



U.S. Department of Housing
and Urban Development

FY 2015 ANNUAL PERFORMANCE REPORT & FY 2017 ANNUAL PERFORMANCE PLAN

Our mission is to create strong, sustainable, inclusive communities and quality, affordable homes for all.



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About This Report

This *Fiscal Year (FY) 2015 Annual Performance Report (APR) and FY 2017 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. The report allows readers to assess HUD's FY 2015 performance, revisions to goals for FY 2016, and plans for FY 2017 relative to its mission and stewardship of public resources. This report consists of several important sections:

Agency and Mission

This section contains HUD's mission statements, its vision, organizational structure, and scope of responsibilities, as well as an introductory message from the HUD Secretary, Julián Castro, in which he highlights key FY 2015 program accomplishments and policy priorities going forward.



Strategic Goals and Strategic Objectives

This section contains HUD's strategic framework, as established in the HUD *Strategic Plan FY 2014-2018*. It comprises four overarching strategic goals and 12 strategic objectives which help frame HUD's discussion of its performance targets and associated priorities. The majority of this APP-APR is organized by strategic objective. Strategic objectives are intended to reflect the outcome or management impact an agency is trying to achieve. Each objective will be tracked annually through a specific set of performance indicators. In addition, HUD's strategic framework contains eight management objectives that are intended to improve departmental operations.

Please note that Agency Priority Goals (or APGs) are denoted by a 🌟 throughout this document. Each agency is responsible for identifying a limited number of performance goals that are high priorities over a two-year period. These APGs support improvements in near-term outcomes, customer service, or efficiencies, 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, Agency Priority Goals are evaluated quarterly and focus on near-term results.

For each strategic goal, we have included its associated strategic objectives, an overview of the problem(s) HUD is attempting to address through these objectives, strategies for achieving the objectives, goal leaders, major milestones, and performance indicators to track our progress. HUD's APGs were established in FY 2015 to cover a two-year performance period (FY 2016-2017). Thus, in this consolidated FY 2015 APR and FY 2017 APP, we present to readers a synopsis of our current progress toward the FY 2016-2017 APG targets. For most indicators, HUD has committed targets for FY 2016 and FY 2017 which will enable us to track our performance in the next two years. For some indicators, we are still gathering data to establish baselines and preparing to set targets in future years. These new metrics are indicated with the phrases "Establish Baseline" and "Target TBD" in the relevant tables. A third category of indicators, marked as "Tracking Only," provide information about program operations or external conditions but will

generally not have targets. For these indicators, targets would be difficult to establish, would not provide meaningful indications of agency performance expectations, and/or could create unintended incentives for program staff and our partners.

Some of the performance indicators published in the FY 2014 APR and FY 2016 APP have been modified or removed by HUD program offices. Information regarding changes to previously published indicators is located 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.

Additional Information

This final section 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. The Fiscal Year 2015 Agency Financial Report is available on the Web at HUD.GOV.



SECTION ONE

Agency and Mission

Message from Secretary Castro



I'm proud to present the U.S. Department of Housing and Urban Development's Fiscal Year 2015 Annual Performance Report (APR), and Fiscal Year 2017 Annual Performance Plan (APP).

This year marked the 50th anniversary of our Department. President Lyndon Johnson created HUD to provide every American with the chance to live in a home of dignity, a neighborhood of pride, a community of opportunity, and a city of hope. Since 1965, we have worked to transform this vision into reality.

Over the last year, HUD has achieved great progress. We made it easier for hardworking, responsible families to secure a fundamental piece of the American Dream. In the eight months after the Federal Housing Administration announced a reduction in our annual mortgage insurance premiums, we helped an additional 75,000 buyers purchase homes when compared to the previous year.

At the same time, we have maintained strong and steady gains in the FHA's Mutual Mortgage Insurance Fund. During Fiscal Year 2015, the Fund's capital ratio climbed to 2.07 percent, the first time since 2008 that it has reached this threshold. In the last year alone, the Fund grew \$19 billion in value, with total gains of \$40 billion over the past three years.

We have also built upon our successes from recent years. Through Opening Doors, we have helped reduce homelessness nationwide by 11 percent since 2010, including a 36 percent decline in veterans experiencing homelessness. We reinforced our commitment to revitalizing underserved communities by expanding our Choice Neighborhoods and Promise Zones initiatives into 19 new locations.

And as our Department looks toward the next 50 years, we are using housing as a platform to spark greater opportunity for the people we serve. We launched ConnectHome, a pilot to accelerate High-Speed Internet adoption among children and families living HUD-assisted housing. We also introduced the Affirmatively Furthering Fair Housing Rule to break down barriers which prevent all Americans from attaining housing mobility and economic advancement.

These are just a few of our accomplishments from the past year. And at every step along the way, we have focused on improving our accountability and on making HUD a smarter and more efficient agency.

