HUD Act of 1968

50 Years of Promoting Economic Opportunity

NATIONAL TRAINING CONFERENCE

Day 1
June 18
HUD’s Implementation of Section 3
Departmental Office of Strategic Planning & Management

Tiffany Johnson

Day 1
June 18, 2018
The Office of Strategic planning and Management (OSPM) is responsible for driving organizational, programmatic and operational change across the department to maximize agency performance. The office facilitates the Department-wide strategic planning process with the Secretary, the senior leadership team, and external stakeholders.

This process includes:
1. Working with Senior Leadership to identify strategic priorities
2. Transformational change initiatives
3. Monitoring key performance measures against established targets.

OSPM’s Objective: Connect & Contextualize

1. Planning
   - Strategic Plan (4-Year Cycle)
   - Senior Leadership Off-Sites
   - Annual Performance Plan (APP)
   - HQ and local operating plans
   - Budget

2. Tracking & Reporting
   - Annual Performance Report (APR)
   - Quarterly data collection
   - BI tool reports
   - Agency Financial Report (AFR)
   - Performance.gov

3. Evaluate & Adjust
   - Rx for HUD
   - Action Items
     - Senior Team Updates
     - Performance Goals
     - Agency Priority Goals (APGs)
     - Reporting Calendar
Step 1 Planning: Secretary Carson’s Vision

HUD’S IMPLEMENTATION

Empowering people to move beyond HUD assistance up the economic ladder

Economic Self Sufficiency

Protecting Taxpayers

Streamlining Operations

Zero tolerance for fraud, waste, and abuse

Radically streamlining and simplifying our programs and rules

Continuing to deliver on HUD’s core mission
Step 1  Planning: Strategic Plan Priority Objectives

We will strive to focus HUD’s efforts towards the holistic development of the individual in order to empower communities.

<table>
<thead>
<tr>
<th>Economic Self Sufficiency</th>
<th>Protecting Taxpayer Funds (Integrity Task Force)</th>
<th>Streamlining Operations</th>
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</thead>
<tbody>
<tr>
<td>Envision Centers</td>
<td>Finance Transformation</td>
<td>Current State Assessment</td>
</tr>
<tr>
<td>Positive Exits</td>
<td>Grants Consolidation</td>
<td>Deregulatory Agenda</td>
</tr>
<tr>
<td>Rental Reform</td>
<td>Acquisitions</td>
<td>Simplification of Programs and Rules and Process Improvement</td>
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<tr>
<td>Rewrite/Rebrand Section 3</td>
<td>Enterprise Risk and Fraud Management</td>
<td>Information Technology</td>
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**Step 1 Planning: Strategic Plan Priority Objectives**

1. **Economic Self Sufficiency**
   - Promote Economic Opportunity
   - Enhance Rental Assistance
   - Increase Homeownership and Financial Viability
   - End Homelessness
   - Remove Lead and Other Health Hazards

2. **Protecting Taxpayers**
   - Strengthen Fiscal Responsibility and Controls

3. **Streamlining Operations**
   - Organize and Deliver Services More Effectively
   - Improve the Way We Work
   - Regulations
Step 1 Planning: HUD Strategic Plan 2018-2022

HUD Strategic Plan 2018-2022

PROMOTE ECONOMIC OPPORTUNITY

Promote economic opportunity by reducing economic disparities among low-income and high-poverty households.

Objective

Although HUD has long understood that the core work of the agency is centered on helping American families, HUD is committed to connecting program participants with supportive services to close education and employment gaps that contribute to violence.

LEADING THE OBJECTIVE

Objective Lead

David Byrd
Senior Advisor
Office of the Secretary

Contributing Programs

Family Self-Sufficiency (FSS) Jobs Hub Contact Center

External Partners

Departments of Labor, Department of Education, Department of Agriculture, Small Business Administration, Department of Commerce, and others.

Strategies

- Create EnVision Center network to improve access and delivery of supportive services to American families through public and private partners.
- Assess and promote economic self-sufficiency programs, including housing, Family Self-Sufficiency, and education.
- Provide targeted outreach on supportive services for education. HUD will provide targeted outreach to low-income families to increase participation in education, training, and workforce development programs.
- Leverage partnerships with other Federal and local agencies, non-profits, and private businesses to increase participation by HUD-assisted households in work and job training programs.
### Strategies and Major Milestones

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Major Milestones</th>
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<tbody>
<tr>
<td>Create an EnVision Center Network to improve access and delivery of supportive services to American families through public and private partners.</td>
<td>12/31/2017: Launch the EnVision Center Network</td>
</tr>
<tr>
<td>Assess and promote economic self-sufficiency programs including Jobs Plus, Family Self Sufficiency (FSS), and Section 3 to serve more PHAs. Explore options to bring these services to residents of Multifamily properties.</td>
<td>4/30/2019: Open three physical Envision Centers.</td>
</tr>
<tr>
<td>Provide targeted outreach on supportive services for education. Using HUD and Federal Student Aid (FSA) matched data, HUD will target outreach on higher education, financial aid, and education navigation services.</td>
<td>12/31/2018: Publication of a Final Section 3 Rule. 2/24/2019: Technical Assistance and Publication of Best Practices for Jobs Plus program.</td>
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Page 12 of HUD’s 2019 Annual Performance Plan
Step 2 Track & Report: HUD’s Annual Performance Plan (APP)

Pages 14-15 of HUD's 2019 Annual Performance Plan
Step 3 Evaluate & Adjust: Rx for HUD

### Key Initiatives (in order of priority)

1. **Create Envision Center network** to improve access and delivery of supportive services.
2. **Assess and promote economic self-sufficiency programs** to serve more PHAs.
3. **Provide targeted outreach on supportive services for education.**
4. **Leverage partnerships** with other Federal and local agencies, non-profits, and private businesses to increase participation by HUD-assisted households in work and job training programs.
5. **Develop a legislative proposal** that modifies the rental calculation system to encourage work and stable family formation, simplifies administration, improves fiscal sustainability, and increases local control and choice.

### Major Project Milestones and Accomplishments

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<tr>
<th>#</th>
<th>Date</th>
<th>Status</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>March 2018</td>
<td></td>
<td>Launch Enhanced Envision Center Application</td>
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<td>2</td>
<td>March 2018</td>
<td></td>
<td>Implement a new technical assistance initiative to help those cities with the largest increases in unsheltered homelessness.</td>
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<td>3</td>
<td>April 2018</td>
<td></td>
<td>Drop Legislative Package and Rollout on Rental Reform</td>
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<td>4</td>
<td>June 2018</td>
<td></td>
<td>Section 3 50th Anniversary Event</td>
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<tr>
<td>5</td>
<td>June 2018</td>
<td></td>
<td>Launch Envision Center Network/Communities Initiative and Host Envision Center Symposium</td>
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### Percentage of Work-Able Households Exiting Assisted Housing with Low Subsidy Needs (Section 8)

<table>
<thead>
<tr>
<th></th>
<th>FY 15</th>
<th>FY 16</th>
<th>FY 17</th>
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<tbody>
<tr>
<td>Metrics</td>
<td></td>
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<tr>
<td>Percentage of work-able households exiting assisted housing with low subsidy needs</td>
<td>Tracking Only</td>
<td>18.7%</td>
<td>9/30/17</td>
</tr>
<tr>
<td>Median percentage change in income of individuals who complete economic development programs</td>
<td>Tracking Only</td>
<td>79.9%</td>
<td>9/30/17</td>
</tr>
<tr>
<td>Percentage of Section 3 residents hired, of total hiring that occurs because of Section 3 covered HUD funding</td>
<td>Tracking Only</td>
<td>47.0%</td>
<td>9/30/17</td>
</tr>
<tr>
<td>Percent of total dollar amount of construction contracts with Section 3-covered HUD funding that is awarded to Section 3 businesses</td>
<td>Tracking Only</td>
<td>13.0%</td>
<td>9/30/17</td>
</tr>
<tr>
<td>Percent of total dollar amount of non-construction contracts with Section 3-covered HUD funding that is awarded to Section 3 businesses</td>
<td>Tracking Only</td>
<td>8.00%</td>
<td>9/30/17</td>
</tr>
<tr>
<td>Number of self-certified Section 3 businesses in HUD’s registry nationwide</td>
<td>Tracking Only</td>
<td>3,587</td>
<td>9/30/17</td>
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### Decision Point/Flag

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<th>#</th>
<th>Recommendation</th>
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### HUD’S IMPLEMENTATION

Dashboard Example
Step 3 Evaluate & Adjust: Rx for HUD Quarterly Meeting

The Quarterly Rx for HUD Meeting allows Senior Leadership to Evaluate Progress on Milestones and Metrics.

Create Culture of Review and Accountability Across the Organization.
3. Evaluate & Adjust
Set a time to check your progress and tweak the process to get results
- Are you meeting your desired targets?
- What changes are necessary to meet your target?
- Are you tracking the correct outcomes/metrics?
- Have you reached your milestones? Why not?

2. Tracking & Reporting
Create a Data Driven Approach
- What is the cadence for reporting?
- Who is analyzing the data?

1. Planning
Come up with a plan
- What are major risk factors?
- What are the resources available? Needs?
- What can be accomplished in the allotted time period?
- What are the metrics, milestones or data that should be captured?