



U.S. Department of Housing and Urban Development

ANNUAL PERFORMANCE PLAN

FISCAL YEAR
2019

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About This Plan

The Fiscal Year (FY) 2019 Annual Performance Plan (APP) for the U.S. Department of Housing and Urban Development (HUD) provides detailed performance-related information to the President, the Congress, and the American people. This plan allows readers to identify HUD’s FY 2019 performance targets, relative to HUD’s objectives and stewardship of public resources. This plan consists of several important 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 and scope of responsibilities.

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. In addition, HUD’s strategic framework contains three management objectives intended to improve departmental operations.

For each strategic objective that HUD will monitor in FY 2019, we have included associated major milestones and performance metrics to track our progress. Each department is responsible for identifying a limited number of performance goals that are high priorities over a two-year period. These Agency Priority Goals (APGs) support 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’s most recent APGs were established in FY 2018 to cover a two-year performance period (FY 2018-2019). APG roadmaps detail the major steps HUD will take to attain each goal. These maps group related tasks into like areas using “1.0, 1.1 and 2.0” to demonstrate relationships. Performance indicators have targets and are how HUD will track its progress. For some performance indicators, we are still gathering data to establish baselines and preparing to set targets in future years. These metrics are indicated with the phrase “Establish Baseline” in the tables. A third category of indicators, marked as “Tracking Only,” provide information about program operations or external conditions but will not have targets. For these indicators, targets would be difficult to establish, would not provide meaningful indications of agency performance expectations, or could create unintended incentives for program staff and our partners.

Some of the data published in the *FY 2016 Annual Performance Report (APR)* and *FY 2018 APP* that has been carried over into this report has been modified by HUD. Information regarding changes to previously published indicators and milestones are in the footnotes of this report. Although HUD strives to maintain consistency year to year, the Department will continue to scrutinize the effectiveness of its metrics and make changes when areas for improvement are identified.



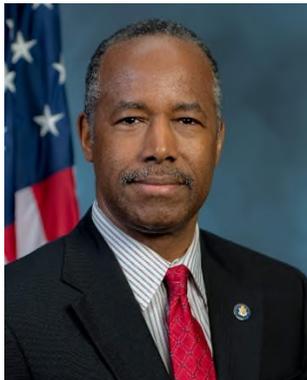
Figure 1: This sample strategic flow demonstrates how the strategic goals, strategic objectives, performance goals, and Agency Priority Goals should cascade from the Department’s mission.

Additional Information

This final section of the APP includes required supporting information, including a description of HUD's data-driven management review process, a summary of both completed and upcoming evaluations and research to inform progress on our strategic goals, and a section on data validation and verification.

Section One: Agency Organization and Performance Reporting

Message from Secretary Carson



I am proud to present the U.S. Department of Housing and Urban Development's (HUD's) Annual Performance Plan (APP) for FY 2019. The strategies and targets in this plan lay out how HUD plans to achieve its mission to provide safe, decent, affordable housing for the American people while being good stewards of taxpayer dollars in FY 2018-2019.

HUD's first goal is to Rethink American Communities, which consists of five policy objectives and includes our four Agency Priority Goals (APGs). Our first APG is to transform assisted housing by transitioning Public Housing units to more sustainable platforms. The challenges with maintaining the quality of Public Housing are numerous. To solve these challenges, HUD must work to increase both private capital investment and state and local control of affordable housing. HUD plans to streamline and create incentives for current programs that convert public housing units to different platforms, as well as conduct pilot programs that test other ways to transition public housing units effectively and successfully.

Another priority area for HUD is to reduce the average length of homelessness in America. It is vital that when folks fall on hard times, they are connected to supports and return to housing as quickly as possible. That is why HUD will listen and learn from local communities that are rolling out innovative, cost-effective solutions. These lessons will be used to develop a targeted strategy for addressing unsheltered homelessness. We will use new, systems-level data on the length of time a person experiences homelessness and the number of people returning to homelessness to determine if interventions are having immediate and long-term impact in the whole community, not just individual programs.

I am also dedicated to protecting Americans from lead-based paint hazards and other housing-related health and safety risks. HUD's APG to make an additional 23,500 at-risk housing units healthy and lead-safe by the end of FY 2019 will go a long way in helping us reach this goal. HUD will further measure its impact by tracking children's lead-blood levels in high-risk, target communities. We will work to strengthen and better leverage partnerships with local businesses, nonprofits, and governments to further this work.

To achieve my vision of housing assistance as a temporary safety net for most and a long-term aid only for the most vulnerable, we must simultaneously promote economic opportunity for those receiving HUD rental assistance. This will be done by connecting residents with supportive services, especially jobs and education. A key part of this effort will be creation of the EnVision Center Network, which will feature both a web application and multiple physical sites that will bring together community supportive service providers and HUD-assisted residents. HUD aims to increase the number of people leaving public housing for positive reasons such as income increases.

None of this important work can be truly successful if the government does not deliver to our primary customer – the American taxpayer. That's why I've asked us to reimagine the way HUD works. Through these objectives, we will improve and optimize our delivery of services; improve HUD's infrastructure, skills, and equipment; and strengthen our financial and grants management. These improvements will provide the foundation needed to achieve our policy goals.

HUD's FY 2019 APP lays out how we will encourage American communities to more fully thrive and prosper by improving affordable housing programs, promoting economic opportunity for HUD-assisted families, and working to end homelessness and eliminate lead and other health and safety issues in at-risk communities. The strategies in this plan will hold us accountable to achieve those objectives and allow Americans to thrive.

Introduction

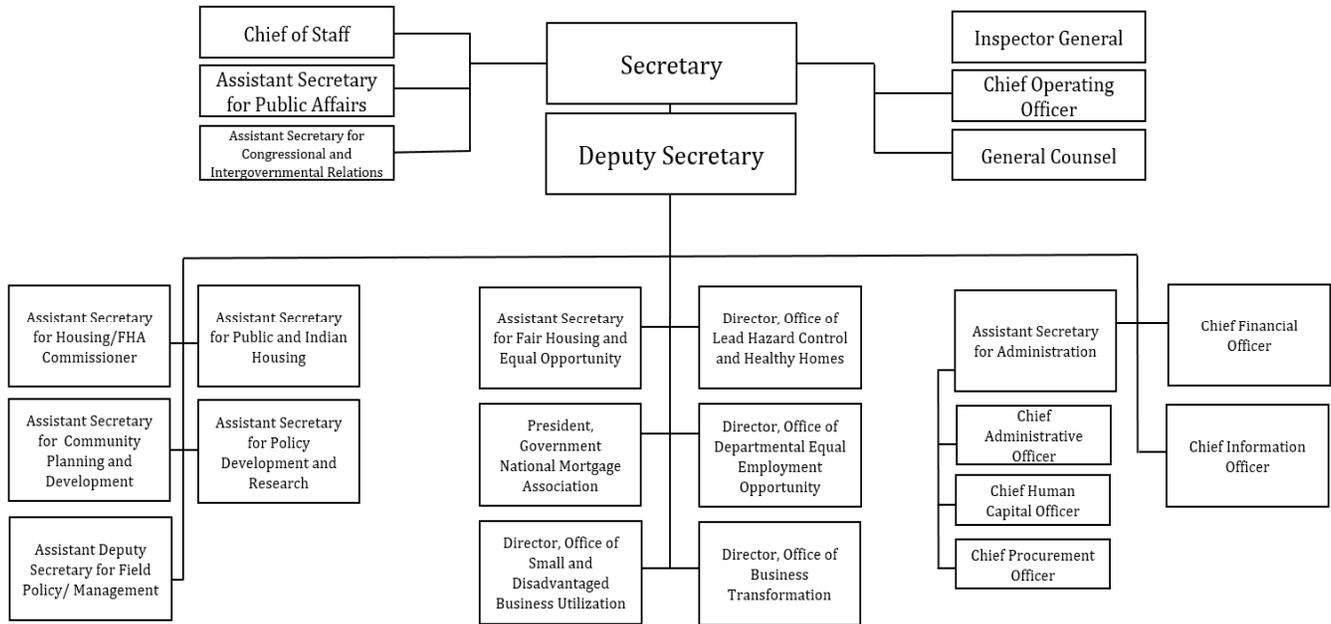
This *Fiscal Year (FY) 2019 Annual Performance Plan (APP)* for the U.S. Department of Housing and Urban Development (HUD) contains the Department's FY 2018-19 performance targets. This plan reflects HUD's continuing commitment to inform the American people, the Congress, its partners and employees about the mission, goals, and work the Department seeks to accomplish.

HUD's mission is to create strong, sustainable, inclusive communities and quality affordable homes for all. HUD works to: support responsible homeownership for creditworthy but underserved populations, help meet the need for quality affordable housing, end homelessness, promote self-sufficiency for HUD-assisted residents, and remove lead-based paint hazards and other health and safety risks from homes.

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

Agency Structure

HUD, a Cabinet-level agency 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.](#)

HUD's FY 2018-2022 Strategic Framework

Rethink American Communities

Promote Economic Opportunity ☆

Promote economic opportunity by encouraging self-sufficiency and financial stability among HUD-assisted residents.

Enhance Rental Assistance ☆

Enhance and reform our rental assistance programs by providing sustainable models to empower communities to address local affordable housing needs.

Reduce the Average Length of Homelessness ☆

Prevent homelessness whenever possible and quickly help Americans who become homeless to ensure such experiences are brief and non-recurring.

Support Sustainable Homeownership and Financial Viability

Balance our role to support homeownership while safeguarding the American taxpayer and modernizing our housing finance system.

Remove Lead-Based Paint Hazards and Other Health Risks from Homes ☆

Protect the health of residents by addressing lead-based paint and other health and safety hazards in housing.

Reimagine the Way HUD Works

Organize and Deliver Services More Effectively*

Rethink how we deliver services directly to our customers to increase consistency and accountability.

Improve the Way We Work*

Improve the way we work, enhance working conditions, empower employees, and equip managers with tools and training to be successful.

Strengthen Fiscal Responsibility and Controls*

Streamline and improve financial and grants management to reduce material audit weaknesses, increase transparency, and ensure strong stewardship of Federal resources.

☆ These objectives include an FY 2018-2019 Agency Priority Goal.

*These objectives reflect FY 2018-2022 HUD's management objectives.

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

Strategic Objective: Promote Economic Opportunity

Promote economic opportunity by encouraging self-sufficiency and financial stability among HUD-assisted residents.

🌟 **Agency Priority Goal for FY 2018-19: Promote economic opportunity for HUD-assisted residents by encouraging self-sufficiency and financial stability, as measured by increasing the proportion of households who exit HUD-assisted housing for positive reasons.** 🌟

OBJECTIVE

Although HUD has long understood that the core work of the agency is centered on housing American families, we must endeavor to connect program participants with supportive services to close education and employment gaps that prevent them from achieving self-sufficiency. HUD will leverage partnerships with other Federal agencies, states, localities, businesses and non-profits to help HUD-assisted residents find a path to financial stability.

LEADING THIS OBJECTIVE

Objective Lead
David Byrd
Senior Advisor
Office of the Secretary

The goal is to create a clear path to self-sufficiency and reduce the need for HUD assistance. HUD must focus on the educational and work preparedness outcomes of participants by expanding and aligning existing economic self-sufficiency programs. HUD has achieved results through coordinated efforts with local partners, particularly through cross-program and interagency collaboration that focuses on place-based outcomes. The agency will seek to expand this coordination by creating community-based EnVision Center networks and improving access to supportive services at the local level. HUD will create low-cost, sustainable models for short- and long-term educational and work outcomes that lead to self-sufficiency, as well as connecting participants to financial and credit literacy programs via private and public partners. We are committed to measuring success based on how many graduate from our programs in a financially stable position, rather than determining success based on how many people we are enrolling in them.

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
Create an EnVision Center Network to improve access and delivery of supportive services to American families through public and private partners.	<p>12/31/2017: Launch the EnVision Center Network</p> <p>4/30/2019: Open three physical Envision Centers.</p>
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.	<p>12/31/2018: Publication of a Final Section 3 Rule.</p> <p>2/24/2019: Technical Assistance and Publication of Best Practices for Jobs Plus program.</p>
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. HUD will	<p>3/31/2018: Conduct outreach on HUD's data sharing roadmap to support local</p>

continue to promote the use of local data sharing agreements between school systems and HUD-assisted housing to target services.

partnerships between housing and education providers.

9/1/2019: Publish preliminary findings on ROSS for Education (Project S.O.A.R.) impacts on FAFSA completions and enrollment in higher education among HUD-assisted residents.

Leverage partnerships with other Federal and local agencies, non-profits, and private business to increase participation by HUD-assisted households in work and job training programs.

11/30/2018: Provide technical assistance on credit reporting for Multifamily property owners and PHAs.

KEY PERFORMANCE INDICATORS

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

► **Proportion of households exiting assisted housing for positive reasons**

This measure will track the percentage of households who exit HUD-assisted housing for positive reasons as a proportion of all exits. This data will come from new tracking in Public Housing, Housing Choice Vouchers (HCV), and Multifamily Housing programs. Positive reasons will be defined in the new data collection process, but will include increases to household income.

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
N/A	N/A	N/A	N/A	Establish baseline

► **Percentage of work-able households exiting assisted housing with low subsidy needs**

This measure will track the percentage of households that leave tenant-based Section 8 assistance with their income-based subsidies at or near zero. Such low subsidies imply that household incomes have increased to the extent that market-based housing is within reach. This measure will serve as a proxy for positive exits as HUD secure the new data on all Section 8, Public Housing, and Multifamily programs. This measure will focus on households with at least one non-elderly, non-disabled adult member.¹ “Work-able” will be further defined in the forthcoming Rent Reform legislative proposal.

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
17.1%	18.1%	18.7%	Tracking Only	Tracking Only

► **Median percentage change of income of individuals who complete an economic development program**

¹ Elderly is defined as 65 or older, and disabled uses the same definition as program certification rules

This measure will track income growth among households that complete HUD economic development programs. Data shown below is for FSS graduates; future reports will include data from participants of Jobs Plus and EnVision Centers.²

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
72.0%	75.8%	79.9%	Tracking Only	Tracking Only

OTHER INDICATORS

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

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

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
47.2%	50.7%	47.0%	50.0%	50.0%

- ▶ **Percentage of total dollar amount of construction contracts with Section 3-covered HUD funding that is awarded to Section 3 businesses**

Note: The regulatory target for Section 3 business construction contracts is 10 percent of the total dollar amount of construction contracts. While FY2017 results exceeded that target, it was the only year in the past three that this target was met. The near-term goal of Section 3 is to consistently achieve the existing regulatory target while we put in place the tools to encourage higher levels of performance on Section 3 related contracting.

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
9.5%	8.3%	13.0%	10.0%	10.0%

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

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

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
5.5%	5.7%	8.0%	7.0%	7.0%

² At present, outcomes of FSS graduates can be measured in non-Moving to Work agencies.

► **Number of self-certified Section 3 businesses in HUD’s registry nationwide**

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
1,399	2,709	3,587	4,100	4,400

► **Percentage of HUD-assisted tenants ages 17-34 who are currently enrolled in college³**

FY15 Actual	FY16 Actual	FY17 Target	FY18 Target	FY19 Target
N/A	N/A	18%	Tracking Only	Tracking Only

► **Percentage of HUD-assisted tenants ages 17-34 who have completed a Free Application for Federal Student Aid (FAFSA)**

FY15 Actual	FY16 Actual	FY17 Target	FY18 Target	FY19 Target
27%	25%	No data ⁴	Tracking Only	Tracking Only

► **Percentage of HUD-assisted tenants ages 17-34 who completed a Free Application for Federal Student Aid (FAFSA) and then received aid to attend school**

FY15 Actual	FY16 Actual	FY17 Target	FY18 Target	FY19 Target
18%	16%	No data ⁵	Tracking Only	Tracking Only

EVIDENCE BUILDING

HUD is currently conducting rigorous evaluations of the two primary programs to remove work disincentives and improve self-sufficiency among assisted tenants: Family Self-Sufficiency (FSS) and Jobs Plus. A forthcoming 2018 evaluation will provide further evidence about the effectiveness of many FSS programs in a diverse set of cities and local contexts. HUD is assessing the effectiveness of Jobs Plus in the 24 replication sites funded since 2014, to examine the implications of the program’s Earned Income Disregard on work and income-reporting behavior and to assess the long-term impacts of the original model.

Today, HUD does not consistently track data on why residents leave housing assistance, which limits the Department’s ability to assess existing administrative data on the impact of housing as a platform to self-sufficiency. HUD must conduct further evaluation on the reasons for housing assistance exits and outcomes after exit. The proposed FY18 research projects, *Community Service and Self-Sufficiency Requirement* and *Reasons for Housing Assistance Exits and Outcomes After Exit*, would shed further light on the outcomes of assisted households and what PHAs are doing to connect them to supportive services.

³ The data will reflect the American Community Survey (ACS) representative sample estimate of higher education enrollment among HUD-assisted residents. These actuals will be significantly delayed based on ACS data availability.

⁴ Will be available in April 2018.

⁵ Ibid.

Strategic Objective: Enhance Rental Assistance

Enhance and reform our rental assistance programs by providing sustainable models to empower communities to address local affordable housing needs.

★ Agency Priority Goal for FY 2018-19: Transform assisted housing by transitioning 105,000 additional Public Housing units to a more sustainable platform by the end of FY 2019 ★

OBJECTIVE

HUD provides rental assistance to more than 5.6 million low-income households through 21 programs, including programs for elderly residents and individuals with disabilities. Rental housing reforms are necessary to provide sustainable and reliable assistance. HUD will 1) develop and implement a comprehensive strategy for addressing the current and future needs of the public housing program that is more responsive to local communities, 2) create a rental reform package to simplify tenant rent calculations and restructure related incentives, and 3) align and streamline administration of rental assistance programs to better serve HUD residents and stakeholders.

LEADING THIS OBJECTIVE

Objective Lead
 Dominique Blom
*General Deputy Assistant Secretary
 for Public and Indian Housing*

The Public Housing program provides affordable housing to nearly one million families nationwide. The current structure and fiscal constraints of the program limit the flexibility of Public Housing Agencies (PHA) to efficiently operate housing, minimize costs, and provide access to critical resources to recapitalize the portfolio. Through a comprehensive strategy for addressing the current and future needs of the Public Housing program, HUD will propose reforms to maximize rental assistance cost-effectiveness and PHA regulatory flexibility. It will also create opportunities to leverage private capital to rehab these properties and move units to a more sustainable platform. We are also committed to working with our local partners to identify and tear down regulatory barriers that are stifling the development of affordable homes.

The current, burdensome system of determining tenant rents based on complicated income calculations often results in inaccurate income reporting, discourages increased earning, and may discourage stable family formation. Further critical updates are needed to streamline program administration. HUD will propose new methods of calculating and managing tenant rents that address these issues and promote resident economic self-sufficiency. Reducing this burden will help multifamily property owners and PHAs shift their focus to helping families get on a path to economic independence. In addition, the rent reform proposals will promote self-sufficiency and lead to increased economic opportunity as described under the objective to Promote Economic Opportunity.