Our philosophy has increased engagement among our employees, and played a major role in the Partnership for Public Service naming HUD as the most improved mid-sized agency in its annual rankings of the Best Places to Work in the Federal Government. This Annual Performance Plan and Report is another crucial part of this process, and I am able to provide reasonable assurance regarding the reliability of the performance data that it contains.

Although the United States has changed a great deal since HUD's inception, our work today is more important than ever. The entire HUD organization will do everything in our power to implement the goals of our 2017 Annual Performance Plan and to carry out the mission set forth by President Johnson more than 50 years ago.

A handwritten signature in black ink, appearing to read 'Julian Castro'.

Julián Castro
Secretary

HUD's mission is to create strong, sustainable, inclusive communities and quality, affordable homes for all.

Our vision is to improve lives and strengthen communities to deliver on America's dreams. Therefore, we pledge—

- **For our Residents:** We will improve lives by creating affordable homes in safe, healthy communities of opportunity and by protecting the rights and affirming the values of a diverse society.
- **For our Partners:** We will be a flexible, reliable problem solver and source of innovation.
- **For our Employees:** We will be a great place to work, where employees are valued, mission-driven, results-oriented, innovative, and collaborative.
- **For the Public:** We will be a good neighbor, building inclusive and sustainable communities that create value and investing public money responsibly to deliver results that matter.



Introduction

This *Fiscal Year (FY) 2015 Annual Performance Report (APR) and FY 2017 Annual Performance Plan (APP)* for the U.S. Department of Housing and Urban Development (HUD) contains the Department's FY 2015 performance results, revisions to the FY 2016 goals originally published in the FY 2016 APP, and plans for FY 2017. This report 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, as well as the ways that HUD will measure performance and implement improvements in FY 2017.

HUD is a \$46.9 billion agency in which approximately 85 percent of its total budget is needed solely to renew rental assistance to 5.5 million residents of HUD-subsidized housing, including 2.21 million households assisted with Housing Choice Vouchers, and to renew existing HUD grants to homeless assistance programs. Detailed data on 4,661 million tenants reveals that: 56 percent are elderly or disabled, 73.6 percent are extremely low-income (below 30 percent of area median income) and an additional 20 percent are very low-income (below 50 percent of area median income). The Department's programs are critical to addressing the structural gap between household incomes and housing prices and the persistent unaffordability of housing. HUD plays an important role in making housing affordable through its investments in rental vouchers, public and assisted housing, and HUD-funded efforts led by states and localities. These efforts recognize that ensuring a stable supply of affordable housing in safe and quality communities enables low-income families and individuals to live healthy and productive lives. HUD is also a vehicle for advancing sustainable and inclusive growth patterns, communities of choice, energy efficiency, and community and economic development, and for enforcing fair housing, strengthening the nation's mortgage market, as well as reducing homelessness. The President's Budget identifies the lower-priority program activities, as required under the GPRA Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at: <http://www.whitehouse.gov/omb/budget>.

In carrying out its work, HUD is committed to the following core values:

Accountability: We individually and collectively take responsibility for our performance and conduct.

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

Integrity: We approach each other, our stakeholders, and our work with honesty and the highest ethical standards.

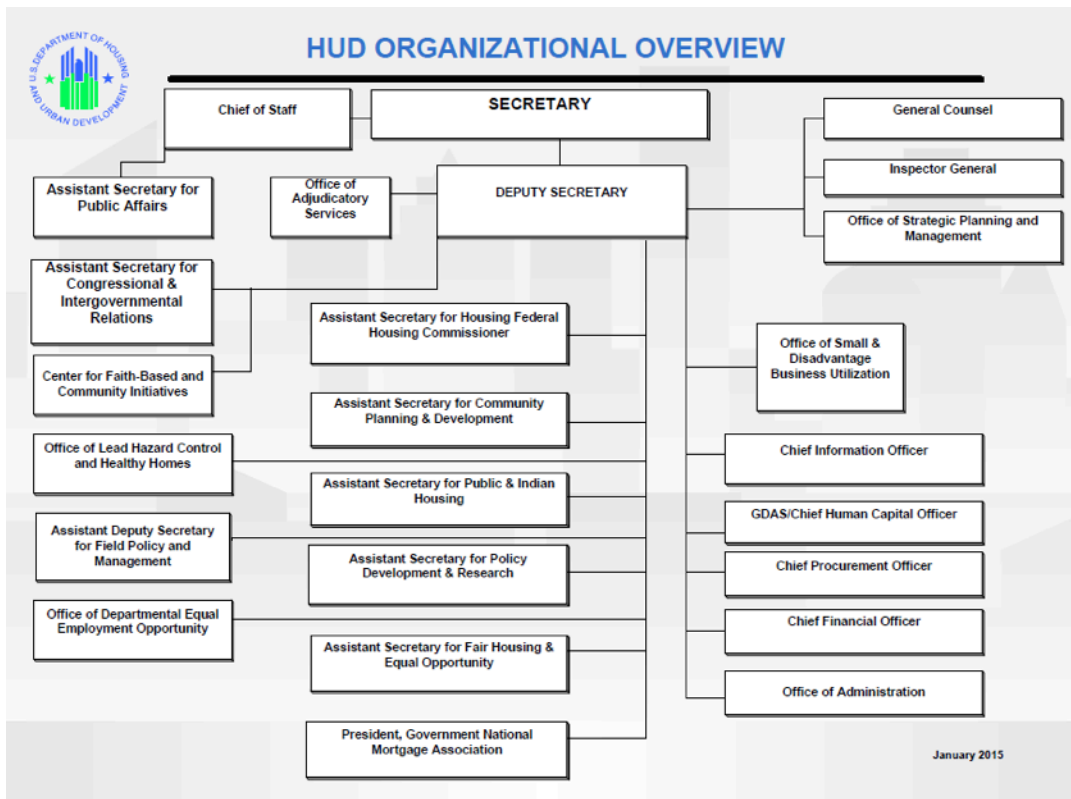
¹ This number represents tenants for whom the Department has recently reported demographic data and should not be conflated with total tenants.

Fairness and Respect: We value each other, demonstrate compassion for those we serve, and treat others the way we would like to be treated. In respecting others, we conduct our work and administer our programs with fairness and justice, and with a commitment to civil rights, inclusion, and diversity.

Teamwork: We work together in a spirit of camaraderie, trust, and collaboration. We believe that by contributing our individual strengths we can accomplish more together than separately. We are open-minded, ready to adapt, and willing to embrace innovation and creativity when confronting challenges in our workplace.

Agency Structure

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



*Learn more about HUD’s major organizational units and program offices.
Learn more about HUD’s regions and field offices.*

“Housing is a powerful platform to spark greater opportunity in people’s lives. HUD invests in the future of our fellow Americans, from helping hardworking families buy their first homes, to equipping students with the tools to succeed in our 21st century global economy, and ensuring that a zip code never determines a child’s future.”



FY 2015 by the Numbers

2.07%

percent FHA Capital Reserve Ratio

55.7%

percent of FHA loan endorsements were for borrowers with a credit score under 680

69,923

incremental increase in occupied affordable rental housing units to the approximately 5.4 million units of HUD affordable rental housing occupied at the end of 2014

11%

estimated decline in overall homelessness between 2010 and 2015

92,882

veterans who were homeless or at risk of homelessness and were provided with HUD-VA Supportive Housing between 2010 and 2015

36%

estimated decline in homelessness among veterans between 2010 and 2015

4,182

people received remedies through Fair Housing Act enforcement work in FY 2015

77,396

new or retrofitted cost-effective housing units that were healthier, more energy-efficient, or met green building standards, with the support of HUD investments in FY 2015



SECTION TWO

Strategic Goals, Strategic Objectives,
and Performance Indicators

HUD's FY 2014 – 2018 Strategic Framework

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

Strategic Goals

Strengthen the Nation's Housing Market to Bolster the Economy and Protect Consumers	Meet the Need for Quality Affordable Rental Homes	Use Housing as a Platform to Improve Quality of Life	Build Strong, Resilient, and Inclusive Communities
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Strategic Objectives

Promote a sustainable housing finance system that provides support during market disruptions, with a properly defined role for the U.S. Government.	Ensure sustainable investments in affordable rental housing.	End homelessness for Veterans, people experiencing chronic homelessness, families, youth and children.	Reduce housing discrimination, affirmatively further fair housing through HUD programs, and promote diverse, inclusive communities.
Promote equal access to sustainable housing financing and achieve a more balanced housing market, particularly in underserved communities.	Preserve quality affordable rental housing, where it is needed most, by simplifying and aligning the delivery of rental housing programs.	Promote advancements in economic prosperity for residents of HUD-assisted housing.	Increase the health and safety of homes and embed comprehensive energy efficiency and healthy housing criteria across HUD programs.
Continue to strengthen the Federal Housing Administration's financial health, while supporting the housing market recovery and access to mortgage financing.		Promote the health and housing stability of vulnerable populations.	Support the recovery of communities from disasters by promoting community resilience, developing state and local capacity, and ensuring a coordinated federal response that reduces risk and produces a more resilient built environment.
			Strengthen communities' economic health, resilience and access to opportunity.

Management Objectives

1. Improve HUD's acquisitions performance through early collaborative planning and enhanced utilization of acquisition tools.
2. Reduce the time and complexity of the clearance process by establishing and enforcing clear protocols for drafting and reviewing documents placed in departmental clearance.
3. Promote a diverse and inclusive work environment that is free of discrimination and harassment by educating the workforce on the overall Equal Employment Opportunity (EEO) process and their EEO responsibilities as managers and employees of HUD.
4. Increase accuracy, speed, transparency, and accountability in financial management and budgeting for the agency.
5. Make the grants management process more efficient and effective by automating and streamlining processes, improving timeliness, and tracking performance.
6. Employ, develop, and foster a collaborative, high-performing workforce that is capable of continuing to deliver HUD's mission in a changing and uncertain future.
7. Make high-quality data available to those who need it, when they need it, where they need it, to support decision-making in furtherance of HUD's mission.
8. Reduce the cost of leased space, utilities, travel, and other related costs by adapting our business processes.



PERFORMANCE

Indicators

Strategic Goal: Strengthen the Nation's Housing Market to Bolster the Economy and Protect Consumers

✦ Denotes a measure associated with an Agency Priority Goal (APG)

▶ Strategic Objective: Housing Market

- Overall market share of single-family new originations for private capital, GSEs, FHA, and VA
- Share of FHA mortgages to first-time home buyers

▶ Strategic Objective: Credit Access

- Federal Housing Administration share of originations
- Federal Housing Administration minority borrowers
- Federal Housing Administration insured purchase lending as a percent of total purchase activity by region
- Percent of loans endorsed with credit score <680
- Percent of loans endorsed with credit score <680 without a 90 day delinquency during the first three years
- HUD's Housing Counseling Program clients served
- Percent of housing counseling clients that gain access to resources to improve their housing situation
- Percent of housing counseling clients with whom a counselor developed a sustainable household budget

▶ Strategic Objective: FHA's Financial Health

- Asset disposition recovery rate
- Percent of modifications resulting in re-defaults within six months of closing
- Loss mitigation uptake
- Number of FHA-insured mortgages benefitting from housing counseling
- Capital Reserve Ratio

Strategic Goal: Meet the Need for Quality Affordable Rental Homes

▶ Strategic Objective: Rental Investment

- Number of households experiencing "Worst Case Housing Needs"
- Proportion of very low-income renters facing severe rent burdens
- Percentage of rental units built in the preceding four years that are affordable to very low-income renters
- Production of rental units

► **Strategic Objective: Rental Preservation and Expansion**

- Number of families served through HUD rental assistance 🌟
- Number of units converted using the Rental Assistance Demonstration (RAD): First Component 🌟
- Number of units converted using the Rental Assistance Demonstration (RAD): Second Component 🌟
- Housing Choice Voucher budget utilization rate 🌟
- Public Housing occupancy rate 🌟
- Project-Based Rental Assistance (PBRA) occupancy rate 🌟
- Percent of Section 8 Housing Assistance Payment contracts renewed
- Number of inspections saved through inspection sharing

Strategic Goal: Use Housing as a Platform for Improving Quality of Life

► **Strategic Objective: Homelessness**

- Total veterans living on the streets, experiencing homelessness 🌟
- Total homeless veterans temporarily living in shelters or transitional housing 🌟
- Individuals experiencing chronic homelessness
- Number of new permanent supportive housing beds dedicated to individuals and families experiencing chronic homelessness 🌟
- Percent of new permanent supportive housing beds dedicated to individuals and families experiencing chronic homelessness 🌟
- Veterans placed in permanent housing
- Homeless veterans served with transitional housing through Continuum of Care Program resources
- Homeless veterans served with permanent supportive housing through Continuum of Care Program resources
- Percent of permanent supportive housing beds serving individuals and families experiencing chronic homelessness
- Families experiencing homelessness
- Admissions of new homeless households into HUD-assisted housing (Public Housing, Housing Choice Vouchers, and Multifamily Housing Programs)
- Percent of Emergency Solutions Grant dollars dedicated to rapid re-housing for homeless families

► **Strategic Objective: Economic Prosperity**

Education

- Percentage of HUD-assisted tenants who are currently enrolled in college 🌟

- Percentage of HUD-assisted tenants ages 16-34 who have completed a FAFSA application 🌟
- Percentage of HUD-assisted tenants ages 16-34 who completed a FAFSA application and then received aid to attend school 🌟
- Percentage of Housing Choice Vouchers households who are proximate to proficient schools²
- Rating of public schools in Choice Neighborhoods communities
- Percentage of target resident students who are at or above grade level according to State mathematics assessments in Choice Neighborhoods communities
- Percentage of target resident students who are at or above grade level according to State reading or language arts assessments in Choice Neighborhoods communities
- Percent of target resident children, from birth to kindergarten entry, participating in center-based or formal home-based early learning settings or programs in Choice Neighborhoods communities
- Percent of target resident youth involved in formal positive youth development activities in Choice Neighborhoods communities

Economic Prosperity

- Percent of participants enrolled in the Family Self Sufficiency program who have sustained wage increases
- Percent of Section 3 residents hired, of total hiring that occurs as a result of Section 3 covered HUD funding
- Percent of total dollar amount of construction contracts awarded to Section 3 businesses by covered HUD funding
- Percent of total dollar amount of non-construction contracts awarded to Section 3 businesses by covered HUD funding
- Number of self-certified Section 3 businesses in HUD's registry nationwide
- Number of states with Section 3 certified businesses in HUD's registry

▶ **Strategic Objective: Health and Housing Stability**

- Number of successful transitions from institutions through Section 811 Project Rental Assistance program
- Percent of public housing agencies with smoke-free housing policies
- Average CMS STAR rating of Section 232 nursing home commitments

² Vouchers are grouped by block-group, and "proximate" elementary schools are identified by mapping attendance zones from School Attendance Boundary Information System (SABINS), where available, or by generating within-district proximity matches of up to 3 of the closest schools within 1.5 miles. "Proficient" is defined as the schools whose 4th graders are performing in the top half of their state on annual assessments, standardized across the nation by Great Schools data.

Strategic Goal: Build Strong, Resilient, and Inclusive Communities

► Strategic Objective: Fair Housing

- Number of people receiving remedies through Fair Housing Act enforcement work
- Average number of people receiving remedies through Fair Housing Act enforcement work per case
- Number of cases with monetary relief exceeding \$25,000
- Number of cases open more than 300 days at the end of the fiscal year
- Percent of jurisdictions who receive training or technical assistance from HUD within the 12 months prior to Assessment of Fair Housing (AFH) submission due dates
- Percent of AFFH-related document reviews completed and accepted by HUD within 60 days of receipt of the first submission
- Percent of AFH submissions deemed acceptable by their second submission

► Strategic Objective: Green and Healthy Homes

- Number of HUD-assisted or HUD-associated units completing energy efficient and healthy retrofits or new construction 🌟
- Number of properties participating in utility data benchmarking 🌟
- Installed megawatts toward federal renewable energy target 🌟
- Estimated impact of energy efficiency programs on HUD-assisted portfolio
- Estimated cumulative reduction in carbon emissions
- Estimated cumulative water saved
- Better Buildings Challenge multifamily housing partners energy use
- Percentage of Better Buildings Challenge multifamily housing partners reporting energy use
- Number of Better Buildings Challenge multifamily housing units

► Strategic Objective: Disaster Resilience

- Percent of HUD Climate Change Adaptation Plan actions completed
- Number of FHA 203(k) single-family rehabilitation loans that incorporate hazard mitigation
- Percentage of CDBG grantees that incorporate climate-related risk and actions into their Consolidated Plans
- Number of CDBG grantees that accessed or sought technical assistance on how to incorporate climate-related risk into Consolidated Plans

► Strategic Objective: Community Development

ConnectHome

- Percentage of public housing households with school-age children in ConnectHome

communities with at-home high-speed Internet 🌟

- Number of HUD-assisted households that gain high-speed internet access through ConnectHome 🌟
- Percentage of new residential construction and substantial rehabilitation projects that support broadband internet connectivity in individual housing units 🌟

Choice Neighborhoods

- Number of replacement housing units developed
- Number of non-replacement housing units developed
- Cumulative total leveraged dollars expended by grantees
- Ratio of total leveraged dollars expended to total grant dollars expended
- Number of building permits filed in the neighborhoods
- Percentage of working-age residents with wage income
- Annual variance of working-age residents with wage income vs. baseline

Community Development Block Grants (CDBG)

- Number of jobs created or retained by CDBG grantees
- Number of emergency housing repairs completed by CDBG grantees
- Number of single family rehabs completed by CDBG grantees
- Number of seniors served by senior centers provided by CDBG grantees
- Number of water and sewer projects initiated
- Green infrastructure improvements completed, in square feet

Community Needs Assessment (CNA)

- Number of CNA action plans

Promise Zone

- Number of Federal grants received with preference
- Number of Federal grants offering preference points
- Federal dollars awarded to Promise Zone communities

Strong Cities, Strong Communities (SC2)

- Amount of existing federal funds more effectively utilized due to technical assistance and capacity building
- Number of best practices adopted by SC2 cities
- Number of new local partnerships formed as a result of an SC2 intervention

Sustainable Communities Initiative (SCI)

- Annual local match contribution for SCI grants
- Annual match rate for SCI grants
- Percentage of closed-out grantees whose SCI-funded local and regional plans were adopted for implementation by a local governing body
- Number of regulatory reforms adopted as a result of HUD investments in sustainable community planning
- Number of communities that aligned their HUD SCI plans with Federal EDA Community Economic Development Strategy (CEDS) plans for economic resilience

STRATEGIC GOAL

Strengthen the Nation's Housing Market to Bolster the Economy and Protect Consumers

A robust housing market plays a large role in stabilizing our neighborhoods and strengthening our national economy. That is why the recent upturn in the housing market has been so crucial to the overall economic recovery. In November 2015, housing starts were 139 percent higher than at the beginning of the administration, and housing added one percentage point more to GDP. HUD has played a critical role in bringing about this recovery—helping American families keep their homes and stabilizing neighborhoods hard hit by foreclosure. The 50 basis point reduction in the FHA Mortgage Insurance Premium has helped stimulate first-time home buying.

HUD will work with other agencies, Congress, and stakeholder groups to build on this success by creating a long-term sustainable housing system. In doing so, HUD aims to minimize taxpayer risk by fostering private capital as a primary source of liquidity and focus government participation to a more targeted market of under served borrowers while still allowing it to maintain its countercyclical³ role. The right solution will ensure continued access to homeownership and multifamily investment opportunities for credit-worthy borrowers while avoiding the problem of private gains and public losses.

In particular, HUD should use the best statistical methods for evaluating the credit-worthiness of borrowers. A well-specified scorecard should eliminate the need for credit-overlays, and hence enable the origination of safe loans to a greater share of underrepresented minority borrowers.

- ▶ **Strategic Objective:** Promote a sustainable housing finance system that provides support during market disruptions, with a properly defined role for the US government.
- ▶ **Strategic Objective:** Promote equal access to sustainable housing financing and achieve a more balanced housing market, particularly in under-served communities.
- ▶ **Strategic Objective:** Continue to strengthen the Federal Housing Administration's financial health, while supporting the housing market recovery and access to mortgage financing.

³ Countercyclical in this context indicates that when the overall economy strengthens, governmental participation decreases. When the overall economy weakens, governmental participation increases.



Strategic Objective: Housing Market

Promote a sustainable housing finance system that provides support during market disruptions, with a properly defined role for the US government.

OVERVIEW

HUD will continue to work with other agencies, Congress, and stakeholder groups to promote a sustainable housing system. In doing so, HUD aims to minimize taxpayer risk by fostering private capital as a primary source of liquidity, and focus government participation while allowing it to maintain its countercyclical role. The right solution will ensure continued access to homeownership and multifamily investment opportunities for creditworthy borrowers while avoiding the problem of private gains and public losses.

STRATEGIES⁴

- ▶ **Collaborate with agency partners to shape the legislative framework to restructure the government-sponsored enterprises (GSEs)** in a measured and careful manner. Through this strategy, HUD intends to foster the increased participation of private capital and to insulate taxpayers from losses. At the same time, access to credit must be maintained. In order to accomplish this, HUD will work with Administration partners to lend its expertise in shaping legislative reform.
- ▶ **Develop the necessary reforms to focus the Federal Housing Administration (FHA) on maintaining access to credit** for homeowners and multifamily project owners through all economic cycles. HUD will work to update regulations to allow for access to financing for creditworthy borrowers even during economic downturns.

LEADING THIS OBJECTIVE

Richard Green

Senior Advisor for Housing Finance

Office of Policy Development and Research

FY 2015 APR PROGRESS UPDATE

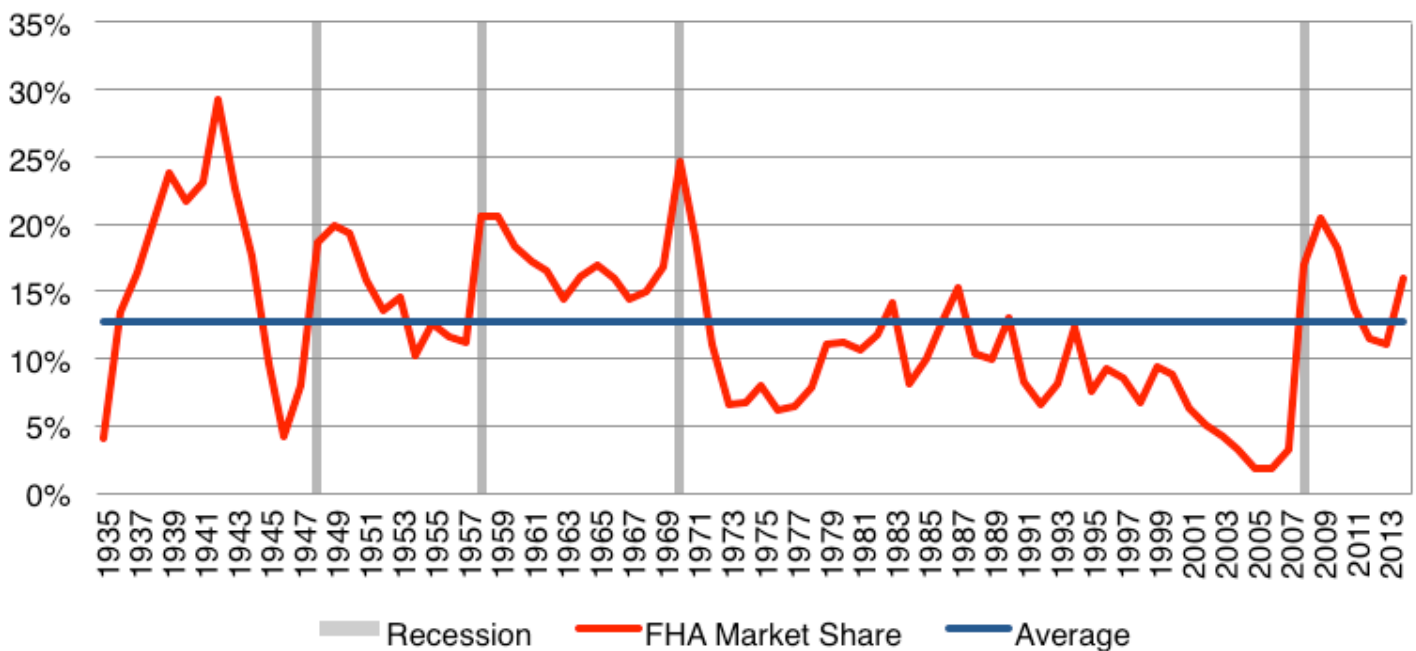
The housing market continued to improve in FY 2015, and HUD continues to monitor borrower composition and origination trends to ensure our target borrowers are being served. HUD initiated work on appropriate strategies for developing enhanced credit scorecards. As always, HUD continues to engage with stakeholders and policymakers to ensure potential housing finance reform legislation meets the Administration's housing policy priorities.

⁴ The *FY 2014 Annual Performance Report/FY 2016 Annual Performance Plan* included a third strategy, "Shape the regulatory landscape through rulemakings." This strategy has been deleted because FHA is making pertinent policy changes through the rulemaking process (see relevant Credit Access and FHA's Financial Health strategic objectives' milestones).

Major Milestones⁵

- 9/30/2016 Determine appropriate testing strategy for the use of alternative credit scorecards.**
Credit scorecards estimate the probability a potential borrower will exhibit a behavior like bankruptcy, default, or delinquency. Several methods are available to calculate a more accurate scorecard, increasing the predictability of borrower activity.
- 9/30/2016 Issue guidance to lenders on statistically robust scorecards to help remove incentives for overlays.** Overlays are additional requirements by loan providers that can prevent otherwise credit-worthy borrowers from accessing loan products.
- 9/30/2017 Expand the use of more current alternative credit metrics into scorecards.**
- 9/30/2017 Remove incentives for overlays by means of statistically robust scorecards.**

FHA Share of Mortgage Originations



Comment Regarding FHA's Countercyclical Role Relative To The Market

A key component of FHA's mission is to serve in a countercyclical role during fluctuations in the economy by providing access to mortgage credit during periods of constriction in credit markets. In the chart below, periods of spikes in FHA's market share have coincided with periods of economic recession, when non-

⁵ The FY 2014 Annual Performance Report/FY 2016 Annual Performance Plan included a milestone for 9/30/2015 to support a GSE reform bill. Because the GSE reform bill is not currently active on the Hill, or expected to be in the next year, the milestone has been removed. Additionally, a milestone for 12/31/2015 to 'Modernize FHA's authorities to help deliver on the objective by providing a best practice handbook to contain FHA policies' has been deleted due to duplication with a milestone in the Credit Access strategic objective.

FHA mortgages were difficult to obtain. The FHA’s countercyclical role comes with a cost, as seen during the Great Recession (December 2007 to June 2009)⁶; when FHA’s resources were strained by its rapid growth in market share and the drop in home sales prices.

As the economy has improved, FHA has made significant changes in risk management to mitigate existing and reduce future losses, which will position FHA to continue fulfilling its mission.

Measuring Our Progress

HUD will track the following performance indicators, which respond to market changes. These metrics are tracking only, as the ideal mix of private capital in the market is unknown. The desired trend is to see an increase in private capital.

- ▶ **Overall market share of single-family new originations for private capital, Government-sponsored enterprises (GSEs), Federal Housing Administration (FHA), and Veterans Affairs (VA).** This measure tracks the share of the mortgage market for all private lenders, GSEs (Fannie Mae and Freddie Mac), FHA, and VA in order to observe FHA’s role in the housing market and the balance of the housing market.

	CY13 Actual	CY14 Actual	CY15 Actual ⁷	CY15 Target	CY16 Target	CY17 Target
Overall market share of single-family originations for private capital	21%	26%	TBD	Tracking Only	Tracking Only	Tracking Only
Overall market share of single-family originations for GSEs	61%	53%	TBD	Tracking Only	Tracking Only	Tracking Only
Overall market share of single-family originations for FHA	11%	11%	TBD	Tracking Only	Tracking Only	Tracking Only
Overall market share of single-family originations for VA	7%	10%	TBD	Tracking Only	Tracking Only	Tracking Only

- ▶ **Share of FHA mortgages to first-time home buyers.** While FHA has historically insured about 13 percent of all mortgage originations during its past 80 years, it has funded more than 50 percent of all first-time homebuyer mortgages during this same time. This metric tracks the percentage of annual FHA endorsements going to first-time homebuyers.

CY13 Actual	CY14 Actual	CY15 Actual ⁸	CY15 Target	CY16 Target	CY17 Target
78.2%	81.2%	TBD	Tracking Only	Tracking Only	Tracking Only

⁶ Business Cycle Dating Committee of the National Bureau of Economic Research, Sept 2010 <http://www.nber.org/cycles/sept2010.pdf>

⁷ Data available March 2016.

⁸ *ibid.*

Strategic Objective: Credit Access

Promote access to sustainable housing financing and achieve a more balanced housing market, particularly in underserved communities.

OVERVIEW

As the economy recovers, creditworthy borrowers in underserved communities continue to have difficulty accessing affordable mortgage financing. Homeowners with seriously delinquent and underwater loans find it difficult to sell or refinance their homes. For homebuyers, tight underwriting standards (some FHA lenders impose additional requirements above those required by FHA) and high down payment requirements make it difficult to obtain a loan. These challenges have disproportionately affected first-time, minority, and low-to-moderate income homebuyers and homeowners. HUD will work to ensure that these underserved groups have the ability to get financing.

STRATEGIES

- ▶ **Clarify underwriting standards in order to minimize uncertainty in market place.** Increased clarity will encourage access to credit and inhibit risky lender activity. HUD will continue to improve current policies and communicate transparent performance and enforcement standards to the housing industry and other stakeholders.
- ▶ **Evaluate and align program policies with risk tolerance and mission** to better serve HUD's mission of providing quality affordable housing. This strategy will be achieved by balancing objectives related to access/affordability, market factors, and the Mutual Mortgage Insurance (MMI) fund in setting price and credit policy.
- ▶ **Ensure HUD's Housing Counseling Program reaches as many households as possible** so that they have the information needed to obtain, sustain, and improve their housing situation. HUD will do this by awarding grants to housing counseling agencies as soon as possible after the funds are appropriated, tracking short-term and long-term outcomes that document the benefits of housing counseling, and implementing housing counselor certification to create a professional network of independent and knowledgeable housing counselors.
- ▶ **Finalize prospective quality assurance framework and** to reduce market uncertainty and improve access to credit.

LEADING THIS OBJECTIVE

Kathleen Zadareky

Deputy Assistant Secretary for Single Family Housing, FHA
Office of Housing

Sarah Gerecke

Deputy Assistant Secretary for Office of Housing Counseling
Office of Housing

FY 2015 APR Progress Update

FHA made great progress to ensure access to sustainable housing financing for underserved borrowers in FY 2015. Among other achievements, major sections of the new FHA Single Family Policy Handbook became effective in FY 2015 and the Supplemental Performance Metric was implemented, providing clearer guidance to lenders and providing a more comprehensive assessment of lender performance.

Major Milestones

- 9/30/2015** Complete the majority of FHA enforcement actions for loans endorsed prior to **December 2011 for which DOJ investigations were finalized on April 30, 2014**. The majority of significant cases have moved to resolution, with the remainder now outside the control of HUD under the authority of the Department of Justice.
Achieved as of this publication.
- 12/31/2015** Provide guidance to HUD-approved housing counseling agencies to capture **consistent outcome measures of collected data**, documenting the impact and scope of housing counseling services. Achieved as of this publication.
- 9/30/2016⁹** Complete and implement components of the new quality assurance framework to provide clarity and transparency in FHA's policies and encourage lending to qualified borrowers across the credit spectrum.
- *Develop new underwriting defect taxonomy framework. Achieved as of this publication.*
 - *Implement Supplemental Performance Metric. Achieved as of this publication.*
 - *Update lender and loan-level certifications.*
 - *Implementation of new Loan Review System to include defect taxonomy framework.*
- 9/30/2016¹⁰** Begin certifying housing counselors to create a professional network of independent and knowledgeable housing counselors. Statutory requirements of the Dodd-Frank bill required the creation of a certification process for individual counselors. During FY 2015, the Office of Housing Counseling continued work on the final Counselor Certification rule, while also producing significant preparatory materials for counselors anticipating the exam.

⁹ Previous versions of the *Agency Performance Plan* reported a target date for this milestone as 12/31/2015. This date has been pushed back due to limited Development Modernization Enhancements funding.

¹⁰ While housing counselors will begin testing and certification by this date, certification will not be mandatory until several years after the publication of the final rule.

- 12/31/2016** Evaluate policy regarding loss mitigation and asset disposition and issue appropriate Mortgagee Letters on any revisions necessary to revise FHA guidance.
- 12/31/2016** Publish rulemaking that revises FHA condominium policy. Condominium purchases provide affordable homeownership opportunities for first-time homebuyers and individuals who may not otherwise be able to secure financing. FHA requires the condominium projects to be approved in order to permit purchases to use FHA financing to purchase condominium units. FHA monitors the performance of the condominium project portfolio to determine if the current policy guidelines