work to reduce exposure to housing-related health hazards, environmental hazards, and substandard housing, especially for underserved communities that are disproportionately impacted by these threats.

The Department continues to seek collaborations with Federal partners and state, Tribal, and local organizations to drive transformational change that will improve the lives of the people it serves. HUD will partner with fellow Federal agencies to advance a coordinated, whole-of-government approach to protecting families and children from lead hazards. The Department's comprehensive strategy to remove lead-based paint and other housing-related health and safety hazards includes leveraging public-private partnerships. These engagements will maximize the effect of lead-safe and healthy housing investments and increasing funding for local jurisdictions to build capacity to address lead-based paint and other housing-related health and safety hazards. To prevent lead poisoning and adverse effects of other hazards in HUD-assisted households, HUD will also: ensure compliance with lead safety rules through improved enforcement mechanisms; report annually on the production of public housing units made lead safe and/or healthy under PIH grant programs; increase community awareness of lead and other health and safety hazards through outreach events; increase participation in HUD and stakeholder services; and improve online content and its dissemination to the public seeking lead and healthy homes information and resources. HUD will lead an interagency pilot program, called RECLAIM, to support community-driven efforts to revitalize distressed neighborhoods that are located near Superfund hazardous waste sites and contain public and/or HUD-assisted housing. Also, HUD will encourage Choice Neighborhoods grant applications for transforming neighborhoods with distressed public or other HUD-assisted multifamily housing, in communities where EPA has also provided grant funding to address Brownfields.

Recognizing the critical need to reduce exposure to harmful contamination from environmental hazards in addition to lead, HUD will develop Department-wide and program-specific radon policies. These will be joined by the development of best practices for Public Housing Authorities (PHAs) and other HUD grantees. HUD will also work to update the Department's National Environmental Policy Act (NEPA) implementing regulations, policy, and guidance to better integrate strategies that mitigate climate and other environmental and health hazards, in HUD-

assisted activities, especially in underserved communities. These efforts include enhancing HUD's Tribal Directory Assessment Tool (TDAT) to become a government-wide information system.[161] Addressing environmental health hazard exposures and strengthening health and safety regulations and policies ultimately advances the Department's work to eliminate socioeconomic disparities. Furthermore, HUD will protect underserved communities by developing and implementing a plan under the Administration's Justice40 Initiative.[162] This initiative will ensure at least 40 percent of the overall benefits of HUD lead hazard control and healthy homes investments are delivered to underserved communities. Through this work, HUD will reduce housing inequity and improve health outcomes for residents of HUD-assisted housing.

STRATEGIES AND MAJOR MILESTONES

🍃 Denotes content featured in HUD's Climate Action Plan[163]

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

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

Strategies	Major Milestones
Increase community awareness of lead and other health and safety hazards in homes, to increase participation in HUD and stakeholder programs and services. 👥	**9/30/2022**: Employ a Human-Centered Design and framework on lead and other health and safety hazards and mitigation measures, including Lead Safe Housing Rule compliance.[164]
Align and enforce HUD-assisted housing inspections and mitigation measures to consistently address lead-based paint hazards across HUD-assisted housing programs.	**12/31/2022**: Propose a revised Lead Safe Housing Rule pertaining to elevated blood lead level requirements.
Continue to prioritize comprehensive reductions in Americans' exposure to lead in their homes by addressing lead contamination in soil, water, and paint. ⚖️	**12/31/2022**: Implement the Justice40 Pilot for Lead Hazard Control and Healthy Homes Grants. **6/30/2023**: Update the soil-lead hazard action level for the Office of Lead Hazard Control and Healthy Homes (OLHCHH) Lead Hazard Reduction Program grants by working with the US Environmental Protection Agency (EPA) to identify a lower, more protective "action level" than the current standard.

---

[161] TDAT was developed for the purpose of identifying and engaging tribes to consult on HUD-assisted projects and those of other Federal agencies, including infrastructure projects covered under Title 41 of the Fixing America's Surface Transportation Act (FAST-41). Title 41 of the Fixing America's Surface Transportation Act (FAST-41) establishes a governance structure, set of procedures, and funding authorities to improve the Federal environmental review and authorization process for certain large, complex infrastructure projects. The Federal Permitting Improvement Steering Council is responsible for FAST-41. https://www.permits.performance.gov/documentation/fast-41-fact-sheet

[162] Executive Order 14008, Tackling the Climate Crisis at Home and Abroad, section 223, Justice40 Initiative. https://www.whitehouse.gov/briefing-room/presidential-actions/2021/01/27/executive-order-on-tackling-the-climate-crisis-at-home-and-abroad/.

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

[164] Approximately 750 stakeholders will be trained. Training materials will be posted online.

Minimize residential radon exposure.	**1/31/2022**: Publish the Radon Testing and Mitigation in Public Housing (RTMPH) grant Notice of Funding Opportunity (NOFO).[165] **5/31/2022**: Develop and implement a Departmental policy clarifying current regulatory minimum requirements for radon. 🍃 **6/30/2022**: Award RTMPH grants. **12/31/2022**: Develop or enhance program-specific radon policies for assisted multifamily property owners and PHAs. 🍃 **9/30/2023**: Deliver updated radon training and guidance materials to HUD customers.[166] 🍃
Update HUD's environmental review regulations and policies.	_Enhance the TDAT to establish a central information system for engaging tribes on infrastructure projects covered under FAST-41_ **9/30/2022**: Develop a synchronizing tool to import and reconcile Tribal contact data from the Bureau of Indian Affairs and National Park Service into TDAT. **9/30/2023**: Develop a TDAT Geographic Information Systems tool with comprehensive and user-friendly mapping features. _Update HUD's NEPA environmental review policies_ **9/30/2023**: Develop a framework to mitigate climate- and environmental justice-related hazards and health risks in HUD's environmental review process. 🍃 **9/30/2023**: Update program guidance on environmental review procedures to include analyses of climate mitigation measures, climate adaptation strategies, and environmental justice. 🍃 **9/30/2023**: Develop an environmental review training series for HUD customers 🍃 **9/30/2023**: Update HUD's online environmental review tools to reflect updated policy. 🍃

---

[165] Completed January 25, 2022. https://www.hud.gov/sites/dfiles/SPM/documents/Radon_Foa_Content_of_FR-6500-N-80.pdf.
[166] Training and guidance topics include radon basics, regulatory requirements, and testing and mitigation best practices.

	9/30/2023: Develop a plan to improve environmental review compliance across HUD programs through improved guidance, technical support, and monitoring. 🍃
Design and deliver targeted lead and healthy homes programs through improvements in data quality and access.	**9/30/2022**: Promote, in collaboration with the U.S. Department of Health and Human Services, data-sharing agreements between state or local health departments and PHAs for early identification of assisted property addresses with children with Blood Lead Level >5 micrograms of lead per deciliter of blood (>5 mcg/dL).
Leverage HUD's relationships with stakeholders across the public and private sectors to maximize the impact of every dollar invested in lead, health, and safety activities.	**6/30/2022**: Publish the FY22 Lead Hazard Reduction NOFO. **9/30/2022**: Award the FY22 Lead Hazard Reduction grants.
Advance the Federal research agenda on the effects, evaluations, and control of lead and other health and safety hazards in housing and the impacts on resident health.	**3/31/2023**: Develop, with the Centers for Disease Control and Prevention (CDC), and other agencies a research agenda on a variety of housing-related health and safety programs and interventions.

KEY PERFORMANCE INDICATORS

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

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

The metric tracks the number of housing units made healthy and lead-safe through HUD's Lead Hazard Control Grants, Healthy Homes Grants, Lead Disclosure Rule Enforcement, and Lead Safe Housing Rule Enforcement.[167]

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target[168]	
17,940	15,607	13,076	10,106	9,961	8,900	9,500	10,500	Increase

Sub-Metric: Lead Hazard Control Grants	
Description:	Number of housing units made healthy and lead-safe through HUD's Lead Hazard Control Grants.
Data Source:	Grantee reports to Healthy Homes Grant Management System
Dimension & Unit of Measurement:	Count: Housing Units
Calculation Method:	Total of units from each grantee
Frequency	Quarterly
Data Quality:	Units are counted only after payment has been made after lead hazard control work has been done and the units have been cleared for re-occupancy, so grantees have a fiduciary responsibility to report accurately; but some grantees report on a single unit

---

[167] Among the causes for the substantial decrease in the number of housing units made healthy and lead-safe since FY 2017 are: (1) Continuation of a secular trend over the past decade of decreasing production of lead-safe target housing units through HUD rehabilitation assistance. Overall assistance funding has decreased and assistance program recipients have selected a greater fraction of their workload to be on non-target housing, which does not require lead hazard evaluation and control work; (2) Continuation of a secular trend over the past decade of decreasing production of lead-safe target housing units through lead hazard reduction grant programs, associated with increased cost per housing unit; (3) The COVID-19 pandemic's adverse effect on conducting in-person health services, which has caused a significant decrease in blood lead testing of children under age 6 and, thus, the identification of children with elevated blood lead levels, with consequent decreased numbers of environmental investigations of the causes of such elevated levels or targeting of lead hazard reduction grants; (4) Pandemic-related decreased availability of contracted services needed for lead hazard reduction and healthy homes production grants (environmental inspections and testing, and repair and replacement construction activities, etc.), and for HUD-assisted lead-safe rehabilitation (and related renovation) work, as all firms performing such work faced significant increases in costs of materials or reduced availability of materials. Additionally, many firms performing such work had fewer staff available or went out of the business line or out of business altogether.; and (5) Many training providers for several of the lead professional and construction work certifications required by EPA or state regulation decreased the availability of such courses and/or went out of the business line or out of business altogether.
In responding to these conditions, the OLHCHH is: (1) Developing a training and communications strategy to keep grantees informed, connected, and inspired; (2) Proposing the development of Capacity Building grants to help prepare local government and the communities they serve build capacity and infrastructure to successfully launch and manage for lead hazard reduction and healthy homes production grants; and (3) Requesting authority to extend the period of performance of its FY 2019 grants.
  In 2Q FY 2023, after evaluating FY 2022 performance, HUD will re-examine the FY 2023 target to determine whether it should be revised, such as if pandemic-related business disruptions have decreased significantly.
[168] In 2Q FY 2023, after evaluating FY 2022 performance, HUD will re-examine the FY 2023 target to determine whether it should be revised, such as if pandemic-related business disruptions have decreased significantly.

	more than once, as they make partial and then final payments, and some units appear under more than one grant. HUD de-duplicates these entries so as not to overcount the production of health and/or lead-safe units.
Validation and Verification:	Reports are validated against financial payments (Line of Credit Control System (LOCCS) reporting) and verified by remote and on-site monitoring by grant Government Technical Representatives. Having software checks for duplicate counting of units would improve the measure by complementing the present manual de-duplication process.

Sub-Metric: **Healthy Homes Grants**

Description:	Number of housing units made healthy and lead-safe through HUD's Healthy Homes Grants.
Data Source:	Grantee reports to Healthy Homes Grant Management System
Dimension & Unit of Measurement:	Count: Housing Units
Calculation Method:	Total of units from each grantee
Frequency	Quarterly
Data Quality:	Units are counted only after payment has been made after hazard control work has been done and re-occupancy has been allowed, so grantees have a fiduciary responsibility to report accurately; but some grantees report on a single unit more than once, as they make partial and then final payments, and some units appear under more than one grant. HUD de-duplicates these entries so as not to overcount the production of health and/or lead-safe units.
Validation and Verification:	Reports are validated against financial payments (Line of Credit Control System reporting) and verified by remote and on-site monitoring by grant Government Technical Representatives. Having software checks for duplicate counting of units would improve the measure by complementing the present manual de-duplication process.

Sub-Metric: **Lead Hazard Enforcement**

Description:	Number of housing units made healthy and lead-safe through HUD's Lead Disclosure Rule Enforcement.
Data Source:	Property owner/property manager reports
Dimension & Unit of Measurement:	Count: Housing Units
Calculation Method:	Total of units from each owner/manager
Frequency	Quarterly
Data Quality:	Units are counted only after the owners/managers have documented completing work and the units have been tested to confirm low lead levels that would allow re-occupancy, so owners/managers face economic and/or court sanctions for not reporting accurately; but limitations on HUD staffing and travel funding preclude on-site quality control checking.

Validation and Verification:	Lead hazard control work is validated by consistency checks on records from owners and managers. They are then verified by EPA- or State-certified lead risk assessors. The measure could be improved with routine on-site quality control checking by HUD lead program enforcement and/or its lead enforcement partners.

Sub-Metric: Lead Safe Housing Rule Enforcement - HOME- Community Development Block Grant (CDBG)- Housing Opportunities for Persons with Acquired Immunodeficiency Syndrome (AIDS)

Description:	Housing units made lead safe through work under HUD's Lead Safe Housing Rule.
Data Source:	Reporting by funding recipients as tracked by the Integrated Disbursement and Information System (IDIS)
Dimension & Unit of Measurement:	Count: Housing Units
Calculation Method:	Total of units from each funding recipient
Frequency	Quarterly
Data Quality:	Units are counted only after payment has been made for completing work and allowing re-occupancy, so funding recipients have a fiduciary responsibility to report accurately; routine on-site quality control checking for lead results by HUD lead program enforcement and/or its lead enforcement partners is not conducted.
Validation and Verification:	Reports are validated against financial payments (LOCCS reporting) and verified by remote and on-site monitoring by Community Planning and Development (CPD) representatives. Measure would be improved by routine on-site quality control checking for lead results by HUD lead program enforcement and/or its lead enforcement partners.

OTHER INDICATORS

▶ **Non-Federal dollars leveraged by HUD-funded remediation investments**

This measure will track the ratio of non-Federal dollars spent for every dollar of HUD-invested funding in lead and other environmental hazard remediation in households.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
31%	31%	33%	310%[169]	95%[170]	Tracking Only	Tracking Only	Tracking Only	Increase

---

[169] FY20 data includes one CDBG project in the Baltimore area that leveraged over $7.4 million in non-federal funds.
[170] FY21 actual figure does not include non-federal dollars leveraged by OLHCHH's Lead Hazard Reduction grants. The FY21 grantees' full year of contributions data will be available for reporting when grantees submit their end-of-FY22 reports, 30 days after the end of the quarter. HUD will update the information on these grantee contributions for all open Lead Hazard Reduction grants annually.

Description:	This measure will track the ratio of non-Federal dollars spent for every dollar of HUD-invested funding in lead and other environmental hazard remediation in households.
Data Source:	Data is derived from multiple data sources: CDBG contribution data is collected in IDIS; Lead Hazard Reduction grants contribution data is collected in Healthy Homes Grant Management System (HHGMS).
Dimension & Unit of Measurement:	Ratio; percent
Calculation Method:	Cumulative dollar amount from non-Federal sources divided by cumulative dollar amount of HUD investment
Frequency:	Annual
Data Quality:	IDIS does not comprehensively track addresses of housing units where remediation has occurred.
Validation and Verification:	Data from IDIS and HHGMS has been validated.

▶ **Percentage of OLHCHH's covered grant funds expended to provide benefits to disadvantaged communities[171]**

This measure will track the percentage of lead hazard reduction and healthy home production categories of grant funds disbursed to disadvantaged communities.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
N/A	N/A	N/A	N/A	N/A	N/A	40%	40%	Increase

Description:	This measure will track the percentage of funds of lead hazard reduction and healthy home production grant categories disbursed to disadvantaged communities compared to the total amount of funds from such grants disbursed.
Data Source:	Data is derived from multiple data sources: Disbursements, as tracked in the OLHCHH's HHGMS under the OLHCHH's Lead Hazard Reduction and, for the Office's healthy homes production grants category, Healthy Homes Production, Healthy Homes and Weatherization Cooperation Demonstration, Older Adult Home Modification Program, and Radon Testing and Mitigation in Public Housing grant programs. Designation of disadvantaged communities from a HUD database to be developed.

---

[171] This is a new indicator for FY22 and as such, no data is available for prior years.

Dimension & Unit of Measurement:	Percentage
Calculation Method:	Dollar amount from disbursements from lead hazard reduction and healthy home production grant categories for work in disadvantaged communities compared to the total amount of funds from such grants.
Frequency:	Annual
Data Quality:	Data quality regarding disbursements associated with electronic line of credit controls system disbursement system data quality protocols. Data quality regarding designation of disadvantaged communities to be established under the HUD disadvantaged community's database to be developed.
Validation and Verification:	Data from HHGMS has been validated and verified. Data on disadvantaged communities to be validated and verified by database system owner to be determined.

EVIDENCE BUILDING

Exposure to lead in housing is a major environmental justice issue and one for which HUD has developed a significant evidence base. There is no safe level of blood lead and the prevalence of elevated blood lead at or above the CDC's blood lead reference value persists at significant levels among children under age 6.[172] Elevated blood lead is associated with, among other effects, cardiovascular mortality in adults and harmful outcomes for children related to education, behavior, and criminal justice involvement that are mitigated by early intervention. [173] CDC-HUD analysis of tenant data linked with health surveys shows that children ages 0–5 who lived in HUD-assisted housing in 2005–2012 had lower blood lead levels than expected given their demographic, socioeconomic, and family characteristics.[174] Evaluations of HUD's Lead Hazard Control Grant Program showed significant reductions in concentrations of dust lead, the major pathway for U.S. children's lead exposure, for multi-year periods after intervention.[175] A 2015 survey of the practices and capabilities for achieving dust-lead clearance showed the feasibility of further strengthening the current dust-lead risk assessment and clearance standards, informing EPA rulemaking in 2019 and 2020. [176] A variety of research grants and partnerships continue to improve the efficacy and cost-effectiveness of methods for evaluation and control of residential lead-based paint, other housing-related health and safety hazards, and site contamination hazards. Another major public health challenge relating to housing is asthma. Triggered by residential dampness and mold, asthma costs the

---

[172] CDC. CDC Response to Advisory Committee on Childhood Lead Poisoning Prevention Recommendations in "Low Level Lead Exposure Harms Children: A Renewed Call of Primary Prevention". June 7, 2012. https://www.cdc.gov/nceh/lead/docs/cdc_response_lead_exposure_recs.pdf.

[173] Brown L, et al. 2020. Developing a Health Impact Model for Adult Lead Exposure and Cardiovascular Disease Mortality. Environmental Health Perspectives, 128(9). https://ehp.niehs.nih.gov/doi/10.1289/EHP655255. Billings SB and Schnepel KT. 2018. Life after Lead: Effects of Early Interventions for Children Exposed to Lead. American Economic Journal: Applied Economics, 10(3): 315–344. https://doi.org/10.1257/app.20160056.

[174] Ahrens KA, Haley BA, Rossen LM, Lloyd PC, and Aoki Y. (2016). Housing assistance and blood lead levels in children in the United States, 2005–2012. American Journal of Public Health, 106(11):2049–2056. http://ajph.aphapublications.org/doi/10.2105/AJH.2016.303432.

[175] National Center for Healthy Housing and University of Cincinnati Department of Environmental Health. 2004. "Evaluation of the HUD Lead-Based Paint Hazard Control Grant Program: Final Report." HUD, Office of Lead Hazard Control and Healthy Homes. https://nchh.org/resource-library/report_evaluation-of-the-hud-lead-based-paint-hazard-control-grant-program_final-report.pdf. Wilson, Jonathan, Tim Pivetz, Peter Ashley, et al. 2006. "Evaluation of HUD-funded lead hazard control treatments at 6 years post-intervention." Environmental Science. https://doi.org/10.1016/j.envres.2006.04.007.

[176] Cox, David and Gary Dewalt. 2015. Lead Hazard Control Clearance Survey: Final Report. HUD, Office of Lead Hazard Control and Healthy Homes. https://www.hud.gov/sites/documents/ClearanceSurvey_24Oct15.pdf., EPA Review of Dust-Lead Post-Abatement Clearance Levels, 85 FR 37810-37819 (June 24, 2020), https://www.Federalregisterfederalregister.gov/d/2020-13582.

Nation about $16.8 billion annually.[177] Reducing household allergens, which contribute to or trigger asthma and allergies, results in a return of $5.30 to $16.50 for every $1 invested in mitigation and prevention.[178]

HUD's Learning Agenda includes several research questions that relate to Objective 4B. Examples of such questions are:

- What do the next generation surveys on lead hazards and healthy homes tell us?
- What are the most significant problems with indoor air quality in HUD-assisted housing?
- What are cost-effective ways to influence positive changes in indoor air quality?
- How can HUD reduce the incidence of elevated blood lead levels among children of families in the Housing Choice Voucher program?

[177] Mudarri, DH. 2016. Valuing the Economic Costs of Allergic Rhinitis, Acute Bronchitis, and Asthma from Exposure to Indoor Dampness and Mold in the US. Journal of Environmental and Public Health. May 29, 2016. https://doi.org/10.1155/2016/2386596.

[178] Nurmagambetov TA et al. Economic Value of Home-Based, Multi-Trigger, Multicomponent Interventions with an Environmental Focus for Reducing Asthma Morbidity: A Community Guide Systematic Review. American Journal of Preventive Medicine. 41(2S1): S33– S47. 2011. https://www.thecommunityguide.org/sites/default/files/publications/Asthma-AJPM-econ-homebased.pdf or www.ajpmonline.org/article/S0749-3797(11)00314-X/fulltext.

Strategic Objective 4C: Integrate Healthcare and Housing

Advance policies that recognize housing's role as essential to health.

LEADING THIS OBJECTIVE

Office of Policy Development & Research

OBJECTIVE

Health begins at home. The quality, affordability, stability, and location of a home are important factors for health and well-being.[179] Over the past two decades, housing has been increasingly identified as an important social determinant of health.[180] Federal collaboration in the health and housing arena is critical to appropriately respond to ongoing and emergent public health needs. As highlighted in Healthy People 2030, promoting "healthy and safe home environments" has the potential to significantly improve the Nation's health and well-being over the next decade.[181]

Recognizing the strong relationship between housing and health, HUD will improve health outcomes for assisted residents. Departmental efforts will tailor service delivery within assisted housing by focusing on the unique needs of special populations and increasing coordination with Federal health partners. Specifically, HUD embraces a life course perspective, an approach that emphasizes that health is shaped by lifelong exposures to various physical, environmental, and psychosocial factors.[182] HUD is well positioned to support health at every stage of the life course. HUD's public and assisted housing programs annually serve more than 10 million persons, including approximately 3.3 million children, 4.2 million women, 1.8 million older adults, and 2.6 million persons living with a disability. Additionally, an estimated 50,000 babies are born to HUD-assisted women every year.

To promote positive maternal and child health outcomes, the Department will work with public health partners to address housing insecurity for pregnant women. Prior research shows that women who experience evictions and other forms of housing insecurity during pregnancy are more likely to experience poor maternal and infant health outcomes.[183] The COVID-19 pandemic has also highlighted the need for cross-sector approaches to promote health and wellbeing for Americans of all ages. The COVID-19 public health crisis has underscored the significant health disparities faced by HUD-assisted households and the need to increase HUD-assisted households' access to quality healthcare and supportive services. Older adults living in public and assisted housing also represent a special population that could greatly benefit from increased service integration. A substantial fraction of HUD-assisted households consists of older persons living independently—some residing with grandchildren and other family members—yet many need supports and services to continue to remain in their homes. Although assisted living facilities and nursing homes can provide crucial care when independent living is no longer appropriate, early, or avoidable moves to these settings can unnecessarily separate families. HUD will support the integration of healthcare and supportive services to enable older adults to continue living in an independent setting safely and remain close to their families.

Similarly, individuals with disabilities were disproportionately impacted by COVID-19. HUD will focus on decreasing the proportion of individuals with disabilities living in institutions and other congregate settings, by

---

[179] Krieger J, Higgins DL. Housing and health: time again for public health action. Am J Public Health. 2002;92(5):758-768.
[180] See: https://www.usich.gov/resources/uploads/asset_library/Housing-Affordability-and-Stability-Brief.pdf.
[181] See: https://health.gov/healthypeople/objectives-and-data/browse-objectives/housing-and-homes.
[182] Kuh D, Ben-Shlomo Y, Lynch J, Hallqvist J, Power C. Life course epidemiology. J Epidemiol Community Health. 2003;57(10):778–783. Braveman P, Barclay C. Health disparities beginning in childhood: a life-course perspective. Pediatrics. 2009;124:S163–S175.
[183] See: https://health.gov/healthypeople/objectives-and-data/social-determinants-health/literature-summaries/housing-instability#cit27.

further promoting access to affordable and accessible housing with sufficient supportive services to enable individuals with disabilities to live independently in the community.

To achieve these milestones, HUD must systematically examine opportunities to build stronger partnerships with health agencies to facilitate cross-sector policy integration. HUD plans to seek out and leverage improved data sharing mechanisms to better understand the complex health needs of HUD-assisted tenants. The Federal government, housing and healthcare providers, and philanthropic organizations must work together to successfully contribute to the integration of housing and healthcare services. The basic human need for a home encompasses more than simply shelter—it is a pathway to better health and wellness.

STRATEGIES AND MAJOR MILESTONES

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

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

Strategies	Major Milestones
Build stronger partnerships to facilitate cross-sector policy integration, data linkage, and regular, structured meetings.	**7/1/2022**: Reinstitute and reconvene the intra-agency HUD health council. **9/30/2023**: Link data sources with the universe of HUD administrative data and make this data available to researchers to better understand the unique health care needs of HUD-assisted tenants.
Better understand HUD-assisted residents' risk from public health crises and work to strengthen resiliency and protections from such crises.	**5/30/2022**: Publish results from a research project that uses the Census Household Pulse survey linked with HUD administrative data to examine COVID-19 vaccination rates and perceived vaccination uptake barriers among HUD- assisted residents.[184] **9/30/2023**: Produce analyses or publications that highlight health risks, inequities, and disparities associated with housing assistance status.[185]
Prioritize aging in place for older adults. 👥 ⚖️	**9/30/2023**: Develop guidance and technical assistance that supports HUD's home modification programs and, where possible, encourages connections to home and community-based care. **12/30/2022**: Publish and disseminate results from the Integrated Wellness in Supportive Housing (IWISH) and Support and Services at Home evaluations to enhance models for supporting aging in place and/or providing intermediate level of care.

---

[184] https://www.census.gov/data/experimental-data-products/household-pulse-survey.html
[185] Example topics include environmental risks, population health, and geographical disparities.

Improve maternal and child health (MCH) outcomes. 👥	**6/30/2022**: Publish the 12-year follow up study design for the Family Options study to determine changes in child exposure to homelessness.[186]
	9/30/2023: Develop new partnerships with MCH stakeholders to identify a pilot research project to be incorporated into the Department's Learning Agenda.
Enhance the capacity of assistance programs to address the housing-related needs of persons with disabilities and support community living. ⚖️	**6/30/2023**: Add questions on accessibility to National Standards for the Physical Inspection of Real Estate's (NSPIRE) web-based/mobile resident feedback survey.
	12/31/2023: Publish results from the "Housing Search Assistance for Non-Elderly People with Disabilities" study to better understand housing-related needs of persons with disabilities.

KEY PERFORMANCE INDICATORS

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

▶ **Number of times HUD administrative data is linked with health-related datasets**[187]

This measure will track the number of health-related datasets that are linked with HUD administrative data on public and assisted housing programs.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	**FY18 Actual**	**FY19 Actual**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**[188]	**FY22 Target**	**FY23 Target**	
N/A	N/A	N/A	N/A	N/A	N/A	2	3	Increase

Description:	Number of health-related datasets that are linked with HUD administrative data on public and assisted housing programs
Data Source:	Linked datasets posted on HUDUser's "Datasets" webpage: https://www.huduser.gov/portal/pdrdatas_landing.html.
Dimension & Unit of Measurement:	Count - Cumulative
Calculation Method:	Summation

---

[186] For more information on the study see https://www.huduser.gov/portal/family_options_study.html
[187] This key performance indicator was not tracked prior to FY22. As such, any previous year actuals before FY22 are not available. The tracking of data will begin with FY22 end-year actuals.
[188] An FY21 target was not established as this metric did not exist in the FY22 Annual Performance Plan.

Frequency:	Biannual
Data Quality:	The data will provide reliable estimates of health-related dataset linkages.
Validation and Verification:	The data will be compiled and verified by recording an ongoing inventory of linkages, the date the linkage was completed, and the nature of the relevance for health.

► **Number of policy and research products produced that address housing and health connection**[189]

This measure will track the number of policy and research products published that address the connection between health and housing.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target[190]	FY22 Target	FY23 Target	
N/A	N/A	N/A	N/A	N/A	N/A	2	3	Increase

Description:	Number of policy and research products sponsored or support by HUD that address the connection between health and housing.
Data Source:	HUD-authored or HUD-supported publications posted on HUDUser's "Public Health Research and Resources" webpage: https://www.huduser.gov/portal/PublicHealth_RR.html.
Dimension & Unit of Measurement:	Count - Cumulative
Calculation Method:	Summation
Frequency:	Biannual
Data Quality:	HUD ensures high quality products are published on HUDUser.gov. However, products published by agency partners, stakeholders, contractors, and in peer reviewed journals will be harder to accurately count, causing significant potential for undercounts due to omission.
Validation and Verification:	The data will be compiled and verified by recording an inventory of publications, the date of publication, and the nature of the health-housing connection.

[189] This key performance indicator was not tracked prior to FY22. As such, any previous year actuals, before FY22, are not available. The tracking of data will begin with FY22 end-year actuals. An FY21 target was not established as this metric did not exist in the FY22 Annual Performance Plan.
[190] An FY21 target was not established as this metric did not exist in the FY22 Annual Performance Plan.

▶ **Number of evaluations conducted that incorporate health metrics in the evaluation process**[191]

This measure will track the number of evaluations and studies initiated that include a component addressing the connection between health and housing.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target[192]	FY22 Target	FY23 Target	
N/A	N/A	N/A	N/A	N/A	N/A	2	3	Increase

Description:	Number of evaluations and studies begun after FY21 that incorporate health metrics, data, or research questions related to health.
Data Source:	Managers will biannually collect the following information from Office of Policy Development and Research (PD&R) and Office of Lead Hazard Control and Healthy Homes (OLHCHH) staff: (1) project name, (2) point of contact, (3) the date initiated, (4) 1-2 sentences describing the nature of the research, (5) 1-2 sentences describing the connection to health.
Dimension & Unit of Measurement:	Count - Cumulative
Calculation Method:	Summation
Frequency:	Yearly
Data Quality:	The data will provide reliable estimates of initiated research projects including a health-and-housing component. There is minor potential for undercounts due to omission.
Validation and Verification:	The data will be recorded in an inventory of health-related evaluations and studies by the date initiated.

---

[191] This key performance indicator was not tracked prior to FY22. As such, any previous year actuals, before FY22, are not available. The tracking of data will begin with FY22 end-year actuals.
[192] An FY21 target was not established as this metric did not exist in the FY22 Annual Performance Plan.

▶ **Number of convenings that address cross-sector health and housing initiatives and opportunities[193]**

This measure will track the number of convenings with Federal and non-Federal partners, including but not limited to associations, academic institutions, and philanthropy partners.[194]

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
N/A	N/A	N/A	N/A	N/A	N/A	4	5	Increase

Description:	Number of major convenings with Federal and non-Federal partners that address cross-sector health and housing initiatives and opportunities.
Data Source:	HUD Quarterly Performance Reviews with the Deputy Secretary
Dimension & Unit of Measurement:	Count
Calculation Method:	Summation
Frequency:	Yearly
Data Quality:	There is minor potential for undercounts due to duplication of efforts across the Federal government in this space.
Validation and Verification:	The data will be compiled and verified by recording an ongoing inventory of convenings, the date the convening was completed, and the nature of the relevance for health.

EVIDENCE BUILDING

HUD's Office of Policy Development and Research (PD&R) has produced two reports assessing the health of HUD-assisted households by linking HUD administrative records to the National Health Interview Survey. PD&R's "A Health Picture of HUD-Assisted Adults, 2006-2012" found that relative to unassisted low-income renters, HUD-assisted adults are an older population with more disabilities and more prevalent health needs. More than one-third of HUD-assisted adults reported their health as either fair or poor, a proportion considerably higher than that reported among unassisted low-income renters and the general adult population. Additionally, HUD-assisted tenants reported the highest rate of "utilizing the emergency room two or more times during the prior 12 months." The majority of HUD-assisted adults were overweight or obese and more than one-half of them lived with a disability at the time of their health interview.[195] PD&R's "A Health Picture of HUD-Assisted Children, 2006–2012" found that HUD-assisted children were frequent users of emergency room services and that about one in five

---

[193] Convening is defined as a non-recurring or infrequent assemblage of at least 10 persons and two or more non-Federal organizations or Federal agencies/sub-agencies that address a topic related to healthcare and/or public health issues where HUD is either the organizer or a central participant.

[194] This key performance indicator was not tracked prior to FY22. As such, any previous year actuals, before FY22, are not available. The tracking of data will begin with FY22 end-year actuals.

[195] "A Health Picture of HUD-Assisted Adults, 2006-2012" (2017), https://www.huduser.gov/portal/publications/Health-Picture-of-HUD.html.

HUD-assisted children had asthma. The study also found that school-aged, HUD-assisted children experience high rates of learning disabilities.[196]

With the aging of the U.S. population, the share of HUD-assisted households headed by older adults is growing. In 2010, 32 percent of all HUD-assisted households were headed by people aged 62 or over. By 2020, this percentage had grown to 38 percent.[197] Older adults may need physical accommodations and health and supportive services to safely age in place. In 2017, HUD undertook a major randomized control trial to test the impact of a new housing-based model of health, wellness, and supportive services for older adults. The Integrated IWISH model funds a full-time Resident Wellness Director and a part-time Wellness Nurse to work in HUD-assisted multifamily housing serving primarily older adults. The IWISH evaluation will use HUD administrative data linked with Medicare and state Medicaid claims data to assess the impact of IWISH on healthcare utilization, including the use of emergency services, and on transitions to nursing homes, among other measures. The final evaluation will be completed in 2022.[198]

HUD's Learning Agenda includes several research questions that relate to Objective 4C. Examples of such questions are:

- What are the most significant health disparities affecting HUD-assisted households? To what extent do health challenges represent opportunities for cost-effective coordination of healthcare services with housing assistance?
- What home visiting model would be most successful in Public Housing, Multifamily properties, or Emergency Shelters?
- How well do HUD's homeless assistance programs meet the health needs of infants and their parents?
- How prevalent is receipt of Medicaid Home and Community Based Services among HUD-assisted households?

---

[196] "A Health Picture of HUD-Assisted Children, 2006-2012" (2018), https://www.huduser.gov/portal/publications/Health-Picture-of-HUD-Assisted-Children.html.

[197] See HUD's Picture of Subsidized Households, https://www.huduser.gov/portal/datasets/assthsg.html.

[198] For a description of the study, see https://www.huduser.gov/portal/IWISH_Evaluation.html#impact-overview-tab.

Strategic Goal 5: Strengthen HUD's Internal Capacity

Strengthen HUD's internal capacity and efficiency to better ensure delivery of HUD's mission.
LEADING THIS GOAL
Office of the Secretary

GOAL

HUD will strengthen the Department's internal capacity and efficiency to better ensure delivery of its mission by: 1) supporting and developing HUD staff; 2) improving acquisition management; 3) strengthening information technology (IT), cybersecurity, and data management; 4) providing sound financial and grants management; and 5) institutionalizing the management of customer experience (CX) across HUD services.

Strengthening its workforce is vital to the successful delivery of HUD's mission of creating strong, sustainable, inclusive communities and quality affordable homes for all. Without the Department's talented staff, HUD would not be able to provide housing programs that many individuals rely on across the U.S. As such, HUD is committed to bolstering and enabling its workforce through hiring, training, providing opportunities for growth, and promoting a more inclusive work environment.

The Department is also committed to improving acquisition management through the development of a governance structure that promotes collaboration. Stronger, transparent ties will be made between the Office of the Chief Procurement Officer and the Departmental offices involved in procurement management. HUD aims to identify and implement procurement best practices that will streamline the acquisition process while encouraging participation from business partners in underserved communities. Targeted attention will be paid toward identifying solutions to potential gaps in outreach efforts.

Improvements to HUD's information technology infrastructure is a key management objective that will be instrumental to strengthening the Department's internal capacity and efficiency. HUD aims to bolster its IT and cybersecurity by prioritizing enterprise-wide IT modernization solutions. HUD is committed to working with the US Government Accountability Office (GAO) and Office of Inspector General to close outstanding audit findings, strengthen governance, and improve processes.

HUD will continue to enhance its financial resource management by re-engineering business processes and improving internal controls. The Department will build on financial reporting improvements to continue achieving clean audit opinions. Efforts will include a key focus on automation-driven strategies to improve grants management HUD-wide.

Lastly, the Department will establish a more customer-centric culture using CX tools to deliver thoughtful, well-designed, and accessible information and services to the people HUD serves. A CX mindset offers a holistic approach to solving problems of equity. It does so by placing customers' needs and success at the heart of the Department's creation and delivery of services. CX provides tools to uncover patterns and causes of inequity while providing ways to "rewire" systems to produce more equitable outcomes. At the same time, CX provides methods to elevate the voice and power of underserved people by inviting individuals into the solution development process as experts in their lived experiences. The understandings and empathy developed by CX engagements with customers will provide the knowledge needed to bridge the equity gap to ensure HUD fully serves the needs of all people.

This goal consists of five objectives:

5A. Enable the HUD Workforce

5B. Improve Acquisition Management

5C: Strengthen Information Technology

5D: Enhance Financial and Grants Management

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

Strategic Objective 5A: Enable the HUD Workforce

Enable the HUD workforce through hiring, training, opportunities for growth, and promoting a more engaged and inclusive work environment.

LEADING THIS OBJECTIVE

Office of Administration

OBJECTIVE

HUD requires a workforce that reflects the best and brightest of American society. The Department's workforce must be inclusive, equitable, and accessible to all. These characteristics are essential to the provision of high-quality, responsive service to the public.

HUD aims to better serve households and communities by attracting top talent to the right positions. Doing so requires the Department to effectively engage, manage, and support employees' needs. HUD will provide improved hiring, training, growth, and innovation opportunities to all its employees. The Department will hire a diverse and highly skilled staff to help fill gaps across programs and operations. The Department also recognizes that some attrition is inevitable. HUD will address the loss of employees by prioritizing retention through employee engagement and succession planning.

Belonging is at the core of each of HUD's foundational needs. The Department recognizes an inclusive culture, supportive of employee engagement, is essential to supporting its workforce to bring their full selves to work. Fostering such a culture will allow all employees to be heard, share fresh ideas, and provide unique perspectives. This is critical to employees' well-being, sense of purpose, and motivation for enhancing HUD's performance and mission success. The Department values the unique differences and shared values of each member of the HUD team. This commitment will be reflected in the prioritization of diversity, equity, inclusion, and accessibility (DEIA) in the Department's programs, policies, and practices.

Supporting HUD staff will involve various strategies. The first will be to ensure human capital planning processes enable HUD to hire and retain diverse, top talent. This will be supported by a focus on providing opportunities for continuous development and professional growth to meet HUD's mission needs. Underlying the Department's activities will be efforts to prevent discrimination on the basis of race, color, religion (including failure to accommodate), sex (including pregnancy and gender identity), national origin, age, disability (including failure to accommodate), genetic information, sexual orientation, and parental status, as well as retaliation for prior protected EEO activity. HUD's focus will support the elimination of barriers that impede free and open competition in the workplace. The integration of DEIA principles into all of HUD's programs, policies, and practices will ensure improvements are sustained over the long-term. These activities will feed the creation of a safe, engaged, and high-performing work culture at HUD. Such a positive work environment will increase workforce resiliency so Departmental operations can be sustained in times of crisis. Finally, HUD's strategic improvements will be further supported by improved delivery of facility services to employees.

HUD's people are the Department's most valuable resource. The COVID-19 pandemic is a defining moment in the nation's history; one which highlights the extent to which the country depends on the resiliency of its government workforce. The pandemic has presented an opportunity for HUD leadership to rethink how it operates. It has taught the Department that, as a public institution, it must be innovative and constantly seek new, better ways of doing business. HUD must constantly empower and enable its people. The Department's workforce must be prepared, resourced, supported, and capable of providing the essential services necessary to the creation of strong, sustainable, inclusive communities and quality affordable homes for all.

STRATEGIES AND MAJOR MILESTONES

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

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

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

Strategies	Major Milestones
Allocate resources to ensure human capital planning and operations enable HUD to hire, and retain, a highly-skilled workforce.[199] 🖼️	**3/31/2023**: Develop a human capital data governance structure to ensure the integrity and validity of source data and support customer needs. **9/30/2023**: Implement multi-year position management and staffing forecasting through an equity lens for workforce planning and succession processes. **4/25/2022**: Issue Departmental Employee Engagement Plan. **5/27/2022**: Program offices complete and issue their plans (or plan updates) aligned to Departmental goals, along with (optional) program office specific goals. **9/30/2022**: Launch workforce planning tools in soliciting multi-year staffing forecasting data.
Provide opportunities for continuous development and professional growth to meet HUD's mission needs.[200] 🖼️ 👥	**9/30/2022**: Update the Departmental Workforce and Succession Planning Strategy. **7/30/2022**: Develop a curriculum plan to address HUD Human Resources Competency gaps. **7/30/2023**: Establish training plans to address results of the Departmental Competency and Skill Gap Study. **9/30/2023**: Increase the number of paired coach and mentor relationships to support employee development and professional growth.

---

[199] This strategy aligns with CAP Goal 1.1: Attract and hire the most qualified employees, who reflect the diversity of our country, in the right roles across the Federal Government.

[200] This strategy aligns with CAP Goal 1.2: Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union and have an effective voice in their workplaces through their union, and thrive throughout their careers. This strategy also aligns with CAP Goal 1.4: Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions.

Proactively prevent discrimination on the basis of race, color, religion (including failure to accommodate), sex (including pregnancy and gender identity), national origin, age, disability (including failure to accommodate), genetic information, sexual orientation, and parental status, as well as retaliation for prior protected EEO activity. [201] 🗒 👥 ⚖

Improve Departmental Equal Employment Opportunity (EEO) processes.

9/30/2022: Fully implement an Electronic Management system to improve Office of Departmental Equal Employment Opportunity processes.

9/30/2023: Fully establish a training hub focused on EEO education and processes.

6/30/2022: Launch the inaugural Program Office Barrier Analysis Survey in FY22, with intent on establishing the process as an annual endeavor.

Promote and enhance awareness of HUD affinity and employee resource groups to HUD employees.

9/30/2022: Engage with all HUD affinity/employee resource groups to partner on thoughtful DEIA initiatives to promote awareness.

Integrate principles of diversity, equity, inclusion, and accessibility (DEIA) into all HUD programs, policies, and practices. [202] 🗒 👥 ⚖

Use workforce analytics that provide data beyond the traditional Race National Origin measures to enhance data-driven decision-making, based on workforce trends.

9/30/2022: Establish a governance structure in partnership with EEO to provide quarterly DEIA briefings with HUD program offices.

Expand personnel and technology resources to support a robust DEIA program that aligns to the Administration's priorities.

3/30/2023: Leverage the Human Resource Business Intelligence Tool for analytical research and to provide quarterly DEIA reports to senior program officials.

Develop a HUD-wide strategy for infusing DEIA into all areas of the employee lifecycle

10/1/2022: Implement a DEIA-EEO performance element for all managers' and supervisors' FY23 performance plans.

---

[201] This strategy aligns with CAP Goal 1.2: Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union and have an effective voice in their workplaces through their union, and thrive throughout their careers.

[202] This strategy aligns with CAP Goal 1.2: Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union and have an effective voice in their workplaces through their union, and thrive throughout their careers.

9/30/2022: Establish senior leadership DEIA "champions" to advocate for the advancement and integration of DEIA throughout HUD.

Provide professional development and training to support DEIA workforce engagement strategies designed to cultivate an inclusive work environment.

3/30/2023: Implement an online DEIA Course as part of HUD's annual mandatory training package and new supervisor training.

9/30/2022: Develop "DEIA Learning Paths."[203]

Develop platforms for increasing participation among the HUD workforce to assist with shaping DEIA Programs and the methods utilized for measuring their effectiveness

9/30/2023: Launch Our Vision of Inclusive Communities and Equitable Systems at HUD (Our VOICES@HUD).[204]

Create a safe, engaged, and high performing work culture.[205] 📋	**9/30/2022**: Develop an approved implementation plan, contingent upon Union bargaining obligations, to revamp HUD employee performance management policy and strategy **9/30/2023**: Enhance HUD employee performance management systems to improve: the alignment of employee performance plans with organizational goals; meaningful recognition of differences in performance; and addressing of poor performance. **8/1/2022**: Launch an Anti-Harassment Program to provide HUD workforce accountability.
Develop a resilient workforce that can sustain operations in times of crisis.[206] 📋	**12/26/2021**: Revalidate the HUD Mission Essential Functions and Business Process Analysis. **6/20/2022**: Review and update the HUD Continuity of Operations Plan (COOP).[207]

---

[203] DEIA Learning Paths will utilize a mixture of training approaches that consider individual learning styles. They will address the organizational learning and behavioral goals of HUD's workforce.

[204] Our VOICES@HUD will be a virtual and in-person forum for HUD employees to provide input on DEIA issues.

[205] This strategy aligns with CAP Goal 1.2: Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union and have an effective voice in their workplaces through their union, and thrive throughout their careers.

[206] This strategy aligns with CAP Goal 1.3: Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends.

[207] The Continuity of Operations Plan enables HUD to continue its mission in all circumstances, including Department-wide training of key staff in COOP plan and duties.

10/20/2022: Review and update the HUD Devolution Plan.[208]

9/30/2023: Develop and implement a centralized mail system to enable digitalization and electronic distribution of mail.

Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees.[209] 🗒️ ⚖️	_Promote climate resiliency through the reduction of HUD's carbon footprint._ **6/30/2022**: Develop and submit a strategic plan to the Office of Management and Budget for transforming General Services Administration (GSA) leased vehicles to zero-emission. **9/30/2023**: Establish a plan to require green leases for Occupancy Agreements entered after FY23._[210]_ _Ensure the efficient delivery of facility support services._ **7/31/2022**: Create a strategic facility planning process to timely identify, program for, and deliver facility support requirements. **9/30/2023**: Implement a Unified Communications System to eliminate the current disparate telecommunications network. **9/30/2022**: Update the Departmental Space Handbook to incorporate hiring and workplace flexibilities. **9/30/2022**: Acquire a Capital Facility Management System to improve Departmental space and facilities management. **9/30/2022**: Research and pilot new, flexible workplace concepts. _Align multiyear workspace, talent acquisition, and workforce plans._ **9/30/2022**: Ensure workspace availability and configuration meets short-term staffing needs.

---

[208] The HUD Devolution plan will enable HUD to devolve functions out to regional and field offices to continue essential functions at any time, including Department-wide training of key staff in assigned devolution duties.

[209] This strategy aligns with CAP Goal 1.3: Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends. This strategy also aligns with CAP Goal 1.4: Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions.

[210] The green lease requirement will only apply to Federal Government building leases of at least 25,000 rentable square feet and where the lease is at least 75% of the total building square footage.

	9/30/2023: Fully incorporate data from multi-year talent acquisition planning efforts into workspace plans for FY24-26.

KEY PERFORMANCE INDICATORS

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

▶ **Average Time-to-Hire (Office of Personnel Management (OPM) model to tentative offer)**

This key performance indicator measures the average number of calendar days it takes from the validation of a hiring need to a tentative offer, for general schedule positions. HUD will analyze current and historical data to inform talent management strategies and decisions regarding the workforce.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	**FY18 Actual**	**FY19 Actual**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**	**FY22 Target**[211]	**FY23 Target**	
107 days	72 days	95 days	97 days	82 days	85 days	80 days	75 days	Decrease

Data Source:	Career Connector and Bureau of the Fiscal Service Shared Service Provider (SSP)
Dimension & Unit of Measurement:	Count: Calendar Days
Calculation Method:	Number of calendar days within process
Frequency:	Annually
Data Quality:	Data is dependent upon SSP entry of some data elements. The Office of the Chief Human Capital Officer (OCHCO) will provide quality oversight review of SSP data.
Validation and Verification:	OCHCO will provide quality oversight review of SSP data.

---

[211] The Annual Performance Plan (APP) FY22 Target was revised in FY23 to better reflect the actuals from FY21.

▶ **Percentage of hiring execution plan achieved**[212]

This key performance indicator measures the percentage of program offices' general schedule hiring execution plans that resulted in a general schedule employee onboarding.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
N/A	N/A	N/A	N/A	N/A	N/A	95%	95%	Increase

Data Source:	Program Office Hiring Execution Plans
Dimension & Unit of Measurement:	Percentage
Calculation Method:	Percentage of program offices hiring plans that resulted in an on-boarding during fiscal year
Frequency:	Annually
Data Quality:	Some data is dependent upon Shared Service Provider SSP entry of some data elements. OCHCO will provide quality oversight review of SSP data.
Validation and Verification:	OCHCO will provide quality oversight review of SSP data.

▶ **Non-retirement Voluntary Attrition Rate**

This key performance indicator measures the Department's voluntary attrition rates. HUD will analyze voluntary attrition rates to see where HUD can decrease the number of voluntary separations to maintain, or grow, HUD's net workforce numbers.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
3.98%	2.54%	2.99%	3.59%	5.10%	NA	5%	4.5%	Decrease

Data Source:	National Finance Center (NFC) Reports on Separation and Current Workforce
Dimension & Unit of Measurement:	Count: Personnel Voluntary Separations and Total HUD Headcount

---

[212] The percentage of hiring execution plan actions onboarded is a new key performance indicator that HUD has identified for the FY22-26 Strategic Plan and was not previously tracked. As such, there is no historical data for FY17-21.

Calculation Method:	(Number of Voluntary Separations) / (Beginning of Year HUD Headcount)
Frequency:	Annually
Data Quality:	Data is dependent on definition of Voluntary Separations and Date of HUD Headcount pull for each Fiscal Year. (Which Pay Period the End of Fiscal Year pull was performed).
Validation and Verification:	The data will be collected through an NFC data extract.

OTHER INDICATORS

▶ **Percentage of positive responses to Federal Employee Viewpoint Survey (FEVS) employee engagement and performance questions**

This key performance indicator tracks FEVS Employee Engagement Index (EEI) responses and indicators relative to Performance using only engagement and satisfaction measures. ("Concerning Fairness", "Being Supportive", and "Empowering").

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual [213]	FY21 Target	FY22 Target	FY23 Target	
Employee Engagement Index Score[214]	69%	67%	68%	75%	77%	Tracking Only	Tracking Only	Tracking Only	Increase
Global Satisfaction Index[215]	66%	64%	66%	73%	73%	Tracking Only	Tracking Only	Tracking Only	Increase
Data Source:	OPM Federal Employment Viewpoint Survey								
Dimension & Unit of Measurement:	Percentage								
Calculation Method:	Percentage of positive responses								
Frequency:	Annually								

---

[213] FY21 Actuals have not yet been published by OPM.

[214] Employee Engagement Index Score measures the workforce conditions that support employee engagement. See the following link for more information: https://www.opm.gov/fevs/reports/data-reports/.

[215] Global Satisfaction Index is a combination of employees' satisfaction with their jobs, their pay, and their organization, plus their willingness to recommend their organization as a good place to work. See the following link for more information: https://www.opm.gov/fevs/reports/data-reports/.

Data Quality:	The FEVS is a survey administered by the OPM using rigorous high, industry-tested standards. The data is of high quality.
Validation and Verification:	OPM's methods and analysis seek to ensure survey estimates accurately represent the survey population. HUD continues to encourage high levels of participation in order to decrease the margin of error.

EVIDENCE BUILDING

According to the 2021 HUD Enterprise Risk Profile, human capital and staffing remain top priorities for the Department; 14 of 16 HUD program offices identified at least 1 talent-related risk as a top risk to achieving HUD's mission. Currently, HUD has close to 7,500 employees, which is about 30% lower than HUD's staffing levels 20 years ago. Additionally, during the 10-year period from 2008 to 2017, HUD lost 18.5% of its full-time permanent staff. Over half of HUD's workforce is eligible for retirement within the next five years, posing a risk to staffing, succession planning, and knowledge transfer. According to the FY22 Congressional Budget Justification, HUD is budgeting for a staffing increase of approximately 10% over the prior year, which does not include staffing ramp-ups that will be required to respond to pandemic and other disaster-related assistance. For HUD to meet staffing goals, time-to-hire and retention will need to significantly improve.

Employee satisfaction surveys are a core tool for tracking employee outcomes and improving and monitoring progress on workforce changes and engagement pursued in this objective. HUD participates in the annual, government-wide FEVS.[216] OPM defines engagement as "An employee's sense of purpose that is evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission." HUD's FY21 EEI score was 77%, 2 percentage points higher than HUD's FY20 EEI score of 75%. In FY21, 85.1% of HUD employees who participated in the FEVS agreed "Supervisors in my work unit support employee development," 2 percentage points over the 83% of HUD employees who agreed with that statement in FY20. HUD will continue striving to make the Department a better place to work by focusing on improving in the following goals of the 2022 Departmental Employee Engagement Plan: improving employees' belief that HUD uses employee feedback to make the agency a better place to work; strengthen the Leaders Lead sub-factor of Employee Engagement; and enhancing HUD's employee performance management and recognition programs.

The effects of the COVID pandemic highlighted the need for the Department to enhance workforce resilience and leverage employee experiences to explore future of work options. As the Department transitioned into year two of the pandemic, HUD Leadership initiated a series of interactive employee visioning sessions to get input from employees on how HUD's working environment might change in the future. The visioning sessions obtained feedback from both bargaining and non-bargaining employees, with 76% of employees indicating their preference for full-time telework; 79% of employees agreeing that work objectives are being achieved with remote work; 69% agreeing that team goals are clear; 67% of employees feeling empowered to prioritize employee well-being; and 45% agreeing that HUD has effectively communicated strategies for prioritizing well-being during the pandemic. Another conclusion was that more flexible workforce models and initiatives to support performance and well-being are needed. HUD leadership will continue to listen and collect feedback from its internal and external stakeholders to identify and prioritize critical staffing needs.

---

[216] Page 68 For the FEVS, see https://www.opm.gov/policy-data-oversight/data-analysis-documentation/employee-surveys/.

Strategic Objective 5B: Improve Acquisition Management

Identify, procure, and execute acquisition management.
LEADING THIS OBJECTIVE
Office of Administration

OBJECTIVE

HUD programs rely on a well-functioning acquisition management process to execute mission objectives. To support these programs, the Department will increase capacity, transparency, communication, and intra-Departmental collaboration to ensure that mission-critical acquisitions are timely, strategic, and cost-effective.[217] The Department will also strive to provide equitable access to contracting opportunities as they relate to engagement of small and large businesses.

To fully serve Departmental needs, HUD will provide quality professional development opportunities to members of the acquisition workforce, both in the Office of the Chief Procurement Officer and program offices. This will allow HUD employees to earn procurement certifications and build expertise in project and program management. Attrition and retention concerns will be addressed by increasing the size of the acquisition workforce across HUD to the level needed to ensure contracting processes are managed without delay. Workforce development activities, such as trainings, certifications, and skills gap assessments, will help ensure that the acquisition professionals have the knowledge and skills to fully serve the Department.

Acquisition management is a Department-wide process that relies on cooperation between HUD offices. Consistent annual procurement reviews enable HUD to evaluate its internal policy and risk management systems. To improve transparency and build accountability, HUD will develop an acquisition dashboard that will track each acquisition through its lifecycle – from planning and requirement development to contract closeout. This dashboard will ensure all members of the acquisition workforce, including those in HUD program offices, have continuous visibility into and can efficiently shepherd acquisitions through each stage of the contracting process.

HUD will further improve the procurement process by providing best practices to help offices develop requirements, identify funding, and submit requests on time. The goal will be to decrease the number of HUD-initiated unplanned acquisition actions. Cross-Departmental collaboration will ensure an increase in the percentage of timely procurement actions awarded, actionable acquisition requirements submitted, and actionable acquisition requirements awarded. Improved acquisition planning will also yield quality market research, which may produce: 1) more targeted socio-economic small business set-asides; 2) facilitate greater understanding of small business participation in the marketplace; 3) provide more realistic projections for small business utilization; and 4) allow more time to disseminate requirements to the small business community so they can better plan and prepare competitive proposals.[218]These improvements will connect HUD to necessary goods and services earlier while reducing overhead costs.

---

[217] Acquisition management is the planning, execution, and administration of the process supporting the full lifecycle of a requirement and resulting in the award of a contractual instrument to procure the goods and services needed to support the mission of the Department.
[218] A procurement action is an action which officially awards or changes a prime contract (i.e., a direct contract with the Federal government). This may include the award of a new prime contract, a debit or credit change to an existing prime contract, or an order written against an indefinite delivery-type contract or basic ordering agreement. Federal regulations require that HUD consider socio-economic programs first, as defined by the Small Business Administration, for set-aside and sole-source contracts at or above the simplified acquisition threshold (currently set at $250,000). This will depend on the number and type of small businesses that are able to do the work and how much the contract is worth. Contracting officers can use these vehicles to help the Federal government meet its small business contracting goals.

HUD will increase equity in contracting opportunities by improving communication with and opportunities for small businesses. Furthermore, HUD will build on knowledge gained from the equity assessment it conducted on Departmental procurement activities. The Department will improve its practices to ensure small and small disadvantaged businesses have equitable access to HUD's prime and sub-contracting procurement opportunities. This will be accomplished by the: 1) expansion of outreach to small business owners in underserved communities, 2) exploration of mechanisms for building the pipeline of qualified small businesses, and 3) continuation of data analyses to identify and address barriers to accessing HUD contracting opportunities.

The Department will also implement various sustainability practices in its acquisition process. HUD's goal is to ensure that 100 percent of new eligible contract actions, including task or delivery orders under new contracts and existing contracts, meet applicable sustainable acquisition requirements. HUD will also require the supply or use of products and services that meet environmentally preferable categories, including those that are energy efficient, bio-based, water efficient, or are non-toxic or less toxic.

STRATEGIES AND MAJOR MILESTONES

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

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

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

Strategies	Major Milestones
Improve the HUD-wide governance structure for acquisition planning by increasing transparency, collaboration, and efficiency.[219] 📋	**12/15/2021**: Issue a HUD-wide memorandum to identify Departmental requirements, due dates, and resources available to the acquisition workforce. **6/15/2022**: Establish the practice of beginning the strategic acquisition planning process earlier so that all acquisition plans are approved at least three months before the beginning of the fiscal year.[220]
Increase visibility across the Department in the HUD contract management process.[221] 👥	**12/1/2021**: Evaluate the potential for interagency agreement with the Department of the Treasury for dashboard capability. **1/30/2023**: Develop a HUD acquisition management dashboard to track procurement plans.

---

[219] This strategy aligns with CAP Goal 3.1: Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities.

[220] Submission and approval of acquisition plans typically occurred at the end of the fiscal year. By conducting these activities at least three months before the beginning of the fiscal year, the Department can release requirements earlier while also while also having resources available for time-sensitive year-end requirements.

[221] The Office of the Chief Procurement Officer will be leading this strategy to develop a tool that will provide greater insight to HUD's internal procurement process.

Leverage the Program Management Improvement Accountability Act (PMIAA) to strengthen the knowledgebase of HUD's acquisition workforce.	**9/30/2022**: Conduct roundtables, workshops, and summits to enhance acquisition best practices to improve acquisition processes and training of the acquisition workforce. **9/30/2022**: Achieve Office of Management and Budget (OMB) Program Management Maturity Level 2.[222] **9/30/2023**: Achieve OMB Program Management Maturity Level 3.[223] **9/30/2023**: Implement the Competency Exploration for Development and Readiness tool in partnership with the Office of Personnel Management to assess current proficiency of the project management workforce.
Increase the inclusion of small and small disadvantaged businesses by helping them navigate Federal contracting opportunities.[224]	**9/30/2022**: Provide a plan to conduct quarterly events in partnership with regional offices to support underserved small businesses interested in pursuing HUD contracts. **9/30/2022**: Expand efforts to increase participation of underrepresented groups through four annual vendor outreach events.
Improve policies, processes, and procedures for assisted acquisitions.[225]	**2/1/2022**: Develop and implement new policy, processes, and procedures for determining the use of assisted acquisitions for HUD. **2/1/2023**: Conduct a policy review to ensure proper oversight and effectiveness of procedures and processes supporting use of assisted acquisitions.

---

[222] At level 2 PMIAA maturity, HUD has policies and procedures in place to review and approve major acquisitions and support portfolio management. Further, a training strategy, a review board and a portfolio structure are established.

[223] At level 3 PMIAA maturity, HUD has established program management processes consistent with widely accepted standards and tracks the cost, schedule and performance of major acquisitions. Further, program managers are certified, review boards issue recommendations and senior management receives regular status reports.

[224] This strategy aligns with CAP Goal 3.1: Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities.

[225] An assisted acquisition is a type of interagency acquisition where a servicing agency (e.g., General Services Administration) performs acquisition activities on a requesting agency's behalf. This strategy aligns with CAP Goal 3.1: Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities.

Ensure that new eligible contracts meet sustainable acquisition requirements.[226] 🗒️

9/30/2022: Conduct a statistically-valid targeted review of sustainability practices in the Department's acquisition process.

9/30/2022: Perform a Procurement Management Review and issue a report to ensure appropriate clauses are contained in contracts requiring bio-based and sustainable products.

KEY PERFORMANCE INDICATORS

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

▶ **On-Time Execution of All Procurement Actions - Procurement Acquisition Lead Times (PALT)**

This measure will track the percentage of all procurement actions awarded within the established PALT.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
N/A	84.3%	77%	81%	77%	80%	80%	80%	Increase

Description:	This measure will track the percentage of all procurement actions awarded within the established PALT.
Data Source:	Senior executives, Purchase Request Information System Management (PRISM)
Dimension & Unit of Measurement:	Percentage: PALT
Calculation Method:	Per FY: numerator is the sum of contract actions that exceed PALT; denominator is the sum of all contract actions.
Frequency:	Semi-annual
Data Quality:	Data entry errors in PRISM could impact the calculation. For example, if the incorrect PALT Category is chosen, it could cause a faulty calculation in on-time performance rates.
Validation and Verification:	HUD procurement records go through a risk-based review protocol and routine and ad hoc reviews are conducted to ensure the accuracy and completeness of the data.

---

[226] This strategy aligns with CAP Goal 3.1: Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities.

▶ **On-Time Submission of Planned Actionable Acquisition Requirements**

This measure will track the percentage of actionable acquisition requirements submitted by customer offices by the Target Requisition Release Date (TRRD).

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	**FY18 Actual**	**FY19 Actual**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**	**FY22 Target**	**FY23 Target**	
N/A	48%	33%	41%	32%[227]	75%	60%	75%	Increase

Description:	This measure will track the percentage of actionable requirements submitted by customer offices by the TRRD.
Data Source:	PRISM
Dimension & Unit of Measurement:	Percentage: Requirement
Calculation Method:	Average is calculated by taking the number that were completed on time divided by total population.
Frequency:	Monthly
Data Quality:	Human error during limited data entry process may be an issue in specific circumstances.
Validation and Verification:	Data points in reports are system-generated. Outputs that are out-of-tolerance are validated by pre-established parameters and analyst revision.

▶ **On-Time Award of Planned Actionable Acquisition Requirements**

This measure will track the percentage of awards by the Target Award Date (TAD) of actionable acquisition requirements submitted by program offices by the TRRD.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	**FY18 Actual**	**FY19 Actual**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**	**FY22 Target**	**FY23 Target**	
N/A	77%	78%	79%	77%	80%	80%	80%	Increase

Description:	Percentage of awards by the TAD of actionable acquisition requirements submitted by program offices by the TRRD.
Data Source:	PRISM

---

[227] The FY21 target was not met because the Target Requisition Release Dates were impacted by changes in the operational landscape. The FY22 target was revised to better reflect the Department's progress based on past performance.

Dimension & Unit of Measurement:	Percentage: Awards
Calculation Method:	Sum in a fiscal year
Frequency:	Monthly
Data Quality:	Human error during limited data entry process may be an issue in specific circumstances.
Validation and Verification:	Data points in reports are system-generated. Outputs that are out-of-tolerance are validated by pre-established parameters and analyst revision.

EVIDENCE BUILDING

Each year, the Council of Inspectors General on Integrity and Efficiency announces the top challenges facing Federal agencies; in 2021, procurement was identified as one of the top challenges. Key areas of concern across all agencies include defining requirements, awarding contracts, managing, and overseeing contractor performance, reviewing invoices and payments, and training and retaining procurement personnel.

Acquisition management is at the core of HUD's ability to meet its mission and a top priority for HUD leadership. Like other agencies, HUD has identified risks in the acquisition management process. Procurement- and acquisition-related risk has appeared as one of the top ten risks on HUD's Department Enterprise Risk Profile as well as one of the "Top Management Challenges" in the FY21 HUD Office of Inspector General report. HUD has addressed these risks in the FY 2022- 2026 Strategic Plan.

HUD has committed to improving policy and processes for assisted acquisition. To keep the acquisition community informed and to monitor performance and target solutions, HUD is also building a dashboard to track key metrics, such as timeliness of procurement actions.

Strategic Objective 5C: Strengthen Information Technology

Strengthen information technology, cybersecurity, and data management.
LEADING THIS OBJECTIVE
Office of the Chief Information Officer

OBJECTIVE

HUD will continue to provide tools that are efficient, safe, secure, and resilient through improvements in Information Technology (IT), cybersecurity, and data management that support the Department's mission.

Information Technology is the underpinning that allows HUD to properly function and provide essential services to the American public. By combining business and technology strategy efforts, HUD is better positioned to serve the needs of the public effectively and efficiently. HUD has identified several operations that would benefit from the modernization of its technology infrastructure, IT systems, and internal processes. HUD's operations will be strengthened by increased ease of access to relevant and reliable data. This will drive the Department to experience an increase in public confidence, derived from a focus on cybersecurity, data governance and reliability. The Department envisions a safe and secure HUD that provides the tools for program offices, staff, and partners to accomplish their work in a safe and secure manner. Toward this end, HUD will address Government Accountability Office (GAO) findings. Efforts will ensure there are increased investments in IT infrastructure, cybersecurity improvements, and staff have the necessary knowledge, as well as resources, to succeed. HUD will continue to focus on decommissioning legacy IT systems. Simultaneously, HUD, will move to safe, sustainable, and standardized IT platforms that support operations enterprise-wide. HUD will strengthen its IT and data governance and structure to ensure proper support for program areas, oversight, and management.

HUD will renew its strategic focus on data governance. The Department's core focus will be on increasing collaboration and transparency. This will enable leaders to make timely, well-informed policies and decisions. Enterprise-wide data solutions that support this purpose will allow HUD to work more efficiently and be more informed toward the execution of its mission.

STRATEGIES AND MAJOR MILESTONES

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

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

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

Strategies	**Major Milestones**

Continue Implementation of Technology Modernization Efforts.[228] 🗒	**9/30/2022**: Develop a HUD-wide IT modernization plan that supports resilient HUD operations. **9/30/2022**: Complete 45% of milestones in the FY21 IT Public and Indian Housing (PIH) Modernization Plan. **9/30/2023**: Complete 75% of milestones in the FY21 IT PIH Modernization Plan. **9/30/2024**: Complete 100% of milestones in the FY21 IT PIH Modernization Plan. **9/30/2024**: Upgrade data center infrastructure.
Manage Internal and External Customer Relationships; incorporate feedback surveys from customer groups.[229] 🗒	**9/30/2022**: Execute Departmental IT Governance Plans.
Optimize Agency IT Operational Costs; improve the IT Life-cycle assessment.	**9/30/2023**: Migrate at least three applications to the Cloud. **9/30/2023**: Implement integrated planning and budgeting tools.
Implement Modern Cybersecurity Capabilities by reviewing the HUD Supply Chain's Risk exposure.	**9/30/2022**: Establish a HUD-wide Supply Chain Review process.
Strengthen and Modernize the OCIO Organizational Structure; enhance training and information on IT for all HUD Employees.[230] 🗒	**9/30/2022**: Ensure 85% of IT Project Managers have level 3 Federal Acquisition Certification in Program/Project Management Program.
Leverage data as a strategic asset.	**3/30/2022**: Approve the HUD Data Governance Program and create the Data Governance Council and Committees that will support the implementation of the Data governance program.[231] **3/30/2022**: Initiate the creation of the Enterprise Data Asset and Resource Management Solution; identify the Data stewards who will help provide the priorities

---

[228] This strategy aligns with CAP Goal 2.1: Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes.
[229] This strategy aligns with CAP Goal 2.1: Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes.
[230] This strategy aligns with CAP Goal 2.1: Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes.
[231] The Data Governance council meets once every six months.

and important data elements that go into the Enterprise Data.[232]

12/31/2022: Identify and label data elements that are considered personally identifiable information or sensitive to protect Privacy of HUD's clients by program area.[233]

12/31/2022: Identify, map, document and increase visibility of data resources and systems by line of business.[234]

Develop a HUD-wide Digital Asset Management Process for information ingestion, delivery management and safeguarding procedures.	**3/30/2023**: Develop and implement a compliant records and information management process to properly organize, protect, classify, and properly dispose of HUD records. **8/30/2023**: Achieve compliance with Federal records management policies. **12/31/2022**: Manage all records, permanent and temporary, in an electronic format as required by the Office of Management and Budget (OMB) M-19-21.
Leverage available sources of information from customer feedback that will enable HUD to measure the effectiveness of program delivery.[235]	**9/30/2022**: Identify HUD-wide data sources and available program information which can be reviewed and utilized for CX purposes. **12/31/2022**: Hold three targeted discussions with program areas involved with IT decision making.
Establish a process that improves public access to HUD's government records and information through the Freedom of Information Act (FOIA) and proactive disclosure.	**9/30/2022**: Establish, implement, and train program and support office staff on FOIA and proactive disclosure policies, and procedures. **9/30/2022**: Develop and implement a FOIA Dashboard for management oversight.
Establish relationships with local communities and diverse groups to better improve the	**12/31/2022**: Hold two listening sessions to gather information from outside stakeholders regarding their use of HUD technology systems.

---

[232] The data stewards meeting is once every two months.

[233] Rental subsidy programs will be the first. In order to continue and widen the scope this needs to expand to other business areas every four months.

[234] Rental subsidy programs will be the first. In order to continue and widen the scope this needs to expand to other business areas every four months.

[235] This strategy aligns with CAP Goal 2.1: Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes. This strategy also aligns with CAP Goal 2.3: Identify and prioritize the development of Federal shared products, services, and standards that enable simple, seamless, and secure customer experiences across High Impact Service Providers.

collection of accurate information and the development of modern technology.[236] 📋 ⚖️

KEY PERFORMANCE INDICATORS

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

▶ **IT Customer Satisfaction Survey**

This measure will track employee satisfaction and feedback through an IT customer survey.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
86%	95%	88%	95%	92%	90%	90%	90%	Increase

Description:	This measure will track employee satisfaction and feedback through an IT customer survey.
Data Source:	Survey Monkey
Dimension & Unit of Measurement:	Dimension: Score Unit: Satisfaction
Calculation Method:	Average
Frequency:	Semi-annually
Data Quality:	Currently the IT survey is administered ad-hoc to a random selection of recipients.
Validation and Verification:	The survey is not inclusive of all service types offered by IT.

---

[236] This strategy aligns with CAP Goal 2.1: Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes.

▶ **Improved Federal Information Security Modernization Act (FISMA) and Federal Information Technology Acquisition Reform Act (FITARA) Scorecards**[237]

This metric will track HUD's scores pursuant to the FISMA and FITARA scorecards, respectively.

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
FISMA	At Risk	At Risk	At Risk	Managing Risk	At Risk	Managing Risk	Managing Risk	Managing Risk	Managing Risk
FITARA	C-	C+	C+	C+	C+[238]	C+	C+	B-	Above

Description:	The Federal Information Security Modernization Act (FISMA) of 2014 requires agencies to report the status of their information security programs every quarter. The FISMA Chief Information Officer (CIO) quarterly metrics are broken into the following five Cybersecurity Framework Functions: Identify – What processes and assets need protection? Protect – Implement appropriate safeguards to ensure protection of the enterprise's needs. Detect – Implement appropriate mechanisms to identify the occurrence of cybersecurity incidents. Respond – Develop techniques to contain the impacts of cybersecurity events. Recover – Implement the appropriate processes to restore capabilities and services impaired due to cybersecurity events. FITARA, passed by Congress in December 2014 represents the first major overhaul of Federal information Technology (IT) in almost 20 years. Since FITARA's enactment, OMB published guidance to agencies to ensure that this law is applied consistently governmentwide in a way that is both workable and effective. FITARA legislation outlines the roles, responsibilities, and expectations for the Chief Information Officer (CIO) for all covered Departments within the Federal Government. Among others, Section 831 (Chief Information Officer Authority Enhancements) requires the CIO to review and approve contracts and other agreements for all Information Technology (IT) related acquisitions.
Data Source:	Data Sources are the respective HUD IT Business Units (Infrastructure and Operations, Office of Inspector General (OIG), and Ginnie Mae who review their respective networks and compile the required FISMA metric data.

---

[237] FISMA definitions can be found here: https://www.whitehouse.gov/wp-content/uploads/2021/05/FY-2020-FISMA-Report-to-Congress.pdf
High Risk: Key, fundamental cybersecurity policies, processes, and tools are either not in place or not deployed sufficiently.
At Risk: Some essential policies, processes, and tools are in place to mitigate overall cybersecurity risk, but significant gaps remain.
Managing Risk: The agency institutes required cybersecurity policies, procedures, and tools and actively manages their cybersecurity risks.
[238] As of July, 2021.

	Most FITARA data is pulled from existing reports. As needed, OCIO solicits and compiles whatever information is needed and then submits to OMB via their Max quarterly Integrated Data Collection. OMB then uses this information to calculate the FITARA score.
Dimension & Unit of Measurement:	FISMA metrics are measured in ratio with an overall qualitative risk scoring (e.g., high risk, managing risk, at risk) FITARA metrics are measured in a grade score (e.g., A, B, C, D, F)
Calculation Method:	Formulas are based on number of elements that meet the security criteria/metric vs. number of elements that don't meet the security criteria/metric. Calculations are based on the respective Domains and certain percentages on completion (from FISMA guidance).[239] The overall FITARA grade stems from an average of all seven elements on the FITARA scorecard: Agency CIO Authority Enhancements (Incremental Development); Transparency and Risk Management (OMB's IT Dashboard); Portfolio Review (PortfolioStat); Data Center Optimization Initiative; Software Licensing (FITARA and MEGABYTE); Modernizing Government Technology (MGT Act); and Cyber (FISMA).
Frequency:	Quarterly. Quarter Four results are presented to the Agency Secretary who will determine if the Agency Security Risk is favorable to Agency standards. If favorable, provides an approval memo to Department of Homeland Security and OMB (October). FITARA is reported on a bi-annual scorecard.
Data Quality:	Limitations include but are not limited to integrity of data collection from each business unit, need for independent review and validation of data submitted.
Validation and Verification:	This iteration of the Committee on Oversight and Reform's IT scorecard continues to grade agencies implementation of key pieces of IT legislations which are FITARA, MGT Act, and FISMA. The COR staff selected these acts because they represent major legislative requirements. The data are generally publicly available and regularly updated. The implementation would improve IT acquisitions and operations, and GAO may have completed or ongoing work to verify reporting in these areas. In addition, the staff selected specific scoring methodologies for the areas from a wide range of options and then tasked GAO to collect and score the information according to COR's direction. The need for independent validation and verification of FISMA data submits from the respective HUD Business Units is needed to ensure information is correct and adequately presented. Most FITARA data is pulled from existing reports. As needed, OCIO solicits and compiles whatever information is needed and then submits to OMB via their Max quarterly Integrated Data Collection. OMB then uses this information to calculate the FITARA score. https://www.hud.gov/sites/dfiles/OCIO/documents/FITARA_score_12.pdf

---

[239] FISMA guidance can be found here: https://www.cisa.gov/sites/default/files/publications/FY_2021_FISMA_CIO_Metrics.pdf.

▶ **Decrease in Non-Compliance Audit Findings**

This metric will track the percentage of Non-Compliance Audit Findings which have been closed each fiscal year.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	**FY18 Actual**	**FY19 Actual**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**	**FY22 Target**	**FY23 Target**	
N/A	N/A	5%	44%	51%	50%	50%	50%	Increase

Description:	Percentage of Non-Compliance Audit Findings closed annually.
Data Source:	FY21 OIG FISMA Report; FISMA Metrics; HUD Office of the Chief Information Officer Audit Remediation Dashboard; Audit Resolution and Corrective Actions Tracking System (ARCATS) (eCase/Prepared by Client Tracker); GAO website; OIG Semi-annual report to Congress.
Dimension & Unit of Measurement:	The reported data is measured as a percentage of all non-compliance audit findings closed in the relevant time period.
Calculation Method:	(Number of audit findings closed each fiscal year) / (number of audit findings open at the beginning of the fiscal year)
Frequency:	Data is captured weekly and updated on an annual basis to reflect the entire fiscal year.
Data Quality:	Multiple data sources continue to create challenges for audit remediation. The Audit Remediation Dashboard was created to compile the data from the multiple sources into one centralized repository.
Validation and Verification:	The data is captured via weekly reports from multiple sources (GAO website, Cybersecurity and Assessment Management System, ARCATS, OIG spreadsheet, and Microsoft Teams.)

EVIDENCE BUILDING

IT modernization is subject to known high risks area with multiple root causes (including lack of data strategy) and multiple potential impacts (including cybersecurity vulnerability). IT-related risks consistently represent the top 10 risks to the Department, including IT modernization, Data governance, Cybersecurity, and an emerging risk is supply chain management.

In employee visioning sessions held in 2021, during the second year of the pandemic, to engage employees about the future of work at HUD, 87% of survey respondents stated that improved IT bandwidth, updated software, and IT hardware were necessary technology priorities to facilitate alternative working models.

HUD is not alone in addressing longstanding and severe challenges with IT. The GAO 2021 High Risk List identified cybersecurity as one of five government-wide risk areas that increased in severity since the last high-risk report was issued in 2019.

According to the FY21 OIG Management Challenges Report, "several long-standing issues that harm IT program effectiveness included poor management of HUD's IT resources and difficulty completing their initiatives." Another report issued by the OIG in June 2021 stated that considerable progress has been made in implementing the

multiyear roadmap, but due to setbacks and delays "hundreds of millions of dollars in potential savings from modernization have not been realized, and security risks have remained."

The Council of the Inspectors General on Integrity and Efficiency Top Management and Performance Challenges Report issued in February 2021 cited HUD as an example of the impact of lack of IT modernization, observing that HUD has dedicated a significant amount of its IT budget to operations and maintenance, and a better priority would be to develop, modernize, and enhance its IT systems."

HUD is committed to overcoming the technology challenges needed to modernize its technology infrastructure and provide the systems needed to achieve the Department's mission.

Strategic Objective 5D: Enhance Financial and Grants Management

Provide sound financial and grants management.
LEADING THIS OBJECTIVE
Office of the Chief Financial Officer

OBJECTIVE

HUD aims to provide sound financial and grants management services so the Department can achieve financial excellence. HUD will work to maintain a clean audit opinion through sustaining improvements to internal controls, cash management, and cost accounting processes and coordination with the Office of Inspector General (OIG) and the Government Accountability Office (GAO). To ensure priorities are aligned throughout the Department, HUD will facilitate quarterly governance meetings among program and support offices. The Department continues to modernize financial systems while simultaneously working to decommission legacy systems that burden HUD and the communities it serves. Improvements to the budget process will also be pursued.[240]

In addition to improvements to Departmental financial, budget, and cost accounting processes, HUD will continue building the Department's Enterprise Fraud and Risk Management (EFRM) Program. HUD aims to develop tools to help prevent and detect the misuse of taxpayer funds. HUD will address long-standing issues by bringing together program offices to preemptively identify and quickly resolve weaknesses. Doing so will drive progress toward the achievement of a positive, HUD-wide statement of assurance that internal controls over financial reporting is free of material weaknesses. Improvements made under this objective will enable HUD to be in a better position to reduce the number of open audit recommendations identified by OIG and GAO.

The Department remains focused on improving grants management and oversight by continuing to support the Federal government's drive toward results-oriented accountability for grants. HUD will leverage the use of analytics and launch a dashboard that will measure the efficiency and timeliness of program offices' Notice of Funding Opportunity (NOFO) submissions. This increase in transparency will lead to the timely identification of obstacles, as well as yield data that will improve the Department's overall NOFO issuance to ultimately benefit current and future grantees. HUD will also work to provide a more seamless grants management process by analyzing its current grants landscape and launching a pilot program to help program offices identify and address their grants-related business needs. This will include launching the Grants Evaluation Management System (GEMS) to provide a single portal for HUD's Office of Native American Programs (ONAP) grant lifecycle.[241] GEMS will provide a grant lifecycle management solution that provides more efficient oversight, reduces manual workload, and improves customer experience for HUD grantees. These focused efforts will provide Department-wide opportunities to strengthen HUD's data collection, the grants lifecycle, and overall financial management.

---

[240] The implementation of a streamlined budget formulation system is expected in FY22.
[241] One of HUD's largest grant programs, the Indian Housing Block Grant, will launch GEMS. Additional HUD grant programs are planned to follow this initial launch.

STRATEGIES AND MAJOR MILESTONES

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

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

Strategies	Major Milestones
Coordinate with OIG and GAO to ensure HUD receives a clean audit.	**11/30/2021**: Achieve a clean audit opinion for FY21. **11/30/2022**: Achieve a clean audit opinion in FY22.
Continue maturing the EFRM Program.	**6/30/2022**: Complete the FY22 refresh of the HUD Risk Profile. **6/30/2023**: Complete FY23 refresh of the HUD Risk Profile. **9/30/2022**: Develop tools to identify, assess, and manage fraud risks identified in the FY22 risk profile refresh. **9/30/2023**: Develop tools to identify, assess, and manage fraud risks identified in the FY23 risk profile refresh.
Streamline HUD's financial accounting processes.	**9/30/2022**: Develop a more automated approach in the creation and validation of HUD's financial statements and notes. **9/30/2022**: Collaborate with FHA and Ginnie Mae on accurate financial data submissions to Administrative Resource Center (ARC) by requiring all components to load its preliminary financial information in OneStream at least in the 3rd and 4th quarters prior to Government-wide Treasury Account Symbol Adjusted Trial Balance System certification.[242]
Analyze HUD's grants landscape through oversight and data collection activities.[243] 📋	**9/30/2022**: Complete analysis mapping for grant programs that are listed in the Assistance Listings (formerly known as Catalog of Federal Domestic Assistance [CFDA]).

---

[242] Requiring FHA and Ginnie Mae to load preliminary financial information in the 3rd and 4th quarters minimizes errors and discrepancies prior to the final data submission into ARC Onestream and Governmentwide Treasury Account Symbol Adjusted Trial Balance System certification.
[243] This strategy aligns with CAP Goal 3.2: Build capacity in Federal financial management and through Federal financial assistance to catalyze American industrial strategy, address climate-related risks, and deliver equitable results.

	12/31/2022: Complete analysis mapping of grant programs to systems and non-systems used in the grants lifecycle.[244]
	12/31/2022: Begin an annual pilot with ONAP to analyze their grants lifecycle process.
Develop analytics to decrease the time between NOFO publication and award. 👥	**3/31/2022**: Launch the NOFO Milestone Dashboard.
	6/30/2022: Measure the efficiency and timeliness of NOFO submissions.
	9/30/2022: Conduct a maturity assessment of the NOFO Milestone Dashboard.
	9/30/2023: Establish quarterly meetings with internal stakeholders to address dashboard outputs and conduct continuous process monitoring. 👥
Launch GEMS to provide HUD ONAP grant programs with a single portal for the entire grant lifecycle.	**2/28/2022**: Release GEMS 1.0 with data entry, review, and approval functionality.
	2/28/2022: Create a user registration portal to enhance user access.
	2/28/2022: Initiate a legacy system migration.
	6/30/2022: Release GEMS 1.1, providing ONAP full lifecycle grants management functionality and significant improvements to reporting and dashboard capabilities.

---

[244] Systems used in the grants lifecycle include Integrated Disbursement Information System, Grants Management Process, HUD Environmental Review Online System, CPD Dashboard AWS, and LOCCS.

KEY PERFORMANCE INDICATORS

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

▶ **Percentage of OIG and GAO recommendations closed**

This key performance indicator measures the percentage of OIG and GAO recommendations closed from previously issued reports.

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
OIG	39%	36%	34%	39%	33%[245]	35%	30%	30%	Increase
GAO	10.5%	21.3%	7.4%	6.6%	25.9%	N/A[246]	10%	15%	Increase

Description:	HUD will seek to reduce the percentage of outstanding audit recommendations that are significantly overdue (i.e., findings for which corrective actions have been delayed by a year or more). The goals for FY18 and FY19 show a 20 percent reduction of significantly overdue action items each year.
Data Source:	The Audit Resolution Corrective Action Tracking System (ARCATS)
Dimension & Unit of Measurement:	Percentage: Significantly overdue OIG and GAO audit remediation at of the end of the fiscal year
Calculation Method:	For the given annual performance review period (a fiscal year), the numerator is the number of significantly overdue recommendations closed and the denominator is the beginning balance of significantly overdue recommendations.
Frequency:	Annual
Data Quality:	Data are reliable and reviewed and maintained in ARCATS.
Validation and Verification:	The number of significantly overdue recommendations is reported by ARCATS via an aging report. Source data are jointly maintained, managed, and confirmed by OIG, GAO, and HUD management.

---

[245] The FY21 actuals reported are lower than the FY21 targets because the remaining open OIG recommendations are more complex and challenging audits that require additional hours of collaboration and positioning of HUD's resources to address.
[246] Percentage of GAO recommendations closed was not previously tracked and as such no FY21 targets was established.

▶ **Percentage of Timely-Certified Open Obligations Reviews**

This metric measures the percentage of program offices that certify open obligations by annual HUD Office of the Chief Financial Officer (OCFO) deadlines.

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY17 Actual	**FY18 Actual**	**FY19 Actual**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**	**FY22 Target**	**FY23 Target**	
System Certification	50%	85%	38%	83%	88%	100%	100%	100%	Increase
Memo Certification- Assistant Secretary or Equivalent	45%	65%	95%	71%	88%	100%	100%	100%	Increase

Description:	This metric measures the percentage of program offices that certify open obligations by annual HUD OCFO deadlines.
Data Source:	Treasury ARC, Program Accounting System, Line of Credit Control System (LOCCS), HUD Central Accounting and Program System (HUDCAPS), Financial Data Mart
Dimension & Unit of Measurement:	Percentage: Time
Calculation Method:	Numerator: Sum of appropriated programs in President's budget that exceed CFO's definition of "timely"; Denominator: Total Sum of appropriated programs in President's budget
Frequency:	Annual
Data Quality:	Limitations are found in the availability of the systems which hold relevant data. HUD is upgrading and replacing legacy financial systems. Upgrades to HUD technology may interrupt system availability for users.
Validation and Verification:	Program office data is verified by the OCFO in HUD's accounting systems.

► **Percentage of the completed inventory of HUD grant programs and mapping to the corresponding Assistance Listing**

This measure will track the percentage of the completed inventory of HUD grant programs and mapping to the corresponding Assistance Listing formerly known as CFDA.[247]

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY21 Target	FY22 Target	FY23 Target	
N/A	N/A	N/A	N/A	N/A	N/A	100%	100%	Equal to FY22 Target

Description:	This measure will track the percentage of the completed inventory of HUD grant programs and mapping to the corresponding Assistance Listing formerly known as CFDA.
Data Source:	Assistance Listing and HUD program offices' grant programs
Dimension & Unit of Measurement:	Percentage
Calculation Method:	Percent of completed inventory of HUD grant programs and mapping to the corresponding Assistance Listing
Frequency:	Monthly
Data Quality:	Education on regulatory naming conventions across the Department for accuracy in the identification of data.
Validation and Verification:	Complete and validate inventory of HUD grant programs, which will be mapped to the associated Assistance Listing.

---

[247] This metric did not exist in FY21. As such, data prior to FY21 was not previously tracked as part of HUD's annual performance plans. FY22 data will establish the baseline.

EVIDENCE BUILDING

Significant increases in FY20 and FY21 funding for HUD programs, accompanied with requirements for quick distribution to meet housing needs, has accelerated stakeholder interests in the strong administration and effective oversight of HUD funding. HUD has responded to GAO, OIG, and the Pandemic Response Accountability Committee regularly about its efforts to ensure funds are awarded and distributed properly.

In FY20, HUD received its first unmodified opinion on its consolidated financial statements since fiscal year 2012. OIG reported the following internal control weaknesses, indicating significant improvements over FY18 to FY20

Year	Material Weaknesses	Significant Deficiencies	Non-compliances
FY18	5	0	8
FY19	1	3	3
FY20	1	0	1

GAO annually publishes a report on status of "priority open recommendations" which are the GAO recommendations "that warrant priority attention from heads of key departments or agencies." Between April 2020 and June 2021, the number of outstanding priority recommendations at HUD decreased from 17 to 13. OIG open recommendations have also been reduced significantly.

Grants management and oversight has been a key focus area of the Department. As significant funding surges occurred, such as Coronavirus Aid, Relief, and Economic Security (CARES) Act funds received in 2020 and the American Rescue Plan (ARP) in 2021, the Department formed special teams to promote increased emphasis on internal controls and oversight of funding distributions. HUD's OIG FY21 Top Management Challenges Report highlighted the potential impact of waivers granted by the law to accelerate distribution to the American people and businesses. The report states, "Given the breadth and scope of HUD's grant programs – which now include supplemental CARES Act and ARP funding which permit numerous waivers from standard program requirements – grantees and subrecipients face challenges ensuring that they are expending, documenting, and reporting in compliance with the rules of each grant program." In anticipation of these concerns, programs receiving ARP funding performed Front-end Risk Assessments to identify, assess, and plan mitigation actions to reduce program risks. Targeted areas included training, staffing, technology systems, processes, and internal controls.

In order to ensure proper oversight of grantees and manage funding increases for anticipated and unanticipated disaster relief efforts, the Department will need to continue to bolster recent improvements to financial and grant oversight.

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

Institutionalize customer experience (CX) management and elevate the customer perspective across HUD.
LEADING THIS OBJECTIVE
Office of the Chief Financial Officer

OBJECTIVE

HUD exists to ensure safe and affordable housing for all people residing in America by working with a wide range of customers—individuals, businesses, and organizations—that interact with the HUD directly or indirectly.[248] HUD will meet the needs of its diverse customers by integrating their perspectives and lived experiences into the very fabric of what the Department does. In alignment with the Biden-Harris Management Agenda, HUD is committed to providing equitable customer experiences that will improve the efficiency, security, and effectiveness of Departmental services.[249] HUD will drive this transformation toward customer-centricity by: 1) better understanding the lived experiences of HUD's customers; 2) establishing a customer listening practice; 3) designing and implementing solutions that measurably improve CX; and 4) integrating customer-centricity into the culture and organization of HUD.

Identifying the scope of customer needs is critical to ensuring the Department is truly removing barriers to its offerings and improving public trust in government. To gain this understanding, HUD will investigate how its policies, programs, and services impact customers across the Department's five Service Ecosystems. In doing so, HUD will apply special attention to exploring the impacts of two critical life events within each ecosystem – surviving a disaster and experiencing homelessness.[250]

HUD will elevate the voice of its customers by establishing a robust customer listening practice in compliance with OMB Circular A-11 Section 280.[251] A Department-wide implementation of a Voice of the Customer (VOC) tool would allow the Department to capture real-time feedback from customers at pivotal "Moments that Matter."[252] Measuring the experience of HUD's customers and employees will equip the Department with the data and insight necessary to advance proactive solutions that improve accessibility and usability of services and information.

The Department will conduct CX improvement initiatives that will measurably improve HUD's operations. HUD will create a formalized process for involving stakeholders by designing high-quality solutions using Human-Centered Design and co-creation methods. Furthermore, HUD will better enable cross-program and cross-partner collaboration by promoting data-sharing protocols and improving enterprise technology solutions. This will be

---

[248] Who is a Federal Government customer?" https://www.performance.gov/cx/assets/files/a11_2021-FY22.pdf.
[249] The Biden-Harris Management Agenda: https://www.performance.gov/pma/.
[250] HUD programs can be organized into five Service Ecosystems that address distinct sets of customer needs: 1) Access to Affordable Rental Homes are programs to grow, preserve, and fund affordable rental home access, and provide supportive services to residents; 2) Homeownership Opportunity & Housing Market Stability are programs and lending/securities products that facilitate equal opportunity homeownership and strengthen the market; 3) Housing Quality & Improved Living Conditions are programs to assess and mitigate hazards or deficiencies in housing, and tools to facilitate asset management for HUD and improved living conditions for citizens; 4) Economic Growth & Community Resilience are grants and programs to stimulate economic development and grow strong, resilient communities or revitalize those in disaster areas; and 5) Fair Housing and Equal Opportunity Enforcement are support to agencies and organizations ensuring fair, safe, equitable housing practices and channels for citizen reporting of potential housing discrimination.
[251] OMB Circular A-11 section 280: https://www.performance.gov/cx/assets/files/a11-280.pdf.
[252] "Moments that Matter" are the specific interactions along a customer journey that trigger customer feelings and leave lasting impressions that can likely lead to a make-or-break decision about their future relationship and trust with the Department.

achieved by embedding CX practices into the system development life cycle to ensure technology solutions are well-designed, widely accessible, and measurably improve customer experiences.

Sustaining customer-centricity means changing culture at every level. HUD will develop a customer-centric culture by providing employees with new CX tools, skills, and knowledge. The guiding focus will be on instilling the principles, practices, and processes necessary to ensure HUD decisions that are equitable, inclusive, and customer-centric. Together, these efforts will drive HUD toward an operational paradigm that puts customers first in the creation of strong, sustainable, inclusive communities and quality affordable homes for all.

STRATEGIES AND MAJOR MILESTONES

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

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

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

Strategies	Major Milestones
Better understand the lived experience of HUD's customers.[253] 🖭 👥 ⚖️	*Develop a Human-Centered Design (HCD) research practice to identify moments that matter* **6/30/2022**: Complete research in Fair Housing and Equal Opportunity Enforcement ecosystem. **9/30/2022**: Complete research on Surviving a Disaster life event. **9/30/2022**: Establish a centralized catalog of CX artifacts that are annually reviewed.[254] **12/30/2022**: Complete research on Experiencing Homelessness life event.
Establish a customer listening practice.[255] 🖭 👥 ⚖️	*Establish a Voice of the Customer program to improve business intelligence, data-driven decision-making, and service delivery*

---

[253] This strategy aligns with CAP Goal 2.1: Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes. This strategy also aligns with CAP Goal 2.2: Design, build, and manage Government service delivery for key life experiences that cut across Federal agencies. This strategy also aligns with CAP Goal 2.3: Identify and prioritize the development of Federal shared products, services, and standards that enable simple, seamless, and secure customer experiences across High Impact Service Providers.

[254] CX artifacts are the outputs of CX research. For example: personas are a representation of a customer type based on facts from interviews and observations; journey map is a visualization of how a customer interacts with our organization as they try to accomplish a task or meet a goal; and service blueprint is a visualization of the relationships between different service components (such as people or processes) at various touchpoints in a specific customer journey.

[255] This strategy aligns with CAP Goal 2.1: Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes. This strategy also aligns with CAP Goal 2.2: Design, build, and manage Government service delivery for key life experiences that cut across Federal agencies. This strategy also aligns with CAP Goal 2.3: Identify and prioritize the development of Federal shared products, services, and standards that enable simple, seamless, and secure customer experiences across High Impact Service Providers.

	3/30/2022: Establish a HUD-wide governance process to create and implement surveys.
	3/30/2022: Set standards for how questions are asked and how data is collected to ensure consistency.
	9/30/2023: Establish a roadmap for VOC implementation across the Department.
	9/30/2023: Procure a VOC tool.
Design and implement solutions that measurably improve HUD CX.[256] 📋👥⚖️	*Support the implementation, delivery, and continuous improvement of solutions*
	6/30/2022: Align HUD's Reasonable Accommodation and Modifications website prototype to United States Web Design System (USDWS) standards to increase ease and accessibility.[257]
	9/30/2023: Create a formalized process for intake and prioritization of potential CX initiatives.
Integrate customer-centricity into the culture and organization of HUD. ⚖️👥	*Integrate CX methodologies into HUD's organizational processes*
	6/30/2022: Establish a leadership committee of representatives from across HUD to champion CX to program office and field staff.
	9/30/2023: Establish a centralized, cross-cutting customer experience capacity to support program offices.

---

[256] This strategy aligns with CAP Goal 2.1: Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes.
[257] USDWS: https://designsystem.digital.gov/

KEY PERFORMANCE INDICATORS

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

▶ **Customer satisfaction of the Federal Housing Administration (FHA) Resource Center**

This measure will track the overall customer satisfaction of the FHA Resource Center through five surveys from the Originations Operations of the Department's single-family programs at HUD's four Homeownership Centers and Headquarters office, and two surveys from the Servicing Operations of HUD's National Servicing Center and its contractor.

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY17 Actual	**FY18 Actual**	**FY19 Actual**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**	**FY22 Target**	**FY23 Target**	
Percentage of customers satisfied with the Originations Operations	78.3%	80.4%	84.0%	79.3 %	74.9%	75%	75%	80%	Increase
Percentage of customers satisfied with the Servicing Operations[258]	N/A	N/A	N/A	49.3%	44.5%	50%	50%	50%	Increase

Sub-Metric: Percentage of customers satisfied with the Originations Operations	
Description:	Overall customer satisfaction of the FHA Resource Center through five surveys from the Originations Operations of the Department's single-family programs at HUD's four Homeownership Centers and Headquarters office
Data Source:	Five surveys from the Originations Operations of the Department's single-family programs at HUD's four Homeownership Centers and Headquarters office.
Dimension & Unit of Measurement:	The dimension and unit of measurement for the data reflects the percentage of yearly surveys that received "strongly agree" or "agree" ratings in satisfaction. The unit of measurement includes all survey responses versus the number of those surveys which have "strongly agree" or "agree" ratings.
Calculation Method:	Average yearly percentage on customer satisfaction survey question. The number of surveys with a "strongly agree" or "agree" rating on the five Originations Operations surveys divided by the total number of survey responses received on a yearly basis.
Frequency:	The FHA Resource Center survey instruments are conducted monthly. Each survey is sent out to a specific percentage of customers after they receive services.
Data Quality:	Survey Monkey is utilized for capturing Originations Operations survey results. This application creates and sends survey links to collect responses. Monthly survey

---

[258] The FHA Resource Center did not handle any of the National Servicing Center calls until 2019.

	data is downloaded each month. The application has reporting features that convert survey responses into a summary report.
Validation and Verification:	A quality control process has been implemented to ensure the data for every survey is validated and captured. Individual responses are exported from Survey Monkey into a spreadsheet. Individual survey data is compared with the summary results provided in the application. This system is recognized as industry accepted commercial off-the-shelf (COTS) applications for completing this activity.

Sub-Metric: Percentage of customers satisfied with the Servicing Operations

Description:	Percentage of customers satisfied with the Servicing Operations
Data Source:	Two surveys from the Servicing Operations of HUD's National Servicing Center and their contractor.
Dimension & Unit of Measurement:	The dimension and unit of measurement for the data reflects the percentage of yearly surveys that received "strongly agree" or "agree" ratings in satisfaction. The unit of measurement includes all survey responses versus the number of those surveys which have "strongly agree" or "agree" ratings.
Calculation Method:	Average yearly percentage on customer satisfaction survey question. The number of surveys with a "strongly agree" or "agree" rating on the two National Servicing Center surveys divided by the total number of survey responses received on a yearly basis.
Frequency:	The FHA Resource Center survey instruments are conducted monthly. Each survey is sent out to a specific percentage of customers after they receive services.
Data Quality:	GSA Touch Points is utilized for capturing survey results. This application creates and sends survey links to collect responses. Monthly survey data is downloaded month. The application has reporting features that convert survey responses into a summary report.
Validation and Verification:	A quality control process has been implemented to ensure the data for every survey is validated and captured. Individual responses are exported from GSA Touch Points system into a spreadsheet. Individual survey data is compared with the summary results provided in the application. This system is recognized as industry accepted COTS applications for completing this activity.

► **Customer trust measurement of the Federal Housing Administration (FHA) Resource Center**

This measure will track perceptions of trust in the FHA Resource Center through five surveys from the Originations Operations of the Department's single-family programs at HUD's four Homeownership Centers and Headquarters office, and two surveys from the Servicing Operations of HUD's National Servicing Center and their contractor.

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY17 Actual	**FY18 Actual**	**FY19 Actual**	**FY20 Actual**	**FY21 Actual**	**FY21 Target**	**FY22 Target**	**FY23 Target**	

Percentage of customers who trust the Originations Operations[259]	N/A	N/A	N/A	75.3%	72.1%	75%	75%	75%	Increase
Percentage of customers who trust the Servicing Operations[260]	N/A	N/A	N/A	43.7%	35.9%	50%	50%	50%	Increase

Sub-Metric: Percentage of customers who trust the Originations Operations	
Description:	Percentage of customers who trust the Originations Operations
Data Source:	Five surveys from the Originations Operations of the Department's single-family programs at HUD's four Homeownership Centers and Headquarters office.
Dimension & Unit of Measurement:	The dimension and unit of measurement for the data reflects the percentage of yearly surveys that received "strongly agree" or "agree" ratings in trust in the Department. The unit of measurement includes all survey responses versus the number of those surveys which have "highly satisfied" or "satisfied" ratings.
Calculation Method:	Average yearly rating on customer trust survey question. The number of surveys with a "highly satisfied" or "satisfied" rating on the five Originations Operations surveys divided by the total number of survey responses received on a yearly basis.
Frequency:	The FHA Resource Center survey instruments are conducted monthly. Each survey is sent out to a specific percentage of customers after they receive services.
Data Quality:	Survey Monkey is utilized for capturing Originations Operations survey results. This application creates and sends survey links to collect responses. Monthly survey data is downloaded each month. The application has reporting features that convert survey responses into a summary report.
Validation and Verification:	A quality control process has been implemented to ensure the data for every survey response is validated and captured. Individual responses are exported from Survey Monkey into a spreadsheet. Individual survey data is compared with the summary results provided in the application. This system is recognized as industry accepted COTS applications for completing this activity.
Sub-Metric: Percentage of customers who trust the Servicing Operations	
Description:	Percentage of customers who trust the Servicing Operations

---

[259] HUD is a High Impact Service Provider (HISP) and is required by OMB Circular A-11 Section 280 to submit CX data for public reporting. Transactional customer feedback surveys must include: (1) A required overall trust score, and (2) A required overall score of the transaction (satisfaction). Prior to 2019 the FHA Resource Center did not collect trust in the Department's transactional customer feedback surveys. https://www.performance.gov/cx/assets/files/a11-280.pdf

[260] The FHA Resource Center did not handle any of the National Servicing Center calls until 2019. HUD is a High Impact Service Provider (HISP) and is required by OMB Circular A-11 Section 280 to submit CX data for public reporting. Transactional customer feedback surveys must include: (1) A required overall trust score, and (2) A required overall score of the transaction (satisfaction). Prior to 2019 the FHA Resource Center did not collect trust in the Department's transactional customer feedback surveys. https://www.performance.gov/cx/assets/files/a11-280.pdf

Data Source:	Two surveys from the Servicing Operations of HUD's National Servicing Center and their contractor.
Dimension & Unit of Measurement:	The dimension and unit of measurement for the data reflects the percentage of yearly surveys that received "highly satisfied" or "satisfied" ratings in trust in the Department.
	The unit of measurement includes all survey responses versus the number of those surveys which have "highly satisfied" or "satisfied" ratings.
Calculation Method:	Average yearly rating on customer trust survey question. The number of surveys with a "highly satisfied" or "satisfied" rating on the five Originations Operations surveys divided by the total number of survey responses received on a yearly basis.
Frequency:	The FHA Resource Center survey instruments are conducted monthly. Each survey is sent out to a specific percentage of customers after they receive services.
Data Quality:	General Services Administration (GSA) Touch Points is utilized for capturing survey results. This application creates and sends survey links to collect responses. Monthly survey data is downloaded month. The application has reporting features that convert survey responses into a summary report.
Validation and Verification:	A quality control process has been implemented to ensure the data for every survey is validated and captured. Individual responses are exported from GSA Touch Points system into a spreadsheet. Individual survey data is compared with the summary results provided in the application. This system is recognized as industry accepted COTS applications for completing this activity.

EVIDENCE BUILDING

Federal government is focused on delivering programs and services more effectively, building trust for recipients, advancing equity, and supporting underserved communities. Evidence from America's Customer Satisfaction Index suggests there is substantial need for improvement. The American Customer Satisfaction Index (ACSI) estimates of customer satisfaction are generated by econometric modeling of survey data, where expectations and perceptions of the quality of government services are used as inputs and complaints and citizen trust in government are used as outputs. The 2019 ACSI found that HUD ranked 14 points below the mean government score of 68.1.[261]

Improving CX depends critically on building evidence to inform effective change. The development of the Voice of the Customer (VOC) tool by the Chief Financial Officer is foundational to this evidence-building work.[262] HUD is committed to centering equity considerations through CX evidence-building.

Earlier HUD research in the CX domain remains pertinent. HUD has used statistically representative surveys in various ways to measure satisfaction of final customers (assisted renters), including through use of the Resident Assessment Subsystem by the Real Estate Assessment Center for project-based programs during 2000–2003[263] and Office of Policy Development and Research (PD&R) surveys of voucher households. In support of the

---

[261] American Customer Satisfaction Index. 2020. "ACSI Federal Government Report 2019." https://www.theacsi.org/images/stories/images/reports/20jan_gov-report-2019.pdf.
[262] HUD. 2020. *HUD Research Roadmap: 2020 Update*. https://www.huduser.gov/PORTAL/sites/default/files/pdf/ResearchRoadmap-2020.pdf. See p.58.
[263] See for example indicators 1.2.4.5 and 5.1.3 of HUD FY 2001 Annual Performance Report. https://www.hud.gov/program_offices/cfo/reports/cforept/priorcforep.

Government Performance and Results Act, PD&R also conducted several program partner satisfaction surveys to measure service delivery outcomes for partner groups such as housing providers, cities, lenders, and grantees. [264] The partner survey work provided the insight that satisfaction of HUD's program partners depends in part on whether they perceive the Department as primarily regulating or primarily supporting them. Such evidence suggests that engaging employees and partners in a compelling shared mission could be a key strategy for improving customer experience and outcomes in the present CX initiative.

HUD's Learning Agenda includes a research question principally related to objective 5E:

- Which drivers of customer experience most frequently hinder satisfaction and trust for specific program services?

---

[264] PD&R, 2009. "Tell Us About Your Home: Three Years of Surveying Housing Quality and Satisfaction in the Housing Choice Voucher Program." https://www.huduser.gov/portal/publications/Tell-Us-About-Your-Home.html. See "Partner Satisfaction With HUD's Performance: 2010 Survey Results and Trends Since 2005," https://www.huduser.gov/portal/publications/polleg/partnersatis_2011.html; "Partner Satisfaction with HUD's Performance" (2006),

Cross-Agency Priority Goals

Established by the Government Performance and Results Modernization Act of 2010, Cross-Agency Priority (CAP) Goals are a tool used by the Administration to accelerate progress on a limited number of Presidential priority areas where implementation requires active collaboration between multiple agencies, overcoming organizational barriers to achieve better performance than one agency can achieve on its own.

Set or revised at least every four years, CAP Goals include outcome-oriented goals that cover a limited number of crosscutting policy areas as well as management goals focused on management improvements across the Federal Government. Each goal focuses on driving cross-governmental collaboration and tackling government-wide management challenges affecting most agencies. Goals will feature clearly named accountable officials; data-driven reviews that incorporate a broad range of quantitative and qualitative inputs; and reporting to the public through a common website as a framework to drive performance improvements.

A series of Administration-wide CAP Goals will be determined during FY22. Please refer to https://www.performance.gov/ for the Department's contributions and progress toward the CAP Goals, where applicable.

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	Page Number
1: Strengthening and empowering the Federal workforce	1.1 Attract and hire the most qualified employees, who reflect the diversity of our country, in the right roles across the Federal Government	5A: Enable the HUD Workforce	Allocate resources to ensure human capital planning and operations enable HUD to hire, and retain, a highly-skilled workforce.	139
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Provide opportunities for continuous development and professional growth to meet HUD's mission needs.	139
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Proactively prevent discrimination on the basis of race, color, religion (including failure to accommodate), sex (including pregnancy and gender identity), national origin, age, disability (including failure to accommodate), genetic information, sexual orientation, and parental status, as well as	140

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	Page Number
			retaliation for prior protected EEO activity.	
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Integrate principles of diversity, equity, inclusion, and accessibility (DEIA) into all HUD programs, policies, and practices.	140
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Create a safe, engaged, and high performing work culture.	141
1: Strengthening and empowering the Federal workforce	1.3 Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends	5A: Enable the HUD Workforce	Develop a resilient workforce that can sustain operations in times of crisis.	141
1: Strengthening and empowering the Federal workforce	1.3 Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees.	142
1: Strengthening and empowering the Federal workforce	1.4 Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions	5A: Enable the HUD Workforce	Provide opportunities for continuous development and professional growth to meet HUD's mission needs.	139

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	Page Number
1: Strengthening and empowering the Federal workforce	1.4 Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees.	142
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Continue Implementation of Technology Modernization Efforts.	154
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Manage Internal and External Customer Relationships; incorporate feedback surveys from customer groups.	154
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Strengthen and Modernize the OCIO Organizational Structure; enhance training and information on IT for all HUD Employees.	154
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Leverage available sources of information from customer feedback that will enable HUD to measure the effectiveness of program delivery.	155
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Establish relationships with local communities and diverse groups to better improve the collection of accurate information and the development of modern technology.	155

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	Page Number
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5E: Improve Ease, Effectiveness and Trust in HUD Services	Better understand the lived experience of HUD's customers.	169
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5E: Improve Ease, Effectiveness and Trust in HUD Services	Establish a customer listening practice.	169
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5E: Improve Ease, Effectiveness and Trust in HUD Services	Design and implement solutions that measurably improve HUD CX.	170
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.2 Design, build, and manage Government service delivery for key life experiences that cut across Federal agencies	5E: Improve Ease, Effectiveness and Trust in HUD Services	Better understand the lived experience of HUD's customers.	169
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.2 Design, build, and manage Government service delivery for key life experiences that cut across Federal agencies	5E: Improve Ease, Effectiveness and Trust in HUD Services	Establish a customer listening practice.	169
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.3 Identify and prioritize the development of Federal shared products, services, and standards that enable simple, seamless, and secure customer experiences across High Impact Service Providers	5C: Strengthen Information Technology	Leverage available sources of information from customer feedback that will enable HUD to measure the effectiveness of program delivery.	155

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	Page Number
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.3 Identify and prioritize the development of Federal shared products, services, and standards that enable simple, seamless, and secure customer experiences across High Impact Service Providers	5E: Improve Ease, Effectiveness and Trust in HUD Services	Better understand the lived experience of HUD's customers.	169
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.3 Identify and prioritize the development of Federal shared products, services, and standards that enable simple, seamless, and secure customer experiences across High Impact Service Providers	5E: Improve Ease, Effectiveness and Trust in HUD Services	Establish a customer listening practice.	169
3: Managing the Business of Government to Build Back Better	3.1 Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities	5B: Improve Acquisition Management	Increase the inclusion of small and small disadvantaged businesses by helping them navigate Federal contracting opportunities.	149
3: Managing the Business of Government to Build Back Better	3.1 Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities	5B: Improve Acquisition Management	Improve the HUD-wide governance structure for acquisition planning by increasing transparency, collaboration, and efficiency.	148
3: Managing the Business of Government to Build Back Better	3.1 Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities	5B: Improve Acquisition Management	Improve policies, processes, and procedures for assisted acquisitions.	149

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	Page Number
3: Managing the Business of Government to Build Back Better	3.1 Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities	5B: Improve Acquisition Management	Ensure that new eligible contracts meet sustainable acquisition requirements.	150
3: Managing the Business of Government to Build Back Better	3.2 Build capacity in Federal financial management and through Federal financial assistance to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	4A: Guide Investment in Climate Resilience	Foster innovation while removing barriers to energy efficiency and renewable energy in the HUD portfolio.	106
3: Managing the Business of Government to Build Back Better	3.2 Build capacity in Federal financial management and through Federal financial assistance to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	4A: Guide Investment in Climate Resilience	Eliminate discriminatory barriers to ensure CDBG-DR and CDBG-MIT grantees can access disaster and mitigation-related needs.	107
3: Managing the Business of Government to Build Back Better	3.2 Build capacity in Federal financial management and through Federal financial assistance to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees.	142
3: Managing the Business of Government to Build Back Better	3.2 Build capacity in Federal financial management and through Federal financial assistance to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	5D: Enhance Financial and Grants Management	Analyze HUD's grants landscape through oversight and data collection activities.	162

Section Three: Additional Information

Major Management Priorities and Challenges

Major management priorities and challenges are addressed by the strategic goal to Strengthen HUD's internal capacity and efficiency. Please see the HUD management objectives *(5A: Enable the HUD Workforce; 5B: Improve Acquisition Management; 5C: Strengthen Information Technology; 5D: Enhance Financial and Grants Management; and 5E: Improve Ease, Effectiveness, and Trust in HUD Services)* for information on the management priorities and challenges HUD will be pursuing as part of the Strengthen HUD's internal capacity and efficiency goal.

Acronym List

Acronym	Definition
ABA	Annual Budget Authority
ACSI	American Customer Satisfaction Index
ADU	Accessory Dwelling Units
AFFH	Affirmatively Furthering Fair Housing
AIDS	Acquired Immunodeficiency Syndrome
APG	Agency Priority Goal
APP	Annual Performance Plan
ARC	Administrative Resource Center
ARCATS	Audit Resolution and Corrective Actions Tracking System
ARP	American Rescue Plan
ARRA	American Recovery and Reinvestment Act
CAP	Cross Agency Priority
CARES	Coronavirus Aid, Relief, and Economic Security Act
CDBG	Community Development Block Grant
CDBG-DR	Community Development Block Grant Disaster Recovery
CDBG-MIT	Community Development Block Grant Mitigation
CDC	Centers for Disease Control and Prevention
CFDA	Catalog of Federal Domestic Assistance
CFO	Chief Financial Officers
CFR	Code of Federal Regulations
CHUMS	Computerized Homes Underwriting Management System
CIO	Chief Information Officer
CoC	Continuums of Care
COOP	Continuity of Operations
COTS	Commercial off-the-shelf
COVID-19	Coronavirus Disease of 2019
CPD	Community Planning and Development
CSS	Community and Supportive Services
CX	Customer Experience
DAP	Development Application Processing
DEIA	Diversity, Equity, Inclusion, and Accessibility
DHS	Department of Homeland Security
DOE	United States Department of Energy
DOL	U.S. Department of Labor
DPA	Down Payment Assistance
DRGR	Disaster Recovery Grant Reporting
EEI	Employee Engagement Index
EEM	Energy Efficient Mortgage
EEO	Equal Employment Opportunity
EFRM	Enterprise Fraud and Risk Management
eNotes	Electronic Promissory Note
EPA	United States Environmental Protection Agency
EPC	Energy Performance Contract
ESG	Environmental, Social, and Governance
eVault	Electronic Vault
FAST-41	Fixing America's Surface Transportation Act

FEMA	Federal Emergency Management Agency
FEVS	Federal Employee Viewpoint Survey
FFB	Federal Financing Bank
FHA	Fair Housing Administration
FHAP	Fair Housing Assistance Program
FHIP	Fair Housing Initiatives Program
FISMA	Federal Information Security Modernization Act
FITARA	Federal Information Technology Acquisition Reform Act
FOIA	Freedom of Information Act
FSS	Family Self-Sufficiency
FUP	Family Unification Program
FY	Fiscal Year
FYI	Foster Youth to Independence
GAO	U.S. Government Accountability Office
GEMS	Grants Evaluation Management System
Ginnie Mae	Government National Mortgage Association
GSA	General Services Administration
GSE	Government Sponsored Enterprises
HAP	Housing assistance payments
HBCU	Historically Black Colleges and Universities
HCD	Human-Centered Design
HCS	Housing Counseling System
HCV	Housing Choice Voucher
HDX	Homelessness Data Exchange
HEMS	HUD Enforcement Management Systems
HEREMS	Housing Enterprise Real Estate Management System
HHGMS	Healthy Homes Grant Management System
HHS	U.S. Department of Health and Human Services
HMIS	Homeless Management Information System
HOME	HOME Investment Partnerships Program
HTF	Housing Trust Fund
HUD	U.S. Department of Housing and Urban Development
HUDCAPS	HUD Central Accounting and Program System
HUD-VASH	HUD Veterans Affairs Supportive Housing
HVAC	Heating, ventilation, and air conditioning
ICDBG	Indian Community Development Block Grant
IDIS	Integrated Disbursement and Information System
IHBG	Indian Housing Block Grant
IMS/PIC	Integrated Management System/ Public and Indian Housing Information Center
IPC	Interagency Policy Committee
iREMS	Integrate Real Estate Management System
IRP	Interest reduction payments
IT	Information Technology
IWISH	Integrated Wellness in Supportive Housing
LEP	limited English proficiency
LEPI	Limited English Proficiency Initiative
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, and Queer
LIHTC	Low Income Housing Tax Credits
LOCCS	Line of Credit Control System

M2M	Mark-to-Market System
MASS	Management Assessment Subsystem
MBS	Mortgage-Backed Securities
MCH	Maternal and Child Health
MGT	Modernizing Government Technology
MIP	Mortgage Insurance Premium
MOU	Memoranda of Understanding
MPRD	Multifamily Portfolio Reporting Database
MSI	Minority Serving Institutions
MTW	Moving To Work
NEPA	National Environmental Policy Act
NFC	National Finance Center
NFHTA	National Fair Housing Training Academy
NOFO	Notice of Funding Opportunity
NPRM	Notice of Proposed Rulemaking
NRI	National Risk Index
NSPIRE	National Standards for the Physical Inspection of Real Estate
OCFO	Office of the Chief Financial Officer
OCHCO	Office of the Chief Human Capital Officer
OIG	Office of Inspector General
OLHCHH	Office of Lead Hazard Control and Healthy Homes
OMB	Office of Management and Budget
OPM	Office of Personnel Management
PALT	Procurement Acquisition Lead Times
PBRA	Project Based Rentals Assistance
PD&R	Office of Policy Development and Research
PH	Public Housing
PHA	Public Housing Authority
PIH	Office of Public and Indian Housing
PIT	Point-in-Time
PMA	President's Management Agenda
PMIAA	Program Management Improvement Accountability Act
PRAC	Project Rental Assistance Contracts
PRISM	Purchase Request Information System Management
PSH	Permanent Supportive Housing
RAD	Rental Assistance Demonstration
RBC	Regulatory Barriers Clearinghouse
REAC	Real Estate Assessment Center
RECAP	The Office of Recapitalization
REO	Real Estate Owned
RRD	RAD Resource Desk
RRH	Rapid Re-Housing
RTMPH	Radon Testing and Mitigation in Public Housing
S3R	Section 3 Reporting Platform
SBA	Small Business Association
SDQ	Serious delinquency
SSP	Shared Service Provider
SSVF	Supportive Services for Veteran Families
TAD	Target Award Date

TBD	To Be Determined
TDAT	Tribal Directory Assessment Tool
TRACS	Tenant Rental Assistance Certification System
TRRD	Target Requisition Release Date
UPB	Unpaid Principal Balance
USDA	The United States Department of Agriculture
USDWS	United States Design System
USICH	United States Interagency Council on Homelessness
VA	United States Department of Veterans Affairs
VAWA	Violence Against Women Act
VMS	Voucher Management System
VOC	Voice of the Customer

Icon List

Icon	Definition
★	Denotes an Agency Priority Goal
📋	Denotes alignment with a President's Management Agenda Cross-Agency Priority Goal
🍃	Denotes content featured in HUD's Climate Action Plan
👤	Denotes customer experience-focused strategies, sub-strategies, or milestones
⚖	Denotes equity-focused strategies, sub-strategies, or milestones

FISCAL YEAR 2023 ANNUAL PERFORMANCE PLAN