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p>Engage with residents, PHA management, and industry thought leaders on different rental housing program structures and rent calculations. This engagement will occur through public comment, listening sessions, and other meetings across the country.</p>	<p>4/12/2018: Hold listening session on repositioning of Public Housing.</p> <p>6/1/2018: Hold listening session on Rent Reform.</p> <p>6/1/2018 - 9/30/19: Conduct quarterly meetings with industry groups to get feedback on the Rent Reform proposal.</p>
<p>Improve long term affordable housing options by encouraging Public Housing Authorities to transition Public Housing units with significant unmet capital needs to a more sustainable platform.</p>	<p>6/30/18: Issue Supplemental RAD Notice identifying and implementing additional flexibilities under the law to facilitate less burdensome conversion of public housing and expand the potential applicability of RAD.</p> <p>9/30/2018: Publish Voluntary Conversions Notice, Revised Section 18 Demolition and Disposition Notice, Declaration of Trust Release Notice, and other Notices that respond to public engagement.</p>
<p>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.</p>	<p>3/30/2018: Transmittal of Rent Reform legislative proposal to Congress.</p>

KEY PERFORMANCE INDICATORS

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

▶ **Number of Public Housing units transitioned to a sustainable platform**

This measure will track the number of Public Housing units transitioned through the Rental Assistance Demonstration (RAD), Voluntary Conversions, Section 18 Demolitions and Dispositions, and Declaration of Trust release.

	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
RAD Conversions	19,570	18,695	21,933	40,000	40,000
Voluntary Conversions	N/A	N/A	N/A	0 ⁶	1,500
Section 18 Demolitions/ Dispositions	N/A	N/A	N/A	10,000	12,000
Declaration of Trust Release	N/A	N/A	N/A	721	800

OTHER INDICATORS

▶ **Public Housing occupancy rate**

This measure will track the percentage of Public Housing units that are occupied so that HUD can ensure optimal occupancy rates for units remaining the Public Housing program.

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
95.60%	95.69%	95.25%	Tracking Only	Tracking Only

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

This measure will track the percentage of Project-Based Rental Assistance program units that are occupied.

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
94.4%	94.6%	96.6%	Tracking Only	Tracking Only

▶ **Housing Choice Voucher Budget Utilization**

⁶ Currently, the TED/Voluntary Conversion notice is being drafted and will most likely be issued by the end of FY2018.

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

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
98.33%	101.85%	101.20%	Tracking Only	Tracking Only

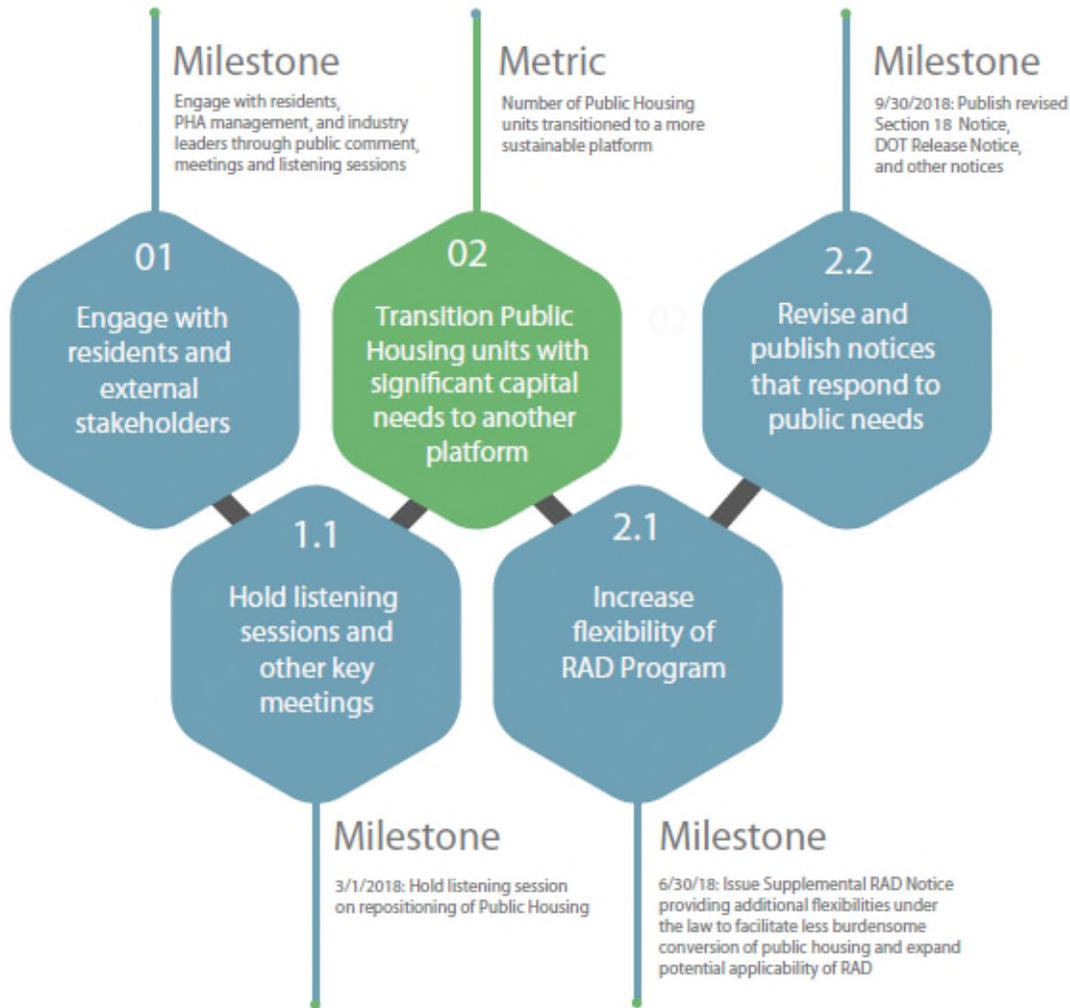
► **Number of families served through HUD rental assistance**

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

FY15 Actual	FY16 Actual	FY17 Q2 Actual	FY18 Target	FY19 Target
5,547,521	5,625,944	5,736,922	Tracking Only	Tracking Only

Transform Assisted Housing

by transitioning 105,000 public housing units to a more sustainable platform by the end of FY2019



EVIDENCE BUILDING

Every two years, HUD releases a focused report on American renter households experiencing Worst Case Housing Needs, which presents data on the number of unassisted renter households making less than 50% of area median income and paying more than half of their income on rent or having severely inadequate housing. Worst case housing needs increased during 2013–2015 to affect 8.3 million very low-income renter households. Only 62.0 rental units are affordable and available for every 100 very low-income renters, and only 37.7 units are affordable and available for every 100 extremely low-income renters.⁷

⁷ Very low-incomes are those incomes of no more than 50 percent of Area Median Income (AMI) and extremely low-incomes are those incomes of no more than 30 percent AMI- typically below the poverty line. HUD-PD&R 2017. "Worst Case Housing Needs: 2017 Report to Congress." <https://www.huduser.gov/portal/sites/default/files/pdf/Worst-Case-Housing-Needs.pdf>

PD&R is currently producing outcomes analyses for two landmark studies: The Rent Reform Demonstration and the Rental Assistance Demonstration. HUD's Rent Reform Demonstration is designed to test an alternative to the current HUD-assisted rent structure using a randomized controlled trial to assess its effect on the employment, earnings, and hardship of the residents who rely on housing vouchers. The Rental Assistance Demonstration is designed to provide PHAs with new options for preserving public housing units, by converting them to the more financially sustainable project-based Section 8 assisted housing platform. These are important studies for the development of the rent reform proposals and determining the most cost-effective ways to achieve rental assistance program objectives.

The Rent Reform Demonstration is designed to test an alternative to the current rent-setting system for families using housing choice vouchers (HCV). The goals of the alternative rent-setting model are to incentivize employment and reduce the complexity and burden (and thus the cost) of administering the rent policy, while not causing unnecessary hardship for HCV households. The study team, public housing agencies (PHAs), and HUD collaboratively designed the alternative rent model that is being tested at four local Moving to Work (MTW) PHAs with 6,600 participating HCV assisted households using a rigorous random assignment design. The four participating PHAs are the District of Columbia Housing Authority, Lexington Housing Authority, Louisville Metropolitan Housing Authority, and San Antonio Housing Authority. In October 2017, HUD published Reducing Work Disincentives in the Housing Choice Voucher Program: Rent Reform Demonstration Baseline Report, which provides a detailed explanation of the alternative rent model, a description of the demonstration implementation, and an outline of the preliminary baseline information and survey data that has already been gathered from the assisted families participating in the study.

The Moving to Work (MTW) Demonstration, which gives a select group of PHAs administrative flexibility to achieve goals of cost efficiency, client self-sufficiency, and increasing housing choice, provides the opportunity to test innovative rental assistance strategies. Previous analysis of whether tenants benefit from this program have shown mixed results. HUD commissioned a retrospective evaluation to increase understanding of the effectiveness of MTW's initiatives on achieving the statutory goals of the program; that evaluation is expected to be completed in late 2018. Additional research is currently being planned in conjunction with the MTW expansion authorized by the FY 2016 Appropriations Act. These evaluations will study specific policy changes introduced in separate cohorts of the 100 new MTW PHAs, with an emphasis on understanding impacts on small- and moderately-sized PHAs.

Strategic Objective: Reduce the Average Length of Homelessness

Prevent homelessness whenever possible and quickly help Americans who become homeless to ensure such experiences are brief and non-recurring.

★ **Agency Priority Goal for FY 2018-19: Reduce the average length of homelessness in communities by an average of three days by the end of FY 2019** ★

OBJECTIVE

Today’s housing affordability crisis creates additional headwinds for families experiencing homelessness who are trying to get back on their feet. This is especially true in rural communities and some West Coast communities that are losing ground.⁸ To meet the goal of making progress towards ending homelessness, our solutions must become more tailored to the geographic, economic, and service needs of families and individuals.

LEADING THIS OBJECTIVE

Objective Lead
 Neal Rackleff
*Assistant Secretary for Community
 Planning and Development*

The proof exists that we can end homelessness. To date, more than 60 communities and three states have declared an effective end to veteran homelessness; three communities have ended chronic homelessness. HUD will continue targeting homeless resources and other mainstream housing resources, and coordinating with local governments, businesses, and philanthropies. Using lessons from the work on veteran homelessness, these strategies will also be applied to all people experiencing homelessness. We will continue to learn from local communities that are rolling out innovative, cost-effective solutions and highlight these best practices. HUD will apply these lessons while enforcing federal fair housing and nondiscrimination laws and requirements to ensure all individuals and families experiencing homelessness, including vulnerable subpopulations, have equal access to HUD resources and other housing opportunities.

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
Create an unsheltered homelessness strategy that targets technical assistance and other resources to communities that have had large increases in unsheltered homelessness.	<p>3/31/2018: Implement a new technical assistance initiative to help those cities with the largest increases in unsheltered homelessness.</p> <p>5/31/2018: Publish Publish Continuum of Care (CoC) Notice for Further Comment.</p> <p>9/30/2018: Publish Emergency Solutions Grants Rule</p>

⁸ Among the 50 CoCs with the highest one-year increases in count in the 2017 PIT count, 10 of those represented Balance of State CoCs, which are areas not covered by other continuums in large states and typically very rural. Another 20 of those CoCs were located in California, Oregon, or Washington state; Los Angeles alone saw a one-year increase of 11,334 people experiencing homelessness in the 2017 PIT count.

Implement cost-effective strategies across Continuum of Care (CoC) and other HUD-assisted housing resources that target resources to those with the highest need.

7/1/2018: Provide targeted community technical assistance to implement initiatives for households moving from permanent supportive housing to other subsidized rental assistance. Further analysis of the roll-out will be shared to determine the potential expansion of these efforts.

Build capacity in rural communities to coordinate services and increase access for persons experiencing homelessness.

5/31/18: Consolidate many functions in the CoC Program Competition to reduce burden on applicants.

Target HUD-VA Supportive Housing (HUD-VASH) to the most vulnerable veterans experiencing homelessness.

9/1/2018: Have the criteria and structure in place to reallocate HUD-VASH vouchers to meet current needs among veterans.

KEY PERFORMANCE INDICATORS

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

► **Length of homelessness**

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

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
No data ⁹	152	No data ¹⁰	145	142

► **Number of people experiencing homelessness**

This measure will 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.

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
549,928	553,742	No data ¹¹	553,000	548,000

⁹ FY 2015 was the first year CoCs reported data on System Performance Measures, which provide a more complete picture of how well a community is achieving this goal. Due to significant data quality issues with the first submission, FY 2016 data will serve as the baseline for these measures.

¹⁰ System Performance Measures are submitted by CoCs to HUD each April on the last complete fiscal year, and then must go through a validation process. Thus, FY 2017 actuals will be available in May 2018.

¹¹ FY 2017 progress towards ending homelessness will be measured in the 2018 PIT count. Data on the January count is submitted to HUD each May and released in the subsequent fall.

▶ **Number of people experiencing unsheltered homelessness**

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

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
176,357	192,875	No data ¹²	200,000	195,000

OTHER INDICATORS

▶ **Returns to homelessness**

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

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
No Data ¹³	14.3%	No data ¹⁴	14.0%	TBD

▶ **Percentage of units of permanent supportive housing serving people experiencing chronic homelessness**

This measure will track the proportion of permanent supportive housing units serving people experiencing chronic homelessness.

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
49%	52%	No data ¹⁵	Tracking Only	Tracking Only

▶ **Number of exits from CoC-funded permanent supportive housing to rental assistance with subsidy**

This measure will track exits from CoC-funded proportion of permanent supportive housing to less service-intensive housing subsidies.

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
No data ¹⁶	TBD	TBD	Tracking Only	Tracking Only

¹² Ibid.

¹³ FY 2015 was the first year CoCs reported data on System Performance Measures, FY 2016 data will serve as the baseline for these measures.

¹⁴ FY 2017 actuals will be available in May 2018.

¹⁵ This data will be available in February 2018.

¹⁶ HUD rolled out a new system for CoC Annual Performance Report submissions in April 2017. The earliest available data will be FY 2016.

► **Percentage of admissions to mainstream housing programs who were homeless at admission**

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

Program	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
Housing Choice Vouchers	7.2%	7.3%	7.6%	Tracking Only	Tracking Only
Public Housing	5.4%	6.4%	7.7%	Tracking Only	Tracking Only
Multifamily Housing Programs	N/A	0.3%	0.3%	Tracking Only	Tracking Only

► **HMIS bed coverage rates in rural CoCs**

This measure will track the percentage of available beds in rural CoCs for which coverage data is being reported into the Homeless Management Information System (HMIS), as a proxy for these communities' level of capacity and coordination with other homeless services providers.¹⁷

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
No data ¹⁸	TBD	TBD	Tracking Only	Tracking Only

► **HUD-VASH Utilization**

This measure will track the number of HUD-VASH vouchers currently leased as a proportion of all allocated and active HUD-VASH vouchers.

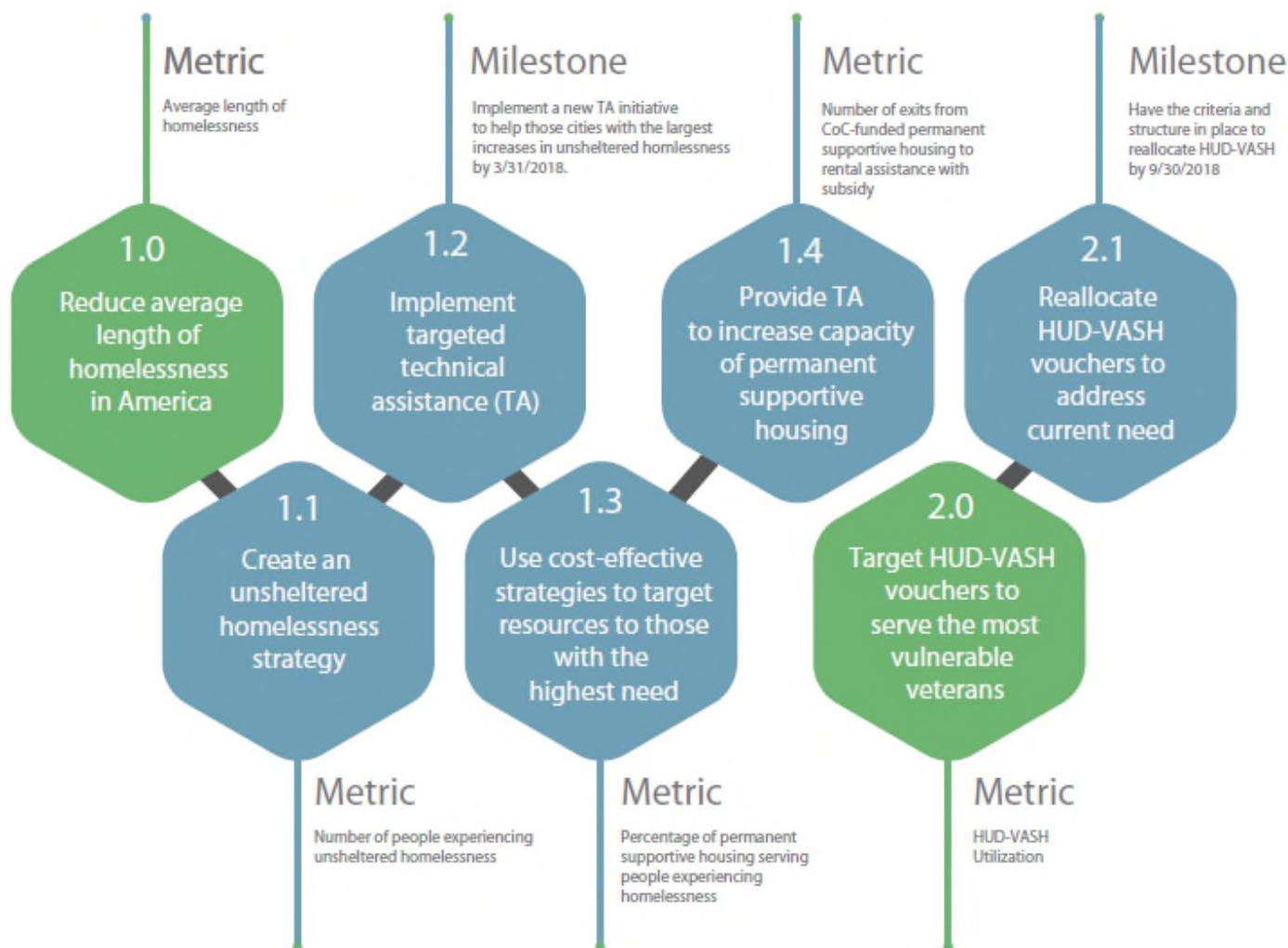
FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
86.5%	91.8%	91.3%	Tracking Only	Tracking Only

¹⁷ HUD is currently working to develop a representative sample of CoCs to represent "rural CoCs," and has not completed its mapping. Later planning documents will provide historical data for the eventual geography.

¹⁸ FY 2015 was the first year CoCs reported data on System Performance Measures, which provide a more complete picture of how well a community is achieving this goal. Due to significant data quality issues with the first submission, FY 2016 data will serve as the baseline for these measures.

Reduce Average Length of Homelessness

in communities by an average of three days by the end of FY 2019



EVIDENCE BUILDING

HUD recently published a report on three-year follow up outcomes from the *Family Options Study*, a rigorous national evaluation of programs for families experiencing homelessness that demonstrated the power of priority access to deep housing subsidies to significantly reduce subsequent homelessness for families and improve their overall well-being.¹⁹ These findings support the approach of HUD-VASH to help the most vulnerable veterans. The recently completed HUD-VASH Exit study and the Veterans Homelessness Prevention Demonstration further support the critical interagency partnerships and show that HUD, VA, and

¹⁹ Family Options Study 3-Year Impacts of Housing and Services Interventions for Homeless Families, https://www.huduser.gov/portal/family_options_study.html.

DOL can serve veterans at-risk of and experiencing homelessness by working together to combine housing, case management, and employment services.²⁰

HUD's current research portfolio is designed around enhancing the capacity to meet a diverse set of needs and maximize use of available resources. PD&R is currently launching a study of technical assistance (TA) efforts to better understand how we can maximize the use of valuable TA resources in the future. HUD's national study of the implementation and outcomes of the Rapid Re-Housing program also will be used to inform communities who deploy these housing resources.

HUD is currently evaluating a range of innovative program models designed to meet the needs of key populations of interest. In partnership with the Department of Justice, HUD launched a Pay-for-Success demonstration designed to leverage external resources in providing permanent supportive housing to high-need, high-cost users of both the homeless assistance and justice systems. Additionally, in recognition of the growing need for services tailored to young adults and unaccompanied minors HUD is evaluating the Youth Homelessness Demonstration program, a unique partnership with leading community-based service providers across the country.

²⁰ Veterans Homelessness Prevention Demonstration, <https://www.huduser.gov/portal/sites/default/files/pdf/veterans-homelessness-prevention-report.pdf>.

Strategic Objective: Support Sustainable Homeownership and Financial Viability

Balance our role to support homeownership while safeguarding the American taxpayer and modernizing our housing finance system.

OBJECTIVE

The Federal Housing Administration (FHA) has long been a valuable source of affordable mortgage credit for first-time homebuyers. HUD continues to work with other Federal agencies, Congress, experts, and industry leaders to build a housing finance system that generates opportunity for Americans. HUD aims to help households acquire and build equity in homes they can afford, while strengthening FHA in order to safeguard taxpayers and ensure that it remains a sustainable source of affordable mortgage credit for first-time homebuyers. HUD must balance this important mission with the need to remain financially and structurally viable in the future as part of a modern housing finance system, by bolstering the quality and sustainability of FHA mortgage insurance and lending in partnership with the Government National Mortgage Association (Ginnie Mae), whose guaranty provides access to global capital and makes mortgages more affordable for millions of Americans.

LEADING THIS OBJECTIVE

Objective Lead
 Dana Wade
General Deputy Assistant Secretary
 Office of Housing

HUD will modernize and reform its approach to serving the nation’s housing market through FHA by ensuring that our programs make sustainable homeownership possible for borrowers, work effectively for lenders, and are fiscally responsible. It will build a strong capital framework to enable FHA to withstand adverse economic conditions without relying on support from U.S. taxpayers. It will also launch a comprehensive review of lending and loan servicing standards and protocols, implement systems modernization, and undertake other reforms to ease needless, redundant or burdensome regulations. Providing clarity, certainty, and transparency in FHA’s business processes will benefit borrowers, lenders, and taxpayers.

HUD will support the Administration’s efforts to enact broader housing finance reform. Reforms will help build a modern housing finance system that reduces taxpayer risk while providing responsible borrowers, prepared for homeownership, access to affordable mortgage financing. Ginnie Mae’s expertise and capabilities as the administrator of a federal backstop for \$2 trillion in mortgage-backed securities can help inform the housing finance policy discussion.

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
Work with stakeholders and Congress to pursue housing finance reform that reduces the risk to taxpayers and expands the role of private capital and markets.	N/A
Modernize FHA underwriting guidelines, lending standards, and servicing protocols to serve the needs of borrowers for sustainable homeownership, protect taxpayers, and ensure the sustainability of the program. This will include improvements to the Home Equity Conversion	N/A

Mortgage (HECM) and Ginnie-Mae guaranteed mortgage-backed securities (HMBS) programs.

Expand collaboration between FHA and Ginnie Mae to develop a “One HUD” approach to maximize the benefits of both programs and enhance risk management. This will happen alongside the Ginnie Mae 2020 Plan to maintain the Ginnie Mae program as the premier federal mortgage-backed security backstop to provide low-cost financing for borrowers.

N/A

KEY PERFORMANCE INDICATORS

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

▶ **Capital Reserve Ratio**

HUD will maintain a prudent capital ratio and meet the statutory minimum requirement. This measure compares the “economic net worth” of the Mutual Mortgage Insurance (MMI) Fund to the dollar balance of active, insured loans at a point in time. The two percent target is the statutory requirement for the fund.

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
2.10%	2.35%	2.09%	≥2.0%	≥2.0%

▶ **Early Payment Default Rate**

HUD will support sustainable loans that borrowers can afford. Early Payment Defaults (EPDs) occur when a borrower becomes 90 days or more delinquent on their FHA-insured mortgage within the first six payments. This measure is reflective of the credit quality of new endorsements and serves as an important early indicator of mortgage performance.

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
0.4%	0.4%	0.3%	Tracking Only	Tracking Only

▶ **Percentage of new FHA-insured mortgages that are first-time homebuyers**

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

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
81.5%	82.3%	82.4%	Tracking Only	Tracking Only

▶ **FHA market-share of single-family mortgage originations (purchase, refinance, and total)**

This measure tracks the share of the mortgage market for FHA in order to monitor FHA's role in the housing market and potential crowding out of private capital.

	CY15 Actual	CY16 Actual	CY17 Actual	CY18 Target	CY19 Target
Total market-share of single-family originations for FHA	16%	16%	TBD	Tracking Only	Tracking Only
Market-share of single-family originations for FHA (Purchase)	20%	20%	TBD	Tracking Only	Tracking Only
Market-share of single-family originations for FHA (Refinance)	12%	11%	TBD	Tracking Only	Tracking Only

► **Higher Risk Loans**

HUD will monitor the percentage of loans with higher risk features: Metrics include the share of FHA-insured home purchase loans with debt to income (DTI) >50% or with down payment assistance (DPA) and the share of FHA refinances that include cashouts.

	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
Share of FHA purchase loans with (DTI) >50%	14.6%	16.3%	20.3%	Tracking Only	Tracking Only
Share of FHA purchase loans with DPA (including secondary financing)	37.3%	38.5%	38.4%	Tracking Only	Tracking Only
Share of FHA refinance loans with cashouts	N/A	N/A	38.9%	Tracking Only	Tracking Only

OTHER INDICATORS

► **Percentage of Ginnie Mae issuers with borrower prepayments within one standard deviation of the cohort for VA loans**

Ginnie Mae securities ensure liquidity for government-insured mortgages by attracting investors' capital into the market. In collaboration with VA, HUD seeks to address churning of VA loans to protect veterans and the Ginnie Mae security, and to reduce outliers in prepayment of VA loans.

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
N/A	N/A	89.3%	Tracking Only	Tracking Only

EVIDENCE BUILDING

HUD's office of Policy Development and Research (PD&R) produces quarterly reports on U.S. Housing Market Conditions and the monthly National Housing Scorecard to document the status of housing markets.²¹ Each year, the Department also prepares the *Annual Report to Congress Regarding the Financial Status of the Mutual Mortgage Insurance Fund*, which provides an important window for Congress and the American taxpayer into the financial performance of FHA. HUD recently published *First-time Homebuyer Education and Counseling Demonstration: Early Insights*, which documents the successful implementation of the first national experiment of homebuyer education and counseling. Reports on short-term impacts are being developed, and it will be possible to measure longer term impacts based on the rigorous design of the evaluation.

²¹ <https://www.huduser.gov/portal/ushmc/home.html>.

Strategic Objective: Remove Lead-Based Paint Hazards and Other Health Risks from Homes

Protect the health of occupants by addressing lead-based paint and other health and safety hazards in housing.

★ **Agency Priority Goal for FY 2018-19: Protect families from lead-based paint and other health hazards by making an additional 23,500 at-risk housing units healthy and lead-safe by the end of FY 2019.** ★

OBJECTIVE

HUD's goal is to address lead-based paint and other health and safety hazards in housing for families and children. Through its programs, HUD has made nearly 400,000 homes lead-safe, contributing to a significant decline in blood-lead levels among US children in the past decade.

Young children are especially at risk for 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.

Today, our work must continue its focus on eliminating significant lead-based paint hazards that are present in an estimated 23 million American homes, including 1.1 million that house low-income families with one or more children under age 6.²²

LEADING THIS OBJECTIVE

Objective Lead

Matt Ammon

Director

Office of Lead Hazard Control and
Healthy Homes

HUD's programs will also address additional health hazards and safety risks, such as asthma triggers, mold and moisture, and residential soil contamination.²³ Medical expenses associated with asthma are estimated to be \$50 billion annually.²⁴ Older Americans are also vulnerable to fall-related injuries, with most falls occurring in the home.²⁵ In fact, each year, 2.4 million seniors have an initial emergency department visit for injuries resulting from a fall.²⁶ The cost associated with injuries from falls by seniors is projected to rise by nearly \$60 billion by 2020. Communities are struggling to meet the health and safety-related housing needs of at-risk households. HUD will leverage its public-private partnerships and relationships in the health community to maximize the impact of its lead-safe and health housing investments. HUD studies have identified eight healthy housing principles: housing should be dry, clean, pest-free, safe, contaminant-free, well ventilated, well maintained, and thermally controlled. To meet these objectives, HUD will work assiduously to overcome any challenges to ensure that American homes are safe and healthy.

²² Dewalt G, Cox D, O'Haver R, et al. Prevalence of Lead Hazards and Soil Arsenic in U.S. Housing. *Journal of Environmental Health*. 78(5):22-29, December 2015. www.neha.org/node/6429.

²³ HUD-EPA Memorandum of Understanding Regarding Improving Communication About Certain Public and HUD-Assisted Multifamily Housing Near Superfund Sites. January 11, 2017. www.hudexchange.info/news/hud-entered-into-mou-with-epa-regarding-improving-communication-about-certain-public-and-hud-assisted-multifamily-housing-near-superfund-sites/.

²⁴ Barnett SB and Nurmagambetov TA. Costs of Asthma in the United States: 2002–2007, *Journal of Allergy and Clinical Immunology*. 127(1):145–152, January 2011. www.ncbi.nlm.nih.gov/pubmed/21211649.

²⁵ Bergen G, Chen LH, Warner M, and Fingerhut LA. Injury in the United States: 2007 Chartbook. Centers for Disease Control and Prevention (CDC) National Center for Health Statistics. 2008. www.cdc.gov/nchs/data/misc/injury2007.pdf.

²⁶ CDC National Center for Injury Prevention and Control. Web-based Injury Statistics Query and Reporting System (WISQARS). Accessed August 15, 2013. www.cdc.gov/injury/wisqars/.

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p>Increase community awareness of lead and other health and safety hazards in homes to increase participation in HUD and stakeholder programs and services.</p>	<p>3/31/2019: Update Interagency Federal Lead Strategy.</p>
<p>Align and enforce HUD-assisted housing inspections and mitigation measures to consistently address housing-related health and safety hazards across HUD-assisted housing programs.</p>	<p>12/1/2018: Implement revised Lead Safe Housing Rule (LSHR) elevated blood lead level (EBLL) requirements.</p> <p>9/30/2019: Complete pilot of Housing Choice Voucher health and safety inspection protocol pilot.</p>
<p>Design and deliver targeted lead and healthy homes programs through improvements in data quality and access.</p>	<p>9/30/2018: Draft data-sharing agreement with HHS for children with BLL \geq5 mcg/dL also receiving Medicaid or enrolled in Head Start/Early Head Start programs.</p> <p>9/30/2018: Identify high lead-risk communities through data mapping (discussed further in Evidence Building section below).</p>
<p>Leverage HUD’s relationships with stakeholders across public and private sectors to maximize the impact of every dollar invested in lead, health, and safety activities.</p>	<p>6/30/2018: Publish FY 2018 Lead Hazard Control NOFA.</p> <p>6/28/2018: Host National Healthy Homes Conference.</p>
<p>Advance the research agenda on the effects, evaluations and control of lead and other health and safety hazards in housing and the impacts on resident health.</p>	<p>9/30/2018: Launch EBLL Tracking Portal for PHAs and other owners to report EBLL cases in assisted housing on line, re EBLL amendment to LSHR.</p> <p>10/31/2018: Partner with the CDC on health and safety research and stakeholder outreach related to rural health, elderly fall-prevention, and childhood asthma.</p>

KEY PERFORMANCE INDICATORS

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

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

The number of housing units made healthy and lead-safe through HUD’s Lead Hazard Control Grants, Healthy Housing Grants, Lead Disclosure Rule Enforcement, and Lead Safe Housing Rule compliance through the Home Investment Partnerships Program (HOME), Community Development Block Grants (CDBG), and the Housing Opportunities for Persons With AIDS Program (HOPWA). Office of Multifamily Housing and Office of Public & Indian Housing programs also fund lead-based paint hazard control activities, however, these actions are not currently tracked as part of this performance indicator.²⁷

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
18,601	20,072	17,940	17,000	6,500 ²⁸

► Prevalence of children with elevated blood levels in high-risk communities and regions

This measure will track the prevalence (number or percentage TBD) of children from birth to age 5 exposed to lead in targeted, high-risk communities (i.e., communities where lead hazard control grant work is being conducted), and the overall reduction over time.

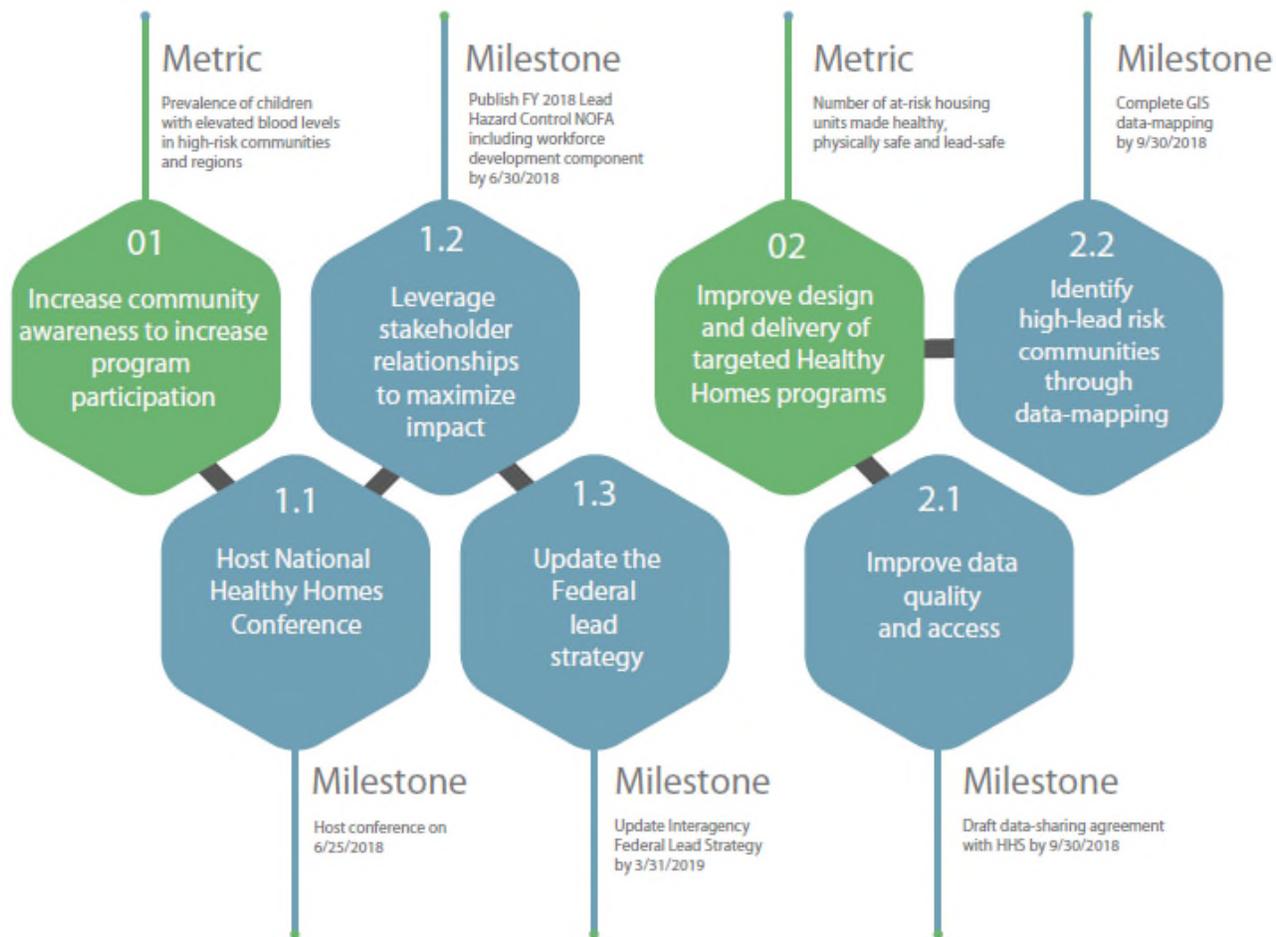
FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
No Data	No Data	No Data	Establish Baseline	TBD

²⁷ The Office of Public and Indian Housing is currently working to improve its ability to track and report on lead-safe compliance at the unit level. Currently HUD/REAC tracks the availability of lead-based paint evaluations, which may include a risk assessment or lead-based paint inspection, at the property level.

²⁸ The APG FY 2019 target does not include contributions from the HOME and CDBG programs due to funding recommendations in the President’s FY 2019 Budget.

Protect Families from Lead-Based Paint

and other health hazards by making an additional 23,500 at-risk housing units lead-safe by the end of FY 2019



EVIDENCE BUILDING

Analysis by HUD and the Centers for Disease Control and Prevention (CDC) of HUD tenant data linked with health survey data shows that children ages 1–5 who lived in HUD-assisted housing in 2005–2012 had lower lead blood levels than expected given their demographic, socioeconomic, and family characteristics,²⁹ suggesting that HUD implementation of its lead hazard control regulations is effective in reducing exposure among children. A current PD&R in-house research effort using HUD’s American Housing Survey and Census’s American Community Survey data shows it is possible to identify neighborhoods with elevated risk for lead exposure, especially among children from birth to age 5. Such analysis has potential to improve targeting of HUD’s lead hazards grants and funded mitigation activities.

²⁹ See 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/AJPH.2016.303432>.

The cost from asthma triggered by residential dampness and mold is approximately \$3.5 billion annually.³⁰ Reducing household allergens, which contribute to or trigger asthma and allergies, results in a return of \$5.30-16.50 for every \$1 invested in mitigation and prevention.³¹

Extensive studies have been conducted on the growing problem of senior falls (e.g., highlighting that falls are the leading cause of non-fatal injuries for those 65 years of age or older, with 2.4 million seniors having an initial emergency department visit for injuries from a fall annually³²). The 2017 OLHCHH report, *Overcoming Obstacles to Policies for Preventing Falls by the Elderly Final Report*, recommends a range of ways for HUD and other government and philanthropic entities to help communities implement coordinated care policies and programs.

HUD also supports numerous research activities through contracts, partnerships, and OLHCHH Technical Studies grant programs. These grants and partnerships fund research to improve the efficacy and cost-effectiveness of methods for evaluation and control of residential lead-based paint and other housing-related health and safety hazards and site contamination hazards. HUD will use the findings from these studies to help improve and refine its approach towards achieving these goals.

³⁰ Mudarri D and Fisk WJ. Public health and economic impact of dampness and mold. *Indoor Air*. 17(3):226-35. 2007. <http://onlinelibrary.wiley.com/doi/10.1111/j.1600-0668.2007.00474.x/full>.

³¹ 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. www.thecommunityguide.org/asthma/supportingmaterials/Asthma%20Econ.pdf or [www.ajpmonline.org/article/S0749-3797\(11\)00314-X/fulltext](http://www.ajpmonline.org/article/S0749-3797(11)00314-X/fulltext).

³² CDC National Center for Injury Prevention and Control. Web-based Injury Statistics Query and Reporting System (WISQARS). Accessed August 15, 2013. www.cdc.gov/injury/wisqars/.

Strategic Objective: Organize and Deliver Services More Effectively

Rethink how we deliver services directly to our customers to increase consistency and accountability.

OBJECTIVE

HUD will examine interdependencies among HUD programs, customer needs, and employee expertise to determine the optimal geographic distribution of staff. Alignment of program management will prevent gaps and overlaps in responsibility while streamlining coordination. HUD will also examine and better align delegations of authority to improve program effectiveness. HUD will explore ways to strengthen communication among program offices in headquarters and the field, as the field is key to HUD’s success. The Department will implement human capital improvements to ensure HUD attracts, trains, and retains an efficient workforce with an accountability structure that accomplishes its mission. Additionally, the Department will improve technologies to allow staff to use their time and skills to achieve HUD’s mission. HUD will adopt a future grants management strategy that combines related programs and automates activities, freeing resources to enforce strong program oversight.

LEADING THIS OBJECTIVE

Objective Lead
 Pat Hoban-Moore
Field Office Director, Birmingham, AL
 Office of Field Policy and Management

The Department plans to use data-driven decision-making to streamline service delivery and how it is organized. This will include establishing clearly defined program goals, roles, and individual responsibilities for outcomes. These operational improvements will encourage innovation, increase collaboration, bolster internal controls, and better enable HUD to deliver services to its customers.

STRATEGIES AND MAJOR MILESTONES

Strategies

Major Milestones

Implement recommendations that emerge from a current state assessment to determine the optimal service delivery and decision-making structure required to meet customer needs in the field; while closing key gaps in HUD’s current structure and empowering frontline program execution.

3/30/2018: Conduct a current state assessment of HUD’s service delivery to examine: staffing; governance bodies; use of location-based strategies; and information technology.

3/30/2018: Fully deploy an FPM customer relationship management solution to the Field.

4/30/2018: Operationalize a HUD-wide customer relationship management governance committee.

Develop talent management strategies to support workforce reshaping initiatives, knowledge transfer through succession planning, training, and leverage human capital analytics.

5/31/2018 Complete collection of position management review data.

9/28/2018 Complete strategic workforce and succession planning studies on at least 50% of mission critical occupations; with human capital analytics.

2/28/2019 Present position management review recommendations.

9/30/2019 Complete strategic workforce planning studies on at least 75% of mission critical occupations.

Improve the hiring and human capital functions, to reduce average time-to-hire and improve the quality of hires, to ensure HUD attracts, trains, and retains an efficient workforce with an accountability structure that accomplishes our mission.

3/30/2018: Implement Phase 2 of the Toyota Process Improvement Project's action plan.

6/29/2018: Complete an evaluation of the job classification program and constituent processes.

6/29/2018: Complete an evaluation of the job analysis process and related tools.

9/28/2018: Incorporate results of the classification and job analysis process reviews into a HUD-wide recruitment strategy.

Improve utilization of data by streamlining HUD's data collection processes, creating common data definitions, and ensuring only necessary data are collected and reported.

12/31/18 Establish a cloud-based data warehouse for HUD's Office of Single Family Housing.

Promote innovative IT service delivery, including modernizing IT infrastructure to enable on-the-ground staff to enhance program execution.

9/30/2018: Implement three enterprise-wide IT solutions to streamline HUD processes

Consolidate grants and streamline application processes for programs that experience little change in their pools of grantees from year-to-year. This will reduce staff time spent on processing Notices of Funding Availability by supporting biennial grantee re-certifications.

9/28/2018: Pilot Notices of Funding Availability for multiyear or continuing grants with limited changes.

KEY PERFORMANCE INDICATORS

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

▶ **Number of HUD mainframe systems decommissioned**

This measure will track the number of HUD mainframe systems which are decommissioned; after necessary data are transferred and standardized into HUD’s new cloud-based Enterprise Data Warehouse.

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
N/A	N/A	2	3	TBD

▶ **Average of Employee IT Survey Satisfaction Score**

This measure will track employee satisfaction and feedback through an IT customer survey.

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target ³³	FY19 Target
80%	97%	86%	84%	86%

▶ **Number of Enterprise IT Solutions Implemented**

This measure will track the number of enterprise-wide IT solutions that are implemented to streamline manual or cumbersome processes.

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
N/A	8	4	3	3

▶ **Average Time-to-Hire**

This measure will track the average number of days it takes to fill established vacancies. HUD will analyze current and historical data for the Department to inform Talent Management strategies and decisions regarding the workforce.

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target ³⁴	FY19 Target ³⁵
114 days	124 days	150 days	143 days	128 days

OTHER INDICATORS

▶ **Number of competitions that use multi-year NOFAs³⁶**

³³The FY18 Target is lower than the FY17 Actual as it is expected that HUD’s upgrading of IT services may decrease satisfaction while customers adjust to improvements.

³⁴ The number of days is based on a targeted decrease of 5%.

³⁵ The number of days is based on a targeted decrease of 10%.

³⁶ The Fair Housing Initiatives Program’s Private Enforcement Initiative, Housing Counseling, and ROSS comprised the three programs for FY15-FY17

This measure will track how many grant competitions use Notices of Funding Availability which provide recipients with awards distributed over multiple years.³⁷

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
3	3	3	Tracking Only	Tracking Only

EVIDENCE BUILDING

HUD has a history of utilizing partner satisfaction surveys to measure service delivery outcomes for eight partner groups such as housing providers, cities, lenders, and grantees.³⁸ HUD will explore new mechanisms to obtain timelier customer feedback while meeting Paperwork Reduction Act requirements and limiting burden on partners.

³⁷ Most grant competitions require recipients to reapply for awards on an annual basis.

Regulatory Reform Initiatives

In February 2017, the President issued Executive Order 13777, “Enforcing the Regulatory Reform Agenda,” which sets forth principles and requirements for each agency to evaluate and implement measures to lower regulatory burdens on the American people. Pursuant to this Order, the Department established a Regulatory Task Force charged with identifying agency regulations that should be repealed, replaced, or modified. HUD’s goal in conducting the review is to make the Department’s regulations more effective and less burdensome in achieving HUD’s mission to create strong, sustainable, inclusive communities, and quality affordable homes for all.

HUD is tracking the following performance indicators for the FY 2018-2019 regulatory reform period³⁹:

▶ **Number of EO 13771 regulatory actions**

FY18 Target ⁴⁰	FY19 Target ⁴¹
2	2

▶ **EO 13771 deregulatory actions issued**

FY18 Target	FY19 Target
13	2

▶ **Number of evaluations to identify potential EO 13771 deregulatory actions that included opportunity for public input and/or peer review**

FY18 Target	FY19 Target
1	TBD

▶ **Number of EO 13771 deregulatory actions issued that address recommendations by the Regulatory Reform Task Force**

FY18 Target	FY19 Target
13	TBD

▶ **Number of EO 13771 deregulatory actions recommended by the Regulatory Reform Task Force to the agency head, consistent with applicable law**

FY18 Target	FY19 Target
15	TBD

▶ **Total incremental cost of all EO 13771 regulatory actions and EO 13771 deregulatory actions**

FY18 Target ⁴²	FY19 Target
\$(249)m	TBD

³⁹ Outstanding FY19 targets will be determined during development of the Spring 2018 edition of the Unified Agenda of Federal Regulatory and Deregulatory Actions.

⁴⁰ The FY18 and FY19 targets are based on the actions announced in the Fall 2017 edition of the Unified Agenda of Federal Regulatory and Deregulatory Actions and are subject to change.

⁴¹ This target is based on deregulatory actions announced during the issuance of the Fall 2017 edition of the Unified Agenda of Federal Regulatory and Deregulatory Actions and is subject to change.

⁴² This preliminary estimate is based on HUD’s OMB-approved cost cap, which estimated the actions listed on the Agenda would result in costs savings of \$249 million. It is subject to revision as rules are developed and issued.

Strategic Objective: Improve the Way We Work

Improve the way we work, enhance working conditions, empower employees, and equip managers with tools and training to be successful.

OBJECTIVE

Employee morale and ability to communicate with one another is crucial to mission delivery and enhanced work products. HUD will continue to improve its culture by increasing transparency by: improving communication and collaboration; clarifying roles and processes; enhancing employee engagement; and building trust. These efforts will lead to improved customer service and, eventually, better outcomes in American communities.

LEADING THIS OBJECTIVE

Objective Lead
 Suzanne Tufts
Assistant Secretary for Administration
 Office of Administration

HUD plans to develop a diverse, skilled, and accountable workforce that supports the Department’s current and future business needs. Managers will be held accountable for providing employee feedback, timely addressing performance and conduct deficiencies, fulfilling their EEO responsibilities as managers and employees of HUD, and ensuring meaningful differentiation in employee ratings based on relative performance. HUD will foster an enhanced culture of accountability and performance to better serve the American public by providing employees with continuous learning and developmental opportunities, clear performance expectations, and opportunities for collaboration.

HUD also plans to modernize work environments within HUD offices to enhance employee morale and productivity.

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
Model culture of accountability through enhanced employee performance management and assistance for managers in handling conduct and performance challenges.	6/30/2018: 95% of supervisors attend mandatory soft skill training by June 30th of each year.
Expand leadership development opportunities across all levels through rotations, key project assignments, and development programs. Expand employee development opportunities to strengthen core and mission-critical occupational competencies.	3/30/2018: Disseminate the HUD Corporate Learning Plan.
Identify and close existing and emerging competency gaps with effective human capital interventions designed to facilitate fulfilling agency vital mission imperatives and performance objectives.	9/28/2018: Complete occupational analysis to prioritize development of career pathing tools. 9/30/2019: Develop new career pathing tools to cover 45% of mission-critical and/or high-risk occupations.

<p>Increase trust, engagement, and transparency in the department through clear communications of strategic efforts, departmental decisions, and supportive collaboration to accomplish our mission.</p>	<p>9/30/2019: Increase non-traditional training opportunities by 5%.</p> <p>3/30/2018: Conduct leadership symposium on Continuity of Operations Planning (COOP) at HUD</p>
<p>Modernize the space within HUD buildings to enhance employee productivity. Such improvements will focus on improving the employees' physical environment and enhancing collaboration.</p>	<p>TBD: Upgrade the Weaver Building with shelter-in-place/kitchenette areas and bathrooms compliant with the Americans with Disabilities Act⁴³</p> <p>3/30/2018: Establish field office space requirements and costs through a collaborative space management process</p> <p>12/31/2018: Restore the Weaver Building's aging pipe infrastructure</p>
<p>Equip employees with the tools they need to succeed; including laptops and dual monitors.</p>	<p>11/30/2017: Make portable scanners and printers available for disaster-response and Department Enforcement Center (DEC) employees.</p> <p>6/30/2018: Implement Wi-Fi in the Weaver Building.</p> <p>6/30/2018: Replace all employee desktop computers with laptops and dual monitors.</p>

KEY PERFORMANCE INDICATORS

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

- ▶ **Net reduction in the number of skills gaps identified by employees and their managers**
 This measure will track biennial competency assessment results to track how many skills gaps have been fully addressed via Department-provided training.

FY14 Actual	FY16 Actual	FY18 Target ⁴⁴	FY20 Target ⁴⁵
38	28	27	26

⁴³ Target completion date is pending approval of building upgrades by GSA.

⁴⁴ The number of days is based on a targeted decrease of 5%.

⁴⁵ The number of days is based on a targeted decrease of 5%.

▶ **Number of leased useable square feet (USF) reduced⁴⁶**

This measure will track the reduction in the amount of space occupied by HUD, nationwide.

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
105,578 USF	44,002 USF	28,896 USF	137,849 USF	171,125 USF

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

This measure will seek to increase the number of pre-complaint resolutions occurring through the Alternate Dispute Resolution process.

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
47	50	59	65	73

OTHER INDICATORS

▶ **Percentage of positive responses to FEVS employee engagement and performance questions**

This measure will track FEVS Employee Engagement Index responses and indicators relative to Performance (“Concerning Fairness”, “Being Supportive”, and “Empowering”).

	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
Employee Engagement Index Score	62%	66%	69%	Tracking only	Tracking only
Combined Performance Indicator Score	N/A	N/A	63%	Tracking only	Tracking only

▶ **InCompass Performance Management Data**

This measure will track the percentage of annual PACS and EPPES performance reviews that are completed in a timely manner and successfully entered into our management tool, InCompass.

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
82%	90%	94%	Tracking Only	Tracking Only

⁴⁶ Targets are subject to funding and GSA’s ability to procure new space.

► **Increase developmental training opportunities**

This measure will track the developmental training opportunities made available to HUD employees, managers, and senior leaders.⁴⁷

	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
Number of workshops, seminars, and trainings for senior leaders, managers, and supervisors	40	93	220 ⁴⁸	Tracking Only	Tracking Only
Number of HUD LEARN-sponsored employee development opportunities	356	283	494	Tracking Only	Tracking Only
Percentage of managers and supervisors who have received performance-related training	N/A	N/A	8%	95%	Tracking Only

► **Number of performance-based actions**

This measure will track the number of employee performance improvement plans conducted by the Department.

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
33	26	31	Tracking Only	Tracking Only

EVIDENCE BUILDING

Employee satisfaction surveys are the primary tool for tracking employee outcomes. HUD’s employee survey efforts⁴⁹ have been conducted by the Office of Personnel Management, migrating from Organizational Assessment Surveys to the government-wide annual FEVS.⁵⁰ The FEVS measures the degree to which employees’ morale, productivity, and satisfaction with training and career development opportunities improve.

OCHCO conducts cyclical analyses of competencies essential for leadership positions, cross-cutting core skills requirements, and mission critical occupations (MCO), to identify and measure progress in closing gaps and to inform development needs at all levels.

⁴⁷ Metrics on learning opportunities are further detailed in the Human Capital Operation Plan.

⁴⁸ Number of workshops includes Treasury Executive Institute (TEI) courses.

⁴⁹ See for example indicator 5.1.1 in HUD FY 2001 Performance and Accountability Report.

⁵⁰ For the EVS, see <https://www.opm.gov/policy-data-oversight/data-analysis-documentation/employee-surveys/>

Strategic Objective: Strengthen Fiscal Responsibility and Controls

Streamline and improve our financial and grants management to reduce material audit weaknesses, increase transparency, and ensure strong stewardship of Federal resources.

OBJECTIVE

HUD plans to ensure strong stewardship of federal resources by streamlining and improving its financial and grants management. The Department will enhance financial resource management by re-engineering business processes and improving internal controls that impact financial reporting. Expanded efforts will address the challenges associated with dated IT infrastructure through increased use of shared service providers across business-line owners.

LEADING THIS OBJECTIVE

Objective Lead
Irving Dennis
Chief Financial Officer

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p>Coordinate with the Office of the Inspector General (OIG) to help determine the overarching issues driving audit findings and material weaknesses. Coordination will clearly define HUD’s baseline for addressing overarching issues and develop solutions for their remediation. HUD will focus remediation activities on the issues that have the greatest impact on the ability to obtain a clean audit opinion. Furthermore, the Department will develop, implement, and monitor the execution of detailed corrective action plans.</p>	<p>9/28/2018: Complete a risk assessment of current audit findings.</p> <p>9/28/2018: Complete a review of legacy audit findings to close out corrected weaknesses.</p> <p>9/28/2018: Execute and close out a corrective action plan for FY17 audit.</p>
<p>Move towards a standardized grants management process and a single grants management system with an interface that is integrated with the financial system.</p>	<p>9/28/2018: Identify and clarify grant closeout roles and responsibilities of HQ & Field staff.</p>

KEY PERFORMANCE INDICATORS

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

► **Reduce significantly overdue audit recommendations**

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. The FY19 target will be recalculated for the FY20 APP based on FY18 performance.

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
45%	52.8%	47.1%	37.7%	30.2%

▶ **Percentage of timely management decisions**

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

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
96.7%	93%	95.3%	95%	95%

▶ **Number of grants systems in the Department**

HUD will track progress towards reducing the number of grants systems in an effort to consolidate all of the Department’s grant programs into an enterprise solution that will interface with HUD’s financial system.

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
N/A	N/A	9	8	6

▶ **Number of grants reported under the Grants Oversight and New Efficiency (GONE) Act**

HUD will track progress towards reducing the number of grants that have been expired for two or more years and have not been closed out.

FY15 Actual	FY16 Actual	FY17 Actual	FY18 Target	FY19 Target
N/A	N/A	186,306	93,153	46,577

EVIDENCE BUILDING

Closing open audit recommendations timely will have the effect of reducing material weaknesses going forward. Material weaknesses are measured annually by the OIG and included in HUD’s Agency Financial Report.⁵¹

⁵¹ HUD’s Agency Financial Reports are available at https://portal.hud.gov/hudportal/HUD?src=/program_offices/cfo/reports/cforept.

Cross-Agency Priority Goals

Established by the GPRA 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 in areas of financial management, strategic human capital management, information technology management, procurement and acquisition management, and real property management.

A series of Administration-wide CAP Goals will be determined during FY 2018. Each goal will feature: clearly-named accountable officials; data-driven reviews that incorporated a broad range of quantitative and qualitative inputs; and reporting to the public through a common website as a framework to drive performance improvements on cross-government collaboration and tackle government-wide management challenges affecting most agencies.

Please refer to <https://www.performance.gov/> for the Department's contributions and progress towards the CAP Goals, where applicable.

Section Three: **Additional Information**

Major Management Priorities and Challenges

Major management priorities and challenges are addressed by the strategic goal to *Reimagine the Way HUD Works*. Please see HUD management objectives (Organize and Deliver Services More Effectively, Improve the Way We Work, and Strengthen Fiscal Responsibility and Controls) for information on the management priorities and challenges HUD will be pursuing as part of the *Reimagine* goal and its three strategic objectives to: *Organize and Deliver Services More Effectively*; *Improve the Way We Work*; and *Strengthen Fiscal Responsibility and Controls*.

Data Sources, Limitations and Advantages, and Validation

This section lists the following information for each metric in the APP:

- **Description**
- **Data source**
- **Unit of measurement**
- **Dimension**
- **Calculation method**
- **Frequency**
- **Direction**
- **Data quality (limitations/advantages of the data)**
- **Validation, verification, and improvement of measure**
- **Sequence**

Strategic Objective: Promote Economic Opportunity

Proportion of households exiting assisted housing for positive reasons

- **Description:** This metric is underdevelopment and expected to be available in FY20 APP.
- **Data source:**
- **Unit of measurement:**
- **Dimension:**
- **Calculation method:**
- **Frequency:**
- **Direction:**
- **Data quality (limitations/advantages of the data):**
- **Validation, verification, and improvement of measure:**
- **Sequence:** 1

Percentage of work-able households exiting assisted housing with low subsidy needs

- **Description:** This measure tracks the proportion of work-able assisted households that exit tenant-based assisted housing with income-based subsidies at or near zero. Such low subsidies imply that household incomes have increased to the extent that market-based housing is within reach. This measure will serve as a proxy for positive exits as HUD secure the new data on all Section 8, Public Housing, and Multifamily programs. This measure will focus on households with at least one non-elderly, non-disabled adult member. “Work-able” will be further defined in the forthcoming Rent Reform legislative proposal.
- **Data source:** HUD’s Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Percentage of households exiting the Housing Choice Voucher (HCV) program in the calendar year with subsidy at or near zero
- **Dimension:** Percentage
- **Calculation method:** For the HCV program, compute the percentage of households leaving the program whose Housing Assistance Payment (HAP) is at or below 5 percent of gross rent.
- **Frequency:** Annual
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Data on Housing Assistance Payments in the HCV program are very reliable. Data are not available to report this measure for public housing because the program does not use HAPs. Tenant Rental Assistance Certification System (TRACS) data was not ready for reporting at time of publication, so project-based Section 8 assistance is not included. Future reports should include this this after further analysis.
- **Validation, verification, and improvement of measure:** TRACS data need further assessment to determine the feasibility of estimating this metric for project-based programs.
- **Sequence:** 2

Median percentage change of income of individuals who complete an economic development program

- **Description:** This measure tracks the change in income of individual households that complete HUD economic development programs. Data reported includes households who graduate from the Family Self-Sufficiency (FSS) program in non-Move to Work (MTW) agencies. Future reports will include data from participants of Jobs Plus and EnVision Centers.
- **Data source:** Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Change in average annual income of FSS graduates
- **Dimension:** Median percent change

<ul style="list-style-type: none"> • Calculation method: Compute the median longitudinal change in annual income from the point of entry into the program to the point of graduation for all FSS graduates in the calendar year. Individuals without income at program entry or exit to the program will not be included in this measure. • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): Income can be under-reported to IMS/PIC. Comparable annual FSS data are not available for MTW agencies. • Validation, verification, and improvement of measure: Self-reported income data are verified against data from the Social Security Administration and the National Database of New Hires. • Sequence: 3
<p>Percentage of Section 3 residents hired, of total hiring that occurs as a result of Section 3-covered HUD funding</p> <ul style="list-style-type: none"> • Description: Percent of total number of hires made using HUD funds subject to Section 3 hiring requirements (“Section 3-covered HUD funding”) that are residents of HUD-assisted housing who meet Section 3 low-income requirements (“Section 3 residents”). • Data source: Section 3 Performance Evaluation and Registry System (SPEARS) • Unit of measurement: Percentage of specified individuals hired • Dimension: Percentage • Calculation method: Number of Section 3 residents hired divided by total of all new hires reported as having been made with Section 3-covered HUD funding during the reporting period. • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): Recipients of HUD funding enter the data for their programs, so the data quality is dependent on their understanding of Section 3 and the accuracy of the data entered. • Validation, verification, and improvement of measure: Sample auditing will be done. • Sequence: 4
<p>Percentage of total dollar amount of construction contracts with Section 3-covered HUD funding that is awarded to Section 3 businesses</p> <ul style="list-style-type: none"> • Description: Percent of total dollar amount of HUD-funded construction contracts subject to Section 3 requirements (“Section 3-covered construction contracts”) awarded to businesses self-certified as employing low-income individuals under Section 3 (“Section 3 businesses”). • Data source: Section 3 Performance Evaluation and Registration System (SPEARS) • Unit of measurement: Percentage of specified dollars awarded • Dimension: Percentage • Calculation method: Dollars awarded to Section 3 businesses for Section 3-covered construction contracts divided by the total dollars awarded for such contracts • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): Recipients of HUD funding enter the data for their programs, so the data quality is dependent on their understanding of Section 3 and the accuracy of the data entered. • Validation, verification, and improvement of measure: Sample auditing will be done. • Sequence: 5
<p>Percentage of total dollar amount of non-construction contracts with Section 3-covered HUD funding that is awarded to Section 3 businesses</p> <ul style="list-style-type: none"> • Description: Percent of total dollar amount of HUD-funded non-construction contracts subject to Section 3 requirements (“Section 3-covered non-construction contracts”) awarded to Section 3 businesses. • Data source: Section 3 Performance Evaluation and Registration System SPEARS • Unit of measurement: Percentage of specified dollars awarded • Dimension: Percentage • Calculation method: Dollars awarded to Section 3 businesses for Section 3-covered non-construction contracts divided by the total the dollars awarded for such contracts • Frequency: Annual • Direction: Increase

<ul style="list-style-type: none"> • Data quality (limitations/advantages of the data): Recipients of HUD funding enter the data for their programs, so the data quality is dependent on their understanding of Section 3 and the accuracy of the data entered. • Validation, verification, and improvement of measure: Sample auditing will be done. • Sequence: 6
<p><i>Number of self-certified Section 3 businesses in HUD's registry nationwide</i></p> <ul style="list-style-type: none"> • Description: Number of self-certified Section 3 businesses in HUD's registry nationwide • Data source: Section 3 Business Registry System • Unit of measurement: Number of businesses • Dimension: Count • Calculation method: Count number of businesses listed in the registry • Frequency: Annual • Direction: This is a new registry, so it can only increase as more businesses are added. • Data quality (limitations/advantages of the data): Businesses are self-certifying and all data is entered by registrant. • Validation, verification, and improvement of measure: Data is reviewed periodically for obvious issues. • Sequence: 7
<p><i>Percentage of HUD-assisted tenants ages 17-34 who are currently enrolled in college</i></p> <ul style="list-style-type: none"> • Description: • Data source: • Unit of measurement: • Dimension: • Calculation method: • Frequency: • Direction: • Data quality (limitations/advantages of the data): • Validation, verification, and improvement of measure: • Sequence: 8
<p><i>Percent of HUD-assisted tenants ages 17-34 who completed a Free Application for Federal Student Aid (FAFSA)</i></p> <ul style="list-style-type: none"> • Description: Percentage of all HUD-assisted residents ages 17-34 in Public Housing, Housing Choice Vouchers, and Multifamily Housing Programs who completed a FAFSA in the most recent application cycle, according to a match to Federal Student Aid (FSA) data. • Data source: FSA Enterprise Data Warehouse and Analytics, Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC) and Tenant Rental Assistance Certification System (TRACS) • Unit of measurement: Percentage of specified residents • Dimension: Percentage • Calculation method: Number of HUD-assisted residents ages 17-34 completing FAFSA application divided by number of HUD-assisted residents ages 17-34 • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): Availability of linked FSA-HUD data depends on a memorandum of understanding. Linkage operations have potential to exclude a subset of records because of incompatible fields. • Validation, verification, and improvement of measure: Similar linkage has been proven technically feasible. • Sequence: 9
<p><i>Percent of HUD-assisted tenants ages 17-34 who completed a Free Application for Federal Student Aid (FAFSA) and then received aid to attend college</i></p> <ul style="list-style-type: none"> • Description: Percentage of all HUD-assisted residents ages 17-34 in Public Housing, Housing Choice Vouchers, and Multifamily Housing Programs who enrolled in college, among those who completed a FAFSA application in the most recent application cycle, according to a match to Federal Student Aid (FSA) data. • Data source: FSA Enterprise Data Warehouse and Analytics, Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC) and Tenant Rental Assistance Certification System (TRACS) • Unit of measurement: Percentage of specified residents • Dimension: Percentage

- **Calculation method:** Number of HUD-assisted residents ages 17-34 enrolled in school with federal aid divided by number of HUD-assisted residents ages 17-34 completing FAFSA application
- **Frequency:** Annual
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Availability of linked FSA-HUD data depends on a memorandum of understanding. Linkage operations have potential to exclude a subset of records because of incompatible fields.
- **Validation, verification, and improvement of measure:** Similar linkage has been proven technically feasible.
- **Sequence:** 10

Strategic Objective: Enhance Rental Assistance

Number of Public Housing units transitioned to a sustainable platform

Rental Assistance Demonstration (RAD)

- **Description:** Number of Public Housing (PH) units transitioned from Annual Contributions Contract/ Declaration of Trust ACC/DOT through the Rental Assistance Demonstration program.
- **Data source:** Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Number of PH units
- **Dimension:** Count
- **Calculation method:** Based on units transitioned in transactions that closed within the time period as recorded in IMS/PIC
- **Frequency:** Quarterly
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** All transactions are recorded in IMS/PIC within seven (7) days of closing, also in Assignment Tracker.
- **Validation, verification, and improvement of measure:** The Special Applications Center (SAC) maintains a back-up spreadsheet with all transactions listed and verifies in the IMS/PIC system.
- **Sequence:** 11a

Voluntary Conversions

- **Description:** Number of Public Housing (PH) units transitioned from Annual Contributions Contract/ Declaration of Trust (ACC/DOT) through Voluntary Conversion.
- **Data source:** Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Number of PH units
- **Dimension:** Count
- **Calculation method:** Based on units transitioned in transactions that closed within the time period as recorded in IMS/PIC
- **Frequency:** Quarterly
- **Direction:** Trending upwards
- **Data quality (limitations/advantages of the data):** PHAs begin the process by applying with IMS/PIC. HUD processes the application in IMS/PIC and then, all transactions are recorded in IMS/PIC within seven (7) days of closing by Field Office. HUD also tracks assignments in Assignment Tracker. Timeliness and validity of data are dependent what PHAs submit. We ensure that data is of good quality during the reviews of applications.
- **Validation, verification, and improvement of measure:** The Special Applications Center (SAC) maintains a back-up spreadsheet with all transactions listed and verifies in the IMS/PIC system.
- **Sequence:** 11b

Section 18 (Demolition/Disposition)

- **Description:** Number of Public Housing (PH) units transitioned from Annual Contributions Contract/ Declaration of Trust (ACC/DOT) through demolition or disposition under Section 18.
- **Data source:** Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Number of PH units
- **Dimension:** Count
- **Calculation method:** Based on units transitioned in transactions that closed within the time period as recorded in IMS/PIC
- **Frequency:** Quarterly
- **Direction:** Trending upwards, after issuance of new notice in Spring 2018

- **Data quality (limitations/advantages of the data):** PHA's begin the process by applying with IMS/PIC. HUD processes the application in PIC and then, all transactions are recorded in IMS/PIC within seven (7) days of closing by Field Office. HUD also tracks assignments in in Assignment Tracker.
- **Validation, verification, and improvement of measure:** The Special Applications Center (SAC) maintains a back-up spreadsheet with all transactions listed and checks in the IMS/PIC system.
- **Sequence:** 11c

Declaration of Trust Release; Clean Release

- **Description:** Number of Public Housing units transitioned from Annual Contributions Contract/ Declaration of Trust (ACC/DOT) through release of the Declaration of Trust in which the PHA retains title to the land.
- **Data source:** Inventory Management System/Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Number of PH units
- **Dimension:** Count
- **Calculation method:** Based on PH units transitioned out of HUD authority through DOT release transitioned within the time period as recorded in IMS/PIC
- **Frequency:** Quarterly
- **Direction:** Trending upward
- **Data quality (limitations/advantages of the data):** PHAs begin the process by applying with IMS/PIC. HUD processes the application in IMS/PIC and then, all transactions are recorded in IMS/PIC within seven (7) days of closing by Field Office. HUD also tracks assignments in an Assignment Tracker.
- **Validation, verification, and improvement of measure:** The Special Applications Center (SAC) maintains a back-up spreadsheet with all transactions listed and verifies in the IMS/PIC system.
- **Sequence:** 11d

Public Housing occupancy rate

- **Description:** Occupancy rate in Public Housing (PH).
- **Data source:** Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Percent of occupied PH units
- **Dimension:** Percentage
- **Calculation method:** Occupancy Rate is calculated using a data set of all units under an Annual Contribution Contract (ACC) and the following methodology: number of occupied PH rental units divided by number of standing units – number of uninhabitable units.
 - Occupied PH rental units are units occupied by assisted tenants, units occupied by non-assisted tenants, and special use units.
 - Standing units are units that have not been removed.
 - Uninhabitable units are units that are vacant and approved for removal from inventory.
- **Frequency:** Quarterly
- **Direction:** Constant
- **Data quality (limitations/advantages of the data):** Public housing agencies (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. This data is used to calculate Capital Fund and Operating Fund grants. PHAs annually certify the accuracy of PH building and unit counts within IMS/PIC system.
- **Validation, verification, and improvement of measure:** The measurement validation processes applied to the "PH occupied rental units" metric also apply to the PH occupancy rate.
- **Sequence:** 12

Project Based Rental Assistance (PBRA) occupancy rate

- **Description:** Percent of PBRA units occupied.
- **Data source:** Tenant Rental Assistance Certificate System (TRACS) and Integrated Real Estate Management System (iREMS)
- **Unit of measurement:** Percent of PBRA units occupied
- **Dimension:** Percentage
- **Calculation method:** Number of PBRA units that are occupied divided by total number of units in the PBRA program
- **Frequency:** Quarterly
- **Direction:** Flat
- **Data quality (limitations/advantages of the data):** The Tenant Rental Assistance Certificate System (TRACS) has more than 6,000 business rules to ensure data validation. Data fields are required for property and project management purposes.
- **Validation, verification, and improvement of measure:** The system business rules and operating procedures check for data accuracy, meaningfulness, and security of access logic and controls. The primary data element for TRACS 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.

- **Sequence:** 13

Housing Choice Voucher (HCV) budget utilization

- **Description:** Budget authority expended as a percent of all budget authority for the calendar year.
- **Data source:** Voucher Management System (VMS)
- **Unit of measurement:** Budget authority expended as percent of all budget authority.
- **Dimension:** Percentage
- **Calculation method:** Housing Assistance Payments (HAP) expended on a calendar year to date basis as a percent of budget authority on a calendar year to date basis. Moving to Work PHA budget authority is calculated as 100% expended.
- **Frequency:** Annual; calendar year end
- **Direction:** Varies based on budget provided.
- **Data quality (limitations/advantages of the data):** VMS data captures information related to leasing and HAP expenses for the HCV program. Public housing agencies 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, verification, and improvement of measure:** A "hard edit" is generated when a public housing agency enters data that are inconsistent with prior months' data input. If there is an issue that cannot be resolved successfully, the transaction is rejected and the public housing agency is required to re-enter the correct information. This process provides additional assurance that the reported data are accurate. The HCV program uses three other means to ensure the accuracy of the data:
 1. HUD has developed a voucher utilization projection tool, which will enable the Department and public housing agencies to forecast voucher utilization and better manage the Voucher program.
 2. The HCV Financial Management Division performs data-validation checks of the VMS data after the monthly database has been submitted to HUD Headquarters for management reporting purposes. Data that appear to be inconsistent with prior months' data are resolved with the public housing agency. Corrections are entered directly into the VMS to ensure that the data are accurate.
 3. The Public and Indian Housing Quality Assurance Division validates the data using onsite and remote VMS reviews. The division staff reviews source documents on site at the public housing agency to determine if the leasing, HAP expenses, and Net Restricted Assets are consistent with data reported in VMS. The Real Estate Assessment Center (REAC) also compares VMS to the Financial Assessment System (FASS) data and rejects it if it is materially different.
- **Sequence:** 14

Number of families served through HUD rental assistance

- **Description:** Total number of households served through HUD rental assistance.
- **Data source:** Multiple
- **Unit of measurement:** Number of occupied units per program
- **Dimension:** Count
- **Calculation method:** Total count of units supported by rental assistance programs serving households (each household occupies one unit)
- **Frequency:** Varied, see below
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** See sub-metrics below.
- **Validation, verification, and improvement of measure:** See sub-metrics below.

Public and Indian Housing

Tenant-Based Rental Assistance (TBRA)/ Housing Choice Vouchers (HCV)

- **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:** Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Number of utilized TBRA vouchers (occupied units)
- **Dimension:** Count
- **Calculation method:** The number of utilized vouchers entered into PIH's Voucher Management System (VMS), with 100% of available Moving to Work PHA vouchers counted as utilized.
- **Frequency:** Quarterly
- **Direction:** Flat

- **Data quality (limitations/advantages of the data):** VMS captures information related to the leasing and Housing Assistance Payment (HAP) expenses for the HCV program. Public housing agencies (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, verification, and improvement of measure:** The HCV program uses four other means to ensure the accuracy of the data:
 1. HUD has developed a voucher utilization projection tool, which will enable the Department and public housing agencies to forecast voucher utilization and better manage the Voucher program.
 2. The Housing Choice Voucher Financial Management Division performs data-validation checks of the VMS data after the monthly database has been submitted to HUD Headquarters for management reporting purposes.
 3. Data that appear to be inconsistent with prior months’ data are resolved with the public housing agency.
 4. Corrections are entered directly into the VMS System to ensure that the data are accurate.
- **Sequence:** 15a

Rental Assistance Demonstration (RAD) units converted to TBRA

- **Description:** Number of units converted from Moderate Rehab to Tenant-Based Rental Assistance (TBRA) through the Rental Assistance Demonstration (RAD).
- **Data Source:** RAD Resource Desk (RRD)
- **Unit of measurement:** Occupied Units
- **Dimension:** Count
- **Calculation method:** The number of units from closed Moderate Rehab RAD transactions that are identified as Project Based Vouchers (PBVs) in the RRD system.
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Public housing agencies (PHAs) report the conversion, subsidy type, and number of units to conversion during the application and the entering into a Commitment Housing Assistance Payment (CHAP) award process. RAD Transaction Managers verify the accuracy of data in the RRD.
- **Validation, verification, and improvement of measure:** Data inconsistencies are identified through periodic data integrity checks RRD systems administrators and RECAP’s System Support Manager, and corrected as a collaborative effort between the RRD system administrators and the Transaction Managers.
- **Sequence:** 15b

Public Housing

- **Description:** This indicator tracks the number of occupied rental units within PIH’s Public Housing (PH) program.
- **Data source:** Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** PH rental units under an Annual Contribution Contract (ACC)
- **Dimension:** Count
- **Calculation method:** The number of occupied PH rental units includes only units that are identified as being under an ACC with HUD. PH units are assigned a unit category and status to note the nature of use within the program. The number of occupied PH rental units is the number of units with the following statuses: “occupied by assisted tenants”, “occupied by non-assisted tenants”, and “special use”.
- **Frequency:** Quarterly
- **Direction:** Decrease
- **Data quality (limitations/advantages of the data):** Public housing agencies (PHAs) self-report inventory and occupancy data in IMS/PIC using Form HUD 50058. Changes to unit use categories are approved by local HUD field offices. This data is used to calculate Capital Fund and Operating Fund grants. PHAs annually certify the accuracy of public housing building and unit counts within IMS/PIC system.
- **Validation, verification, and improvement of measure:** 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. The IMS/PIC system unit status data benefited from a major evaluation in 2011. In addition to recent technical efforts to correct system-driven data anomalies, PIH is developing additional tools to further enhance the ability of PHAs and field offices to ensure that the PIC unit status data is accurate.
- **Sequence:** 15c

PIH Moderate Rehabilitation

- **Description:** The Moderate Rehabilitation program provides project-based rental assistance for low income families. The program was repealed in 1991 and no new projects are authorized for development. Assistance is limited to properties previously rehabilitated pursuant to a housing assistance payments (HAP) contract between an owner and a public housing agency (PHA).
- **Data source:** Each year, PHAs provide data to the PIH field offices, including which Moderate Rehabilitation contracts will be renewed. The field offices calculate renewal rents and forward all data to the Financial Management Center, which confirms the data and also calculates and requests total required renewal and replacement funding.
- **Unit of measurement:** Number of occupied units
- **Dimension:** Count
- **Calculation method:** Count
- **Frequency:** Annual
- **Direction:** Decrease
- **Data quality (limitations/advantages of the data):** Timeliness and validity of data are dependent on multiple entities, including the Moderate Rehabilitation project owners, PIH field offices, and the Financial Management Center. Data is manually entered and validated.
- **Validation, verification, and improvement of measure:** The Financial Management Center reviews the data provided by the field offices and follows-up on incorrect or suspect data before submitting funding requests. A Financial Management Center division director or team leader must approve funding obligation and disbursement based on the number of occupied units. The Office of Housing Voucher Programs is currently working to develop a more streamlined and automated process to verify and improve the validations.
- **Sequence:** 15d

Mainstream Vouchers

- **Description:** This indicator tracks the number of vouchers within this program that are being utilized. The data is reported 70 days after the end of the quarter due to data validation processes. Mainstream program vouchers enable low-income families that include a person with disabilities to lease affordable private housing of their choice. Such households often face difficulties in locating suitable and accessible housing on the private market.
- **Data source:** Voucher Management System (VMS)
- **Unit of measurement:** Number of utilized vouchers
- **Dimension:** Count
- **Calculation method:** The mainstream utilized voucher count is based on the number of utilized vouchers reported in VMS.
- **Frequency:** Quarterly
- **Direction:** Constant
- **Data quality (limitations/advantages of the data):** VMS captures information related to the leasing and Housing Assistance Payment expenses for the Housing Choice Voucher (HCV) program. Public housing agencies (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, verification, and improvement of measure:** The HCV program uses other means to ensure the accuracy of the data:
 1. The HCV Financial Management Division performs data-validation checks of the VMS data after the monthly database has been submitted to HUD Headquarters for management reporting purposes. Data that appear to be inconsistent with prior months' data are resolved with the public housing agency. Corrections are entered directly into VMS to ensure that the data are accurate.
 2. The Public and Indian Housing Quality Assurance Division, using onsite and remote VMS reviews, validates the data. The division staff reviews source documents on site at the public housing agency to determine if the leasing, Housing Assistance Program expenses, and Net Restricted Assets are consistent with data reported in VMS. Real Estate Assessment Center (REAC) also compares VMS to the Financial Assessment System (FASS) data and rejects it if it is materially different.
- **Sequence:** 15e

Office of Native American Programs (ONAP)

- **Description:** This indicator tracks the additional number of rental units built using funds administered by PIH's Office of Native American Programs (ONAP).
- **Data source:** ONAP Access databases
- **Unit of measurement:** Number of units
- **Dimension:** Count
- **Calculation method:** HUD aggregates the number of ONAP rental units based on each grantee's annual report of the number of affordable units built or acquired using Indian Housing Block Grant Funds.
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** As the data are self-reported, the data are subject to human (data-entry) error. However, ONAP has instituted "hard edits" for entries in the system.
- **Validation, verification, and improvement of measure:** The data are continually reviewed by HUD. When inaccurate data are discovered or suspected, program specialist's follow-up with grantees to resolve.
- **Sequence:** 15f

Housing**Section 8 Project-Based Rental Assistance (PBRA) units**

- **Description:** This sub-metric tracks the number of families receiving rental assistance through the PBRA program.
- **Data source:** Tenant Rental Assistance Certificate System (TRACS) and Integrated Real Estate Management System (iREMS)
- **Unit of measurement:** Households receiving rental assistance through the PBRA program
- **Dimension:** Count
- **Calculation method:** Number of units receiving rental assistance through the PBRA program (there is one household per unit)
- **Frequency:** Quarterly
- **Direction:** Flat
- **Data quality (limitations/advantages of the data):** 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, verification, and improvement of measure:** The system business rules and operating procedures are defined in HUD Occupancy Handbook 4350.3; HUD's IT system security protocols; and financial requirements established in the Office of Management and Budget's Circular A-127. Often referenced as validation rules, these business rules check for data accuracy, meaningfulness, and security of access logic and controls. 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 a 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.
- **Sequence:** 15g

Rental Assistance Demonstration (RAD) units converted to PBRA

- **Description:** Number of units converted to Project-Based Rental Assistance (PBRA) using the Rental Assistance Demonstration (RAD).
- **Data source:** RAD Resource Desk (RRD)
- **Unit of measurement:** Number of units
- **Dimension:** Count
- **Calculation method:** Number of occupied units converted through RAD and have a PBRA subsidy
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Public housing agencies (PHAs) select the conversion, subsidy type, and number of units to convert during the process of completing the RAD application and entering into a Commitment Housing Assistance Payment (CHAP) award. RAD Transaction Managers verify the accuracy of data in the RRD.

- **Validation, verification, and improvement of measure:** Data inconsistencies are identified through periodic data integrity checks by RRD systems administrators and Recap's System Support Manager. Based on the findings, data errors are corrected as a collaborative effort between the RRD system administrators and the Transaction Managers. The corrections are verified by the RRD system administrators.
- **Sequence:** 15h

Units subsidized by other Multifamily programs (202, 236 and 221(d)(3) BMIR)

- **Description:** Number of units covered by old Section 202 direct loans, insured under Section 236, receiving interest reduction payments (IRP), or insured under Section 223(d)(3)BMIR..
- **Data source:** Multifamily Portfolio Reporting Database (MPRD) and Integrated Real Estate Management System (iREMS)
- **Unit of measurement:** Number of units subsidized by the old Section 202, 236, IRP, and BMIR programs
- **Dimension:** Count
- **Calculation method:** Count
- **Frequency:** Quarterly
- **Direction:** Decreasing (as mortgages mature)
- **Data quality (limitations/advantages of the data):** Although these units are assumed to be occupied, there is no assurance that this assumption is correct.
- **Validation, verification, and improvement of measure:** The number of units per project in the MPRD comes from iREMS and has been validated multiple times by project managers in field asset management against source documents.
- **Sequence:** 15i

Project Rental Assistance Contracts in the Section 202 Housing for the Elderly and Section 811 Housing for Persons with Disabilities programs (202/811 PRAC)

- **Description:** Number of households receiving rental assistance through a 202/811 PRAC.
- **Data source:** Tenant Rental Assistance Certificate System (TRACS) and Integrated Real Estate Management System (iREMS)
- **Unit of measurement:** Number of households receiving rental assistance through a 202/811 PRAC
- **Dimension:** Count
- **Calculation method:** Number of units receiving assistance through a 202/811 PRAC
- **Frequency:** Quarterly
- **Direction:** Increasing
- **Data quality (limitations/advantages of the data):** TRACS has more than 6,000 business rules to ensure data validation. Data fields are required for property and project management purposes.
- **Validation, verification, and improvement of measure:** The system business rules and operating procedures are defined in HUD Occupancy Handbook 4350.3; HUD's IT system security protocols; and financial requirements established in the Office of Management and Budget's Circular A-127. Often referenced as validation rules, these business rules check for data accuracy, meaningfulness, and security of access logic and controls. 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.
- **Sequence:** 15j

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

- **Description:** Number of units covered by commitments related to the use of new or existing low-income housing tax credits (LIHTC) tax-exempt bond financing as part of the FHA transaction. The LIHTC program is an indirect Federal subsidy used to finance the development of affordable rental housing for low-income households.
- **Data source:** Office of Housing Development Management Action Plan goals SharePoint site
- **Unit of measurement:** Number of units
- **Dimension:** Count
- **Calculation method:** Number of units covered by commitments related to the use of new or existing low-income housing tax credits (LIHTC) tax-exempt bond financing as part of the FHA transaction
- **Frequency:** Quarterly
- **Direction:** Increased

- **Data quality (limitations/advantages of the data):** Complete new LIHTC/TE units are posted on the SharePoint site based on data provided by the HUD Project Managers who have worked on these projects.
- **Validation, verification, and improvement of measure:** HUD field staff provide the data, which is reviewed and verified by Multifamily Hub and Headquarters staff.
- **Sequence:** 15k

Rental Assistance Payments (RAP)

- **Description:** This sub-metric tracks the number of families receiving rental assistance through the Rental Assistance Payment (RAP) program.
- **Data source:** Tenant Rental Assistance Certificate System (TRACS) and Integrated Real Estate Management System (iREMS)
- **Unit of measurement:** Households receiving rental assistance through the Rental Assistance Payment (RAP) program
- **Dimension:** Count
- **Calculation method:** Count
- **Frequency:** Quarterly
- **Direction:** Decreasing
- **Data quality (limitations/advantages of the data):** TRACS has more than 6,000 business rules to ensure data validation. Data fields are required for property and project management purposes.
- **Validation, verification, and improvement of measure:** The system business rules and operating procedures are defined in HUD Occupancy Handbook 4350.3; HUD's IT system security protocols; and financial requirements established in the Office of Management and Budget's Circular A-127. Often referenced as validation rules, these business rules check for data accuracy, meaningfulness, and security of access logic and controls. 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.
- **Sequence:** 15l

Rent Supplement

- **Description:** This sub-metric tracks the number of families receiving rental assistance through the Rent Supplement (SUP) program.
- **Data source:** Tenant Rental Assistance Certificate System (TRACS) and Integrated Real Estate Management System (iREMS)
- **Unit of measurement:** Households receiving rental assistance through Rent Supplement (SUP) program
- **Dimension:** Count
- **Calculation method:** Number of units receiving assistance through the Rent Supplement (SUP) program (there is one household per unit)
- **Frequency:** Quarterly
- **Direction:** Decreasing
- **Data quality (limitations/advantages of the data):** TRACS has more than 6,000 business rules to ensure data validation. Data fields are required for property and project management purposes.
- **Validation, verification, and improvement of measure:** The system business rules and operating procedures are defined in HUD Occupancy Handbook 4350.3; HUD's IT system security protocols; and financial requirements established in the Office of Management and Budget's Circular A-127. Often referenced as validation rules, these business rules check for data accuracy, meaningfulness, and security of access logic and controls. 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.
- **Sequence:** 15m

Mortgage Insurance for Residential Care Facilities (Section 232)

- **Description:** Affordable assisted living facility units for Medicaid-eligible tenants preserved by Section 232 endorsements within a fiscal year.
- **Data source:** Development Application Processing System (DAP); SharePoint

- **Unit of measurement:** Number of Medicaid-eligible assisted living facility units preserved
- **Dimension:** Count
- **Calculation method:** To estimate the number of Medicaid-supported affordable assisted living facility residential units endorsed under Section 232 in a fiscal year, the total national Medicaid percentage is applied as a multiplier to the total volume of Section 232 assisted living facility units endorsed. The national Medicaid percent table is a component of CMS' (Centers for Medicare & Medicaid Services) National Health Expenditure data set that calculates the national percentage of Medicaid spending within the United States each year.
- **Frequency:** Quarterly
- **Direction:** Flat
- **Data quality (limitations/advantages of the data):** The Medicaid percent utilized for this calculation is based upon best-available independent analysis conducted on national data.
- **Validation, verification, and improvement of measure:** The Office of Residential Care Facilities monitors and verifies actual data quarterly.
- **Sequence:** 15n

Community Planning and Development

McKinney-Vento Homeless Rental Assistance units

- **Description:** The total number of occupied rental units provided through Continuum of Care (CoC) rental assistance under the McKinney-Vento Act.
- **Data source:** Housing Inventory Count (HIC)
- **Unit of measurement:** Occupied rental units for specified people
- **Dimension:** Count
- **Calculation method:** Number of McKinney-Vento-funded rental units; specifically, this measure is the annual total of units with children, beds without children and beds with only children.
- **Frequency:** Annually
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** While the HIC is largely derived from Homeless Management Information System (HMIS), data is relatively comprehensive as CoCs must provide data on all projects in the system, regardless of funding source. CoCs that have projects that are not in HMIS must engage the provider through surveys to obtain the data. Because providers that target services survivors of domestic violence are not required to enter into HMIS, their data quality tends to be lower.
- **Validation, verification, and improvement of measure:** HUD's technical assistance providers work with CoCs to ensure the data is consistent within the HIC and relative to the Point-in-Time (PIT) count data. HUD works with its federal partners to understand whether they believe the data on their providers is accurate.
- **Sequence:** 15o

Tax Credit Assistance Program

- **Description:** Units produced through Low-Income Housing Tax Credits (LIHTC) with assistance from the Tax Credit Assistance Program (TCAP).
- **Data source:** Integrated Disbursement and Information System (IDIS)
- **Unit of measurement:** Completed units
- **Dimension:** Count
- **Calculation method:** Data was derived from grantee accomplishments reported in IDIS
- **Frequency:** Quarterly
- **Direction:** N/A; American Recovery and Reinvestment Act of 2009 (ARRA) program has ended, currently being closed out.
- **Data quality (limitations/advantages of the data):** System has edit controls that help prevent grantees from making data entry errors.
- **Validation, verification, and improvement of measure:** Program staff reviewed reports to ensure data validity and resolved identified data issues.
- **Sequence:** 15p

Housing Opportunities for Persons with AIDS (HOPWA)

- **Description:** Number of units occupied by households receiving assistance.
- **Data source:** Paper-based Consolidated Annual Performance and Evaluation Report (CAPER), paper-based Annual Progress Report (APR), and electronic-based eCon Planning Suite Annual Action Plan Accomplishment Goals and Consolidated Annual Performance and Evaluation Report (CAPER).
- **Unit of measurement:** Number of households receiving assistance through the HOPWA program
- **Dimension:** Count
- **Calculation method:** The paper-based performance reports are developed by the grantee based on local tracking systems and submitted to HUD and the technical assistance providers. The eCon Planning Suite Annual Action Plan and CAPER electronic reports are submitted to HUD field offices.
- **Frequency:** Annually
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Data are reported by formula and competitive grantees through the Consolidated Annual Performance and Evaluation Report (CAPER) and the Annual Performance Report (APR), respectively. These reports reflect annual data collection with limited use of information management technology systems, pending further upgrades. These performance reports are completed by grantees and provide the program with insights into client demographics, expenditures for eligible activities, and the number of households served.
- **Validation, verification, and improvement of measure:** Performance reporting information is reviewed by HOPWA technical assistance providers and recorded in grantee-level and national-level Performance Profiles on the program’s website (HUDHRE.info). The eCon Planning Suite Annual Action Plan and CAPER reports are approved by HUD field office staff. HUD guidance and technical assistance providers assists grantees in verifying data quality and completing reports.
- **Sequence:** 15q

Strategic Objective: End Homelessness

Length of homelessness

- **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 Continuum, of Care’s (CoC’s) Homeless Management Information Systems (HMIS). Data is reported as “System Performance Measures” into the Homelessness Data Exchange (HDX).
- **Unit of measurement:** Days
- **Dimension:** Weighted Rate
- **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
- **Direction:** Decrease
- **Data quality (limitations/advantages of the data):** 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 Homeless Management Information System (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, verification, and improvement of measure:** 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 2 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 ensure consistency and will provide more resources to help CoCs test the accuracy of their systems to pull the data.
- **Sequence:** 16

Number of people experiencing homelessness

- **Description:** Total number of people experiencing homelessness based on a count that occurs on a single night in January.
- **Data source:** Point-in-Time (PIT) count reported in the Homelessness Data Exchange (HDX)
- **Unit of measurement:** Homeless persons on a single night in January

- **Dimension:** Count
- **Calculation method:** A count of homeless persons on a single night in January
- **Frequency:** Although many jurisdictions count annually, 24 CFR 578.7(c)(2) only requires that the counts be done “biennially”
- **Direction:** Decrease
- **Data quality (limitations/advantages of the data):** HUD establishes PIT count guidance annually that states the minimum amount of data that all Continuums of Care (CoCs) must collect and report to HUD. There are additional reporting tools that provide guidance on HUD’s reporting requirements and standards.
- **Validation, verification, and improvement of measure:** When CoCs submit their data in the HDX, there are also several validations in HDX itself to ensure consistency in reporting. After the data are submitted, HUD’s contractors analyze the data again and call communities if there are further discrepancies that need to be explained or corrected.
- **Sequence:** 17

Number of people experiencing unsheltered homelessness

- **Description:** Total number of people experiencing unsheltered homelessness based on a count that occurs on a single night in January.
- **Data source:** Point-in-Time (PIT) count reported in the Homelessness Data Exchange (HDX)
- **Unit of measurement:** Homeless persons in specified situation on a single night in January
- **Dimension:** Count
- **Calculation method:** A count of homeless persons on a single night in January
- **Frequency:** Although many jurisdictions count annually, 24 CFR 578.7(c)(2) only requires that the counts be done “biennially”
- **Direction:** Decrease
- **Data quality (limitations/advantages of the data):** HUD establishes PIT count guidance annually that states the minimum amount of data that all Continuums of Care (CoCs) must collect and report to HUD. There are additional reporting tools that provide guidance on HUD’s reporting requirements and standards.
- **Validation, verification, and improvement of measure:** When CoCs submit their data in the HDX there are also several validations in HDX itself to ensure consistency in reporting. After the data are submitted, HUD’s contractors analyze the data again and call communities if there are further discrepancies that need to be explained or corrected.
- **Sequence:** 18

Returns to homelessness

- **Description:** Percentage of persons who exited homelessness to a permanent housing destination returned to homelessness within 24 months. 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 Continuum of Care’s (CoC’s) Homeless Management Information Systems (HMIS). Data is reported as “System Performance Measures” into the Homelessness Data Exchange (HDX).
- **Unit of measurement:** Persons
- **Dimension:** Weighted Percentage
- **Calculation method:** Each Continuum of Care (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
- **Direction:** Decrease
- **Data quality (limitations/advantages of the data):** 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, verification, and improvement of measure:** 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 2 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 ensure consistency and will provide more resources to help CoCs test the accuracy of their systems to pull the data.
- **Sequence:** 19

Percentage of units of permanent supportive housing serving people experiencing chronic homelessness

- **Description:** Percentage of permanent supportive housing beds serving chronically homeless.
- **Data source:** Continuum of Care (CoC) Application
- **Unit of measurement:** Percentage of permanent supportive housing beds serving specified individuals and families
- **Dimension:** Percentage
- **Calculation method:** HUD conducts an annual competition for CoC Program funding. HUD encourages CoCs to use existing permanent supportive housing beds/units to serve persons experiencing chronic homelessness, either through dedicating existing or new beds or by prioritizing existing beds for persons experiencing chronic homelessness. This measure reflects the proportion of all beds/units funded in the competition that are either dedicated or prioritized to serve individuals and families experiencing chronic homelessness.
- **Frequency:** Annually
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Eligible CoC applicants apply for funding for permanent supportive housing, with prioritized or dedicated beds for the chronically homeless.
- **Validation, verification, and improvement of measure:** HUD staff review each project carefully to ensure the project complies with HUD requirements and reviews the application carefully to verify that the data in the application is accurate.
- **Sequence:** 20

Number of exits from Continuum of Care (CoC)-funded permanent supportive housing to rental assistance with subsidy

- **Description:** Number of exits from CoC-funded permanent supportive housing to a subsidized unit.
- **Data source:** The Homeless Assistance Application and Grants Management System, e-snaps
- **Unit of measurement:** Number of exits from CoC-funded permanent supportive housing to a subsidized unit
- **Dimension:** Count
- **Calculation method:** HUD's CoC grant recipients are required to report on their grants 90 days after the grant's operating end date. HUD aggregates the data into an annual total.
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** CoC Program recipients are required to upload their data directly from HMIS. This prevents clerical error and when data errors arise the reporting system notifies the recipients that an error exists in the data and the nature of the error. The data in HMIS is tied to other reporting like system performance measures which creates incentives for communities to ensure the data in HMIS is accurate.
- **Validation, verification, and improvement of measure:** CoC Program recipients are required to upload their data directly from HMIS. This prevents clerical error and when data errors arise the reporting system notifies the recipients that an error exists in the data and the nature of the error. The reporting tool does not accept data when there are errors. This forces recipients to correct the data in their local HMIS and only allows recipients to submit data that meets a minimum level of data quality and consistency.
- **Sequence:** 21

Percentage of admissions to mainstream housing programs who were homeless at admission

Public Indian Housing

Percentage of admissions to Housing Choice Vouchers (HCV) who were homeless at admission

- **Description:** Percentage of households admitted into HCV who were homeless at admission.
- **Data source:** Integrated Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Percentage of households admitted into HCV who were homeless at admission
- **Dimension:** Percentage
- **Calculation method:** Number of homeless households admitted into HCV program divided by number of all households admitted into HCV program
- **Frequency:** Quarterly
- **Direction:** Increasing
- **Data quality (limitations/advantages of the data):** Public housing agencies (PHAs) self-report the data. PIH continues to work with PHAs to ensure use of a consistent definition of "homeless" across HUD programs.
- **Validation, verification, and improvement of measure:** PIH issued guidance in the form of Notice PIH 2013-15 to help correct the data quality issue.
- **Sequence:** 22a

Percentage of admissions to Public Housing (PH) who were homeless at admission

- **Description:** Percentage of households admitted into PH who were homeless at admission.
- **Data source:** Integrated Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Percentage of households admitted into PH who were homeless at admission
- **Dimension:** Percentage
- **Calculation method:** Number of homeless households admitted into PH divided by number of all households admitted into PH
- **Frequency:** Quarterly
- **Direction:** Increasing
- **Data quality (limitations/advantages of the data):** Public housing agencies (PHAs) self-report the data. PIH continues to work with PHAs to ensure use of a consistent definition of “homeless” across HUD programs.
- **Validation, verification, and improvement of measure:** PIH issued guidance in the form of Notice PIH 2013-15 to help correct the data quality issue.
- **Sequence:** 22b

Housing

Percentage of admissions to Multifamily Housing who were homeless at admission

- **Description:** Percentage of households admitted into Multifamily Housing who were homeless at admission.
- **Data source:** Tenant Rental Assistance Certification System (TRACS)
- **Unit of measurement:** Percentage of households admitted into Multifamily Housing who were homeless at admission
- **Dimension:** Percentage
- **Calculation method:** Number of homeless households admitted into Multifamily units divided by number of all households admitted into Multifamily units
- **Frequency:** Monthly
- **Direction:** Increasing
- **Data quality (limitations/advantages of the data):** 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, verification, and improvement of measure:** N/A
- **Sequence:** 22c

HMIS bed coverage rates in Balance of State and Statewide Continuum of Care (CoC)

- **Description:** Percentage of beds dedicated to persons experiencing homelessness and offered by CoC providers in rural communities that are covered in the CoC’s local homeless management information system (HMIS). This metric is a reflection of how well communities have collaborated with homeless assistance partners to collect data in a central database and how well the data reported as a CoC reflects the work of all organizations working together to end homelessness in the community.
- **Data source:** Housing Inventory Count (HIC)
- **Unit of measurement:** Percentage of beds dedicated to persons experiencing homelessness
- **Dimension:** Percentage
- **Calculation method:** CoCs annually report their inventory of beds dedicated to persons experiencing homelessness. CoCs also report how many of those beds are recorded in HMIS. HUD will divide the number of beds in HMIS by the total beds available for the rural communities.
- **Frequency:** Annually
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** CoCs annually report their inventory of beds dedicated to persons experiencing homelessness, regardless of funding source. While many CoCs are able to export data about their housing inventory directly from their local HMIS, CoCs that have projects that are not in HMIS must engage the provider through surveys to obtain the data. The more beds reported in HMIS that are reported in the HIC, the greater the ability for the community to coordinate services and track the outcomes of the projects in the CoC. Because providers that target services survivors of domestic violence are not required to enter into HMIS, their data quality tends to be lower.

- **Validation, verification, and improvement of measure:** HUD’s technical assistance providers work with CoCs to ensure the data is consistent within the HIC and relative to the Point-in-Time (PIT) count data. HUD works with its federal partners to understand whether they believe the data on their providers is accurate. Further collaboration with federal partners could improve the data each year.
- **Sequence:** 23

HUD-VA Supportive Housing (HUD-VASH) utilization

- **Description:** Utilization of active, allocated HUD-VASH vouchers by veterans.
- **Data source:** Veterans Affairs (VA) Homeless Registry, Integrated Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Number of HUD-VASH vouchers
- **Dimension:** Count
- **Calculation method:** Number of HUD-VASH vouchers currently leased divided by number of active HUD-VASH vouchers allocated through the previous fiscal year
- **Frequency:** Quarterly
- **Direction:** Increasing
- **Data quality (limitations/advantages of the data):** This data come from VA’s homeless registry after matching and validation with HUD’s IMS/PIC system. VA data come from self-reports by case managers working directly with Veterans and are subject to human error and delays in reporting.
- **Validation, verification, and improvement of measure:** The number of active, allocated vouchers changes regularly and at inconsistent intervals as a result of variations in fiscal year (FY) appropriations. This makes year-over-year comparisons an incomplete means of measuring progress. The denominator of the calculation used to produce this metric uses data from the end of the previous fiscal year (e.g., the metric for FY 2018 voucher utilization will use active vouchers awarded through FY 2017) to provide a grace period for leasing in the situation of delayed FY appropriations.
- **Sequence:** 24

Strategic Objective: Support Responsible Homeownership and Financial Viability

Capital Reserve Ratio

- **Description:** The capital ratio compares the “economic net worth” of the Mutual Mortgage Insurance (MMI) Fund to the dollar balance of active, insured loans, at a point in time. Economic net worth is defined as a net asset position, where the present value of expected future revenues and net claim expenses is added to current balance sheet positions. The capital ratio computation is part of an annual valuation of the outstanding portfolio of insured loans at the end of each fiscal year.
- **Data source:** FHA Single Family Data Warehouse Meta Tables
- **Unit of measurement:** Comparative between net asset position to balance of loans
- **Dimension:** Ratio
- **Calculation method:** The Net Present Value of future cash flows plus capital resources divided by insurance-in-force
- **Frequency:** Annual; we will investigate ways of showing on a quarterly basis how the business is actually tracking against the most recent actuarial forecast.
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** The data originate in the Single Family Insurance System-Claims Subsystem, and for convenience are reported from FHA Single Family Housing Enterprise Data Warehouse.
- **Validation, verification, and improvement of measure:** No data limitations are known to affect this indicator. The loan servicers enter the FHA data, and the FHA monitors the data entry.
- **Sequence:** 25

Early Payment Default Rate

- **Description:**
- **Data source:**
- **Unit of measurement:**
- **Dimension:**
- **Calculation method:**
- **Frequency:**

<ul style="list-style-type: none"> • Direction: • Data quality (limitations/advantages of the data): • Validation, verification, and improvement of measure: • Sequence: 26
<p>Percentage of new FHA mortgages that are first-time homebuyers</p> <ul style="list-style-type: none"> • Description: This measure tracks the share FHA originations that are made to first-time homebuyers. • Data source: Single-Family Data Warehouse and American Housing Survey • Unit of measurement: Share of FHA originations that belong to first-time homebuyers • Dimension: Percent • Calculation method: Percent of FHA originations made to first-time homebuyers. • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): We will rely on data from the Single-Family Data Warehouse, which tracks the number of FHA loans to first-time homebuyers on a quarterly basis. • Validation, verification, and improvement of measure: American Housing Survey is available every 2 years. • Sequence: 27
<p>FHA market-share of single-family mortgage originations (purchase, refinance, total)</p> <ul style="list-style-type: none"> • Description: This measure will show the percent of single family forward mortgage originations in the housing market that were made by FHA. • Data source: FHA Single Family Data Warehouse, Corelogic TrueStandings; Mortgage Bankers Association of America • Unit of measurement: Percent of FHA Mortgage Originations • Dimension: Percentage • Calculation method: Purchase, refinance and total share of specified mortgage market over share of entire market • Frequency: Quarterly; Revised Annually • Direction: Downwards • Data quality (limitations/advantages of the data): We rely upon the Mortgage Bankers Association of America for total volumes and CoreLogic for average loan amounts (used to derive loan counts). • Validation, verification, and improvement of measure: We discuss data quality with Mortgage Bankers Association of America and with CoreLogic, and have open communications to express any concerns. • Sequence: 28
<p>Higher Risk Loans</p> <p>High Risk Loans - Share of FHA purchase loans with (DTI) >50%</p> <ul style="list-style-type: none"> • Description: HUD will monitor the percentage of loans with higher risk loan program features: Metrics include the share of FHA purchase and non-streamline refinance loans with debt to income (DTI) >50%. • Data source: Single Family Data Warehouse • Unit of measurement: Percent of all non-streamline single family forward FHA purchase and non-streamline refinance loans with debt to income (DTI) >50% • Dimension: Percentage • Calculation method: Share of all non-streamline single family forward FHA purchase and non-streamline refinance loans with debt to income (DTI) >50% • Frequency: Quarterly • Direction: Upwards is the trend • Data quality (limitations/advantages of the data): FHA is dependent on lender to enter correct data. • Validation, verification, and improvement of measure: N/A • Sequence: 29a <p>Share of FHA purchase loans with Downpayment Assistance (DPA) (including secondary financing)</p> <ul style="list-style-type: none"> • Description: HUD will monitor the percentage of loans with higher risk loan program features: Metrics include the share of FHA purchase loans that have associated DPA. • Data source: Single Family Data Warehouse

- **Unit of measurement:** Percent of FHA purchase loans with DPA
- **Dimension:** Percentage
- **Calculation method:** Share of FHA purchase loans with DPA over all FHA single family forward purchase endorsements
- **Frequency:** Quarterly
- **Direction:** Upwards is the trend
- **Data quality (limitations/advantages of the data):** FHA is dependent on lender to enter correct data.
- **Validation, verification, and improvement of measure:** N/A
- **Sequence:** 29b

Higher Risk Loans - Share of FHA refinance loans with cash outs

- **Description:** HUD will monitor the percentage of loans with higher risk loan program features: Metrics include the share of FHA non-streamline refinance endorsements that include cash outs.
- **Data source:** Single Family Data Warehouse
- **Unit of measurement:** Percent of FHA non-streamline refinance endorsements that include cash outs
- **Dimension:** Percentage
- **Calculation method:** Share of cash out refinance loans over all FHA single family forward non-streamline refinance endorsements
- **Frequency:** Quarterly
- **Direction:** Upwards is the trend
- **Data quality (limitations/advantages of the data):** FHA is dependent on lender to enter correct data.
- **Validation, verification, and improvement of measure:** N/A
- **Sequence:** 29c

Percentage of Ginnie Mae issuers with borrower prepayments within one standard deviation of the cohort for VA loans

- **Description:** This indicator measures the percentage of issuers are no more than the standard deviation of the cohort for that group in terms of pre-payment speeds.
- **Data source:** Ginnie Mae mortgage-backed securities (MBS) loan & pool disclosure data
- **Unit of measurement:** Standard deviation of Issuers pre-payment speeds
- **Dimension:** Percentage
- **Calculation method:** Each issuer's single month mortality, average and standard deviation, weighted by scheduled balance
- **Frequency:** Quarterly
- **Direction:** Decrease Outliers
- **Data quality (limitations/advantages of the data):** The limitations of the data are within the scope of the interpretation and assumptions to generate the conditional pre-payment rate (CPR). The advantage of utilizing this data is that it is a widely utilized benchmark.
- **Validation, verification, and improvement of measure:** This is a previously identified data set that GNMA has been tracking and monitoring through internal controls and systems. The data utilized is run against other data sets that closely mirrors the applied data as utilized. The data will continue to be refined and adjusted as monthly tracking of the data adjust to responses from the applied metrics and monitoring. Ginnie Mae continues to work with contractors and market reporting firms to ensure accuracy and validity of the inputted and utilized data sets.
- **Sequence:** 30

Strategic Objective: Remove Lead Hazards and Other Health and Safety Risks from homes

Number of at-risk HUD housing units made healthy, physically safe and lead-safe

Office of Healthy Homes and Lead Hazard Control

Lead Hazard Control Grants

- **Description:** Number of housing units made lead-safe through lead hazard control grants.
- **Data source:** Grantee reports to Healthy Homes Grant Management System
- **Unit of measurement:** Housing units
- **Dimension:** Count
- **Calculation method:** Total of units from each grantee
- **Frequency:** Quarterly

- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Units are counted only after payment has been made after lead hazard control work has been done and the units have been cleared for re-occupancy, so grantees have a fiduciary responsibility to report accurately; but some grantees report on a single unit more than once, as they make partial and then final payments.
- **Validation, verification, and improvement of measure:** Reports are validated against financial payments (LOCCS reporting), and verified by remote and on-site monitoring by grant Government Technical Representatives. Having software checks for duplicate counting of units would improve the measure.
- **Sequence:** 31a

Healthy Housing Grants

- **Description:** Number of housing units made healthier and/or safer through healthy homes grants.
- **Data source:** Grantee reports to Healthy Homes Grant Management System
- **Unit of measurement:** Housing units
- **Dimension:** Count
- **Calculation method:** Total of units from each grantee
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Units are counted only after payment has been made after hazard control work has been done and re-occupancy has been allowed, so grantees have a fiduciary responsibility to report accurately; but some grantees report on a single unit more than once, as they make partial and then final payments.
- **Validation, verification, and improvement of measure:** 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.
- **Sequence:** 31b

Lead Hazard Enforcement

- **Description:** Housing units made lead-safe per agreements or orders under the Lead Disclosure Rule.
- **Data source:** Property owner/property manager reports
- **Unit of measurement:** Housing units
- **Dimension:** Count
- **Calculation method:** Total of units from each owner/manager
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Units are counted only after the owners/managers have documented completing work and the units have been tested and for low 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, verification, and improvement of measure:** Lead hazard control work is validated by consistency checks on records from owners/managers, and verified by EPA- or State-certified lead risk assessors; measure could be improved with routine on-site quality control checking by HUD lead program enforcement and/or its lead enforcement partners.
- **Sequence:** 31c

Community Planning & Development

Lead Safe Housing Rule (LSHR) - HOME-CDBG-HOPWA

- **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)
- **Unit of measurement:** Housing units
- **Dimension:** Count
- **Calculation method:** Total of units from each funding recipient
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Units are counted only after payment has been made for completing work and allowing re-occupancy, so funding recipients have a fiduciary responsibility to report accurately; routine on-site

<p>quality control checking for lead results by HUD lead program enforcement and/or its lead enforcement partners is not conducted.</p> <ul style="list-style-type: none"> • Validation, verification, and improvement of measure: Reports are validated against financial payments (LOCCS reporting), and verified by remote and on-site monitoring by CPD representatives. Measure would be improved by routine on-site quality control checking for lead results by HUD lead program enforcement and/or its lead enforcement partners. • Sequence: 31d
<p>Prevalence of children with elevated blood levels in high-risk communities and regions</p> <ul style="list-style-type: none"> • Description: Number of children with elevated blood lead levels in communities with Lead Hazard Control grants. • Data source: HUD is working to the CDC to identify the appropriate systems. • Unit of measurement: Number of children • Dimension: Count • Calculation method: Total number of children with a reported elevated blood lead level at or above the 'level of concern' of 5 µg/dLl. • Frequency: Annually in year one. Potentially quarterly afterwards. • Direction: Decrease • Data quality (limitations/advantages of the data): Identification of children with elevated blood-lead levels in dependent upon testing and notification from local health departments, public housing agencies, and HUD field offices. Therefore, some cases may go unreported if they are not properly captured by the appropriate entity. Furthermore, until HUD identifies the data sources, it cannot characterize the data quality meaningfully. • Validation, verification, and improvement of measure: This metric is new for the FY 2018-19 reporting period. The Office of Lead Hazard Control and Health Homes will continue to evaluate its process for collecting and calculating this data in order to improve the process and identify potential concerns. Recent research suggests that it is feasible to use Census data to identify neighborhood risk more effectively so that HUD can better target these neighborhoods. • Sequence: 32

Strategic Goal: Reimagine the Way HUD Works

Strategic Objective: Organize and Deliver Services More Effectively

Number of HUD mainframe systems decommissioned

- **Description:** The number of HUD source systems which are decommissioned; after necessary data is transferred and standardized into HUD's new cloud-based Enterprise Data Management structure.
- **Data source:** Unisys, IBM, Oracle, Sybase, Excel, etc.
- **Unit of measurement:** System
- **Dimension:** Count
- **Calculation method:** Sum
- **Frequency:** Annually
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** An advantage is that the data is derived from a hard count of active systems that is verified by system managers. A limitation is that management changes may run the risk of common definitions noting the difference between a decommissioned but accessible system and a fully offline, inaccessible system.
- **Validation, verification, and improvement of measure:** Reports, checklists, traceability, etc.
- **Sequence:** 33

Average of Employee IT Customer Service Satisfaction Score

- **Description:** Conduct an annual survey of HUD staff on satisfaction with IT services provided.
- **Data Source:** Survey Monkey
- **Unit of measurement:** Satisfaction
- **Dimension:** Score
- **Calculation Method:** Average
- **Frequency:** Semi-annually
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Currently the IT survey is administered ad-hoc to a random selection of recipients.
- **Validation, verification, and improvement of measure:** The survey is myopic and not inclusive of all service types offered by IT.
- **Sequence:** 34

Number of Enterprise IT Solutions Implemented

- **Description:** The number of enterprise-wide IT solutions that are implemented to streamline manual or cumbersome processes.
- **Data Source:** The HUD Chief Technology Officer

<ul style="list-style-type: none"> • Unit of measurement: Number of enterprise-wide IT processes • Dimension: Count • Calculation Method: Count of enterprise-wide IT processes during each calendar year • Frequency: Annually • Direction: Increase • Data quality (limitations/advantages of the data): A constraint is the limited ability to challenge the Chief Technology Officer's direct knowledge of solution implementation. • Validation, verification, and improvement of measure: Solutions are catalogued, verified, and validated by HUD's Chief Information Officer and Principal Deputy Chief Information Officer. • Sequence: 35
<p>Average Time-to-Hire</p> <ul style="list-style-type: none"> • Description: HUD will track the number of days it takes to fill an established vacancy. • Data source: Career Connector • Unit of measurement: Days • Dimension: Count • Calculation method: Number of days within process • Frequency: Annually • Direction: Decrease • Data quality (limitations/advantages of the data): Data is dependent upon Shared Service Provider (SSP) entry of some data elements. OCHCO will provide quality oversight review of SSP data. • Validation, verification, and improvement of measure: OCHCO will provide quality oversight review of SSP data. • Sequence: 36
<p>Number of competitions that use multi-year NOFAs</p> <ul style="list-style-type: none"> • Description: HUD will track how many grant competitions use Notices of Funding Availability which provide recipients with awards distributed over multiple years. • Data source: GrantSolutions Announcement Module (GS-AM) • Unit of measurement: Grant Competitions • Dimension: Count • Calculation method: Count of grant competitions using NOFAs which provide recipients with awards distributed over multiple years. • Frequency: Annually • Direction: Increase • Data quality (limitations/advantages of the data): N/A • Validation, verification, and improvement of measure: Records are preserved in the GS-AM as well as on HUD's Funding Opportunities web page. • Sequence: 37
<p>Regulatory Reform Initiative</p> <p>Number of EO 13771 regulatory actions</p> <ul style="list-style-type: none"> • Description: This measure will track the number of HUD's EO 13771 regulatory actions. • Data source: Federal Register publications • Unit of measurement: Regulatory action • Dimension: Count • Calculation method: Total number of 13771 regulatory actions • Frequency: Annually • Direction: N/A (tracking only) • Data quality (limitations/advantages of the data): Publication is definitive proof of actions. • Validation, verification, and improvement of measure: Regulatory actions are vetted and approved by leadership at HUD and OMB before being considered final. • Sequence: 38a <p>EO 13771 deregulatory actions issued</p> <ul style="list-style-type: none"> • Description: This measure will track the number of HUD's EO 13771 deregulatory actions issued.

- **Data source:** Federal Register publications
- **Unit of measurement:** Regulatory action
- **Dimension:** Count
- **Calculation method:** Total number of 13771 deregulatory actions
- **Frequency:** Annually
- **Direction:** N/A (tracking only)
- **Data quality (limitations/advantages of the data):** Publication is definitive proof of actions.
- **Validation, verification, and improvement of measure:** Regulatory actions are vetted and approved by leadership at HUD and OMB before being considered final.
- **Sequence:** 38b

Number of evaluations to identify potential EO 13771 deregulatory actions that included opportunity for public input and/or peer review

- **Description:** This metric will measure the number of evaluations to identify potential EO 13771 deregulatory actions that included opportunity for public input and/or peer review.
- **Data source:** Federal Register publications
- **Unit of measurement:** Evaluations to identify potential EO 13771 deregulatory actions that included opportunity for public input and/or peer review
- **Dimension:** Count
- **Calculation method:** Total number of evaluations to identify 13771 deregulatory actions that included opportunity for public input and/or peer review
- **Frequency:** Annually
- **Direction:** N/A (tracking only)
- **Data quality (limitations/advantages of the data):** Publication is definitive proof of actions.
- **Validation, verification, and improvement of measure:** Regulatory actions are vetted and approved by leadership at HUD and OMB before being considered final.
- **Sequence:** 38c

Number of EO 13771 deregulatory actions issued that address recommendations by the Regulatory Reform Task Force

- **Description:** This metric will measure the number of EO 13771 deregulatory actions issued that address recommendations by the Regulatory Reform Task Force.
- **Data source:** Federal Register publications
- **Unit of measurement:** EO 13771 deregulatory actions issued that address recommendations by the Regulatory Reform Task Force
- **Dimension:** Count
- **Calculation method:** Total number of EO 13771 deregulatory actions issued that address recommendations by the Regulatory Reform Task Force
- **Frequency:** Annually
- **Direction:** N/A (tracking only)
- **Data quality (limitations/advantages of the data):** Publication is definitive proof of actions.
- **Validation, verification, and improvement of measure:** Regulatory actions are vetted and approved by leadership at HUD and OMB before being considered final.
- **Sequence:** 38d

Number of EO 13771 deregulatory actions recommended by the Regulatory Reform Task Force to the agency head, consistent with applicable law

- **Description:** This metric will measure the number of EO 13771 deregulatory actions recommended by the Regulatory Reform Task Force to the agency head, consistent with applicable law.
- **Data source:** Federal Register publications of deregulatory actions.
- **Unit of measurement:** EO 13771 deregulatory actions recommended by the Regulatory Reform Task Force to the agency head, consistent with applicable law
- **Dimension:** Count

- **Calculation method:** Total number of EO 13771 deregulatory actions recommended by the Regulatory Reform Task Force to the agency head, consistent with applicable law
- **Frequency:** Annually
- **Direction:** N/A (tracking only)
- **Data quality (limitations/advantages of the data):** Publication is definitive proof of actions.
- **Validation, verification, and improvement of measure:** Regulatory actions are vetted and approved by leadership at HUD and OMB before being considered final.
- **Sequence:** 38e

Total incremental cost of all EO 13771 regulatory actions and EO 13771 deregulatory actions

- **Description:** HUD will measure the estimated cost savings realized by its deregulatory actions.
- **Data source:** Analyses conducted by HUD's office of Policy Development & Research
- **Unit of measurement:** Dollars
- **Dimension:** Cost estimates
- **Calculation method:** Total estimated savings that will be experienced by entities involved with the regulations being reduced by HUD
- **Frequency:** Annually
- **Direction:** N/A
- **Data quality (limitations/advantages of the data):** Savings are projected estimates, not actual savings experienced by affected entities
- **Validation, verification, and improvement of measure:** The HUD Office of Policy Development and Research assesses the costs and benefits of HUD's regulations. These analyses are reviewed by OMB as part of its clearance of HUD regulatory actions.
- **Sequence:** 38f

Strategic Objective: Improve the Way We Work

Net reduction in the number of skills gaps identified by employees and their managers

- **Description:** HUD will track how many skills gaps have been fully addressed via Department-provided training.
- **Data source:** Departmental Skills Assessments
- **Unit of measurement:** Skills gaps
- **Dimension:** Count and percentage
- **Calculation method:** Count and percentage of changes in skills gaps (reduced, increased, emerging)
- **Frequency:** Biennial
- **Direction:** Decrease (TBD)
- **Data quality (limitations/advantages of the data):** N/A
- **Validation, verification, and improvement of measure:** N/A
- **Sequence:** 39

Number of leased useable square feet (USF) reduced

- **Description:** This measure will track the reduction in the amount of space occupied by HUD, nationwide.
- **Data source:** GSA occupancy agreements for leased space.
- **Unit of measurement:** Square footage
- **Dimension:** Count
- **Calculation method:** Total square footage of leased space vs. the 2017 baseline.
- **Frequency:** Semi-annually
- **Direction:** Decrease
- **Data quality (limitations/advantages of the data):** Data is dependent on hard copy agreements; no electronic system exists for tracking data
- **Validation, verification, and improvement of measure:** Information is validated by GSA contract approval and reporting to OMB.
- **Sequence:** 40

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

- **Description:** HUD will seek to increase the number of pre-complaint resolutions occurring through the Alternate Dispute Resolution process.
- **Data Source:** iComplaints software
- **Unit of measurement:** Pre-complaint Filings
- **Dimension:** Count
- **Calculation Method:** Number of pre-complaint resolutions occurring through the traditional counseling, withdrawals, and the Alternative Dispute Resolution process
- **Frequency:** Twice per fiscal year
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Data quality/integrity of the new iComplaints system is being tested and evaluated.
- **Validation, verification, and improvement of measure:** Management dashboards will be developed in the new iComplaints system to validate data.
- **Sequence:** 41

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

Employee Engagement Index Score

- **Description:** HUD will track FEVS Employee Engagement Index responses and indicators relative to Performance (“Concerning Fairness”, “Being Supportive”, and “Empowering”).
- **Data source:** FEVS
- **Unit of measurement:** Percentage of positive responses
- **Dimension:** Percentage
- **Calculation method:** Percentage of positive responses
- **Frequency:** Annually
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** The FEVS is a survey administered by the Office of Personnel Management (OPM) using rigorous high, industry-tested standards. The data is of high quality.
- **Validation, verification, and improvement of measure:** 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.
- **Sequence:** 42a

Combined Performance Indicator Score

- **Description:** HUD will track FEVS Employee Engagement Index responses and indicators relative to Performance (“Concerning Fairness”, “Being Supportive”, and “Empowering”).
- **Data source:** FEVS
- **Unit of measurement:** Percentage of positive responses
- **Dimension:** Percentage
- **Calculation method:** Percentage of positive responses
- **Frequency:** Annually
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** The FEVS is a survey administered by OPM using rigorous high, industry-tested standards. The data is of high quality.
- **Validation, verification, and improvement of measure:** 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.
- **Sequence:** 42b

InCompass Performance Management Data

- **Description:** HUD will track percentage of annual Performance Accountability and Communication System (PACS) and Employee Performance Planning and Evaluation System (EPPES) performance reviews that are completed in a timely manner and successfully entered into our management tool, InCompass.
- **Data source:** InCompass
- **Unit of measurement:** Performance reviews
- **Dimension:** Percentage
- **Calculation method:** Percentage of annual performance reviews completed timely and successfully entered into InCompass
- **Frequency:** Annual

<ul style="list-style-type: none"> • Direction: Increase (TBD) • Data quality (limitations/advantages of the data): N/A • Validation, verification, and improvement of measure: N/A • Sequence: 43
<p><i>Increase developmental training opportunities</i></p> <ul style="list-style-type: none"> • Description: HUD will track metrics on leadership and employee development learning opportunities. • Data source: HUD LEARN Tracker • Unit of measurement: Training opportunities • Dimension: Count • Calculation method: Count of courses offered by various mediums (e.g., instructor-led, web, etc.) • Frequency: Quarterly • Direction: Increase (subject to funding constraints) • Data quality (limitations/advantages of the data): N/A • Validation, verification, and improvement of measure: N/A • Sequence: 44 <p>Number of workshops, seminars, and trainings for senior leaders, managers, and supervisors</p> <ul style="list-style-type: none"> • Description: HUD will track metrics on leadership and employee development learning opportunities. • Data source: HUD LEARN Tracker • Unit of measurement: Training opportunities • Dimension: Count • Calculation method: Count of courses offered by various mediums (e.g., instructor-led, web, etc.) • Frequency: Quarterly • Direction: Increase (subject to funding constraints) • Data quality (limitations/advantages of the data): N/A • Validation, verification, and improvement of measure: N/A • Sequence: 44a <p>Number of HUD LEARN- sponsored employee development opportunities</p> <ul style="list-style-type: none"> • Description: HUD will track metrics on leadership and employee development learning opportunities. • Data source: HUD LEARN Tracker • Unit of measurement: Training opportunities • Dimension: Count • Calculation method: Count of courses offered by various mediums (e.g., instructor-led, web, etc.) • Frequency: Quarterly • Direction: Increase (subject to funding constraints) • Data quality (limitations/advantages of the data): N/A • Validation, verification, and improvement of measure: N/A • Sequence: 44b <p>Number of performance-related training sessions for managers and supervisors</p> <ul style="list-style-type: none"> • Description: HUD will track metrics on leadership and employee development learning opportunities. • Data source: HUD LEARN Tracker • Unit of measurement: Training opportunities • Dimension: Count • Calculation method: Count of courses offered by various mediums (e.g., instructor-led, web, etc.) • Frequency: Quarterly • Direction: Increase (subject to funding constraints) • Data quality (limitations/advantages of the data): N/A • Validation, verification, and improvement of measure: N/A • Sequence: 44c
<p><i>Number of performance-based actions</i></p> <ul style="list-style-type: none"> • Description: HUD will track metrics on leadership and employee development learning opportunities. • Data source: HUD LEARN Tracker • Unit of measurement: Training opportunities • Dimension: Count

- **Calculation method:** Count of courses offered by various mediums (e.g., instructor-led, web, etc.)
- **Frequency:** Quarterly
- **Direction:** Increase (subject to funding constraints)
- **Data quality (limitations/advantages of the data):** N/A
- **Validation, verification, and improvement of measure:** N/A
- **Sequence:** 45

Strategic Objective: Strengthen Fiscal Responsibility and Controls

Reduce significantly overdue audit recommendations

- **Description:** This indicator addresses implementation of OIG recommendations with existing corrective action plans also known as management decisions. The subset of significantly overdue OIG audit recommendations includes open recommendations with management decisions whose final actions are or will be one year or more overdue at the end of the fiscal year unless resolved.
- **Data source:** The Audit Resolution Corrective Action Tracking System (ARCATS)
- **Unit of measurement:** Significantly overdue OIG audit remediation as of the end of the fiscal year
- **Dimension:** Percent
- **Calculation method:** For the given annual performance review period (a fiscal year) the numerator is the number of significantly overdue recommendations closed and the denominator is the beginning balance of significantly overdue recommendations.
- **Frequency:** Annual
- **Direction:** Decrease in number of significantly overdue or increase in percent closed (depends on perspective)
- **Data quality (limitations/advantages of the data):** Data are reliable and reviewed and maintained in ARCATS.
- **Validation, verification, and improvement of measure:** The number of significantly overdue recommendations is reported by ARCATS via an aging report. Source data are jointly maintained, managed, and confirmed by OIG and HUD management.
- **Sequence:** 46

Percentage of timely management decisions

- **Description:** Each OIG recommendation requires a management decision which is an approved corrective action plan. Maintain percent of timely management decisions established by the OIG timeline.
- **Data source:** The Audit Resolution Corrective Action Tracking System and the Inspector General's Semiannual Report to Congress
- **Unit of measurement:** Management decisions reached
- **Dimension:** Percent
- **Calculation method:** For the given annual performance review period (a fiscal year) the numerator is the count of management decisions that are made within the established OIG timeline for that annual performance review period and the denominator is the total count of all required management decisions established within the OIG timeline as reported in the OIG's two semiannual reports as a cumulative value.
- **Frequency:** Semiannual but reported annually
- **Direction:** Decrease in the number of decisions needed or Increase in the percent reached (depends on perspective)
- **Data quality (limitations/advantages of the data):** Data are reliable and reviewed and maintained in ARCATS. OIG identifies and reports this data set semiannually.
- **Validation, verification, and improvement of measure:** Source data are jointly maintained, managed and confirmed by both OIG and HUD management.
- **Sequence:** 47

Number of grant systems in the Department

- **Description:** The number of grants systems used by the Department's grant programs.
- **Data source:** Inventory of Automated Systems (IAS) count of active systems
- **Unit of measurement:** Number of grants systems
- **Dimension:** Count
- **Calculation method:** Number of grants systems in use at HUD at the end of each fiscal year.
- **Frequency:** Annually
- **Direction:** Decrease
- **Data quality (limitations/advantages of the data):** The IAS inventory is validated by the OCIO Enterprise Architecture team.
- **Validation, verification, and improvement of measure:** Reporting is verified and validated by HUD's Chief Information Officer and Principal Deputy Chief Information Officer.
- **Sequence:** 48

Number of grants reported under the Grants Oversight and New Efficiency (GONE) Act

- **Description:** The reduction in the number of grants that have been expired for two or more years and have not been closed out.
- **Data source:** OCFO Financial Data Mart
- **Unit of measurement:** Number of awards
- **Dimension:** Percentage
- **Calculation method:** Number of awards open at the end of each quarter divided by the number of awards reported in OMB-MAX on November 15th of the preceding year.
- **Frequency:** Quarterly
- **Direction:** Decrease
- **Data quality (limitations/advantages of the data):** An advantage is that data is derived from single-source reporting system used HUD-wide.
- **Validation, verification, and improvement of measure:** The single-source reporting system is verified by program offices.
- **Sequence:** 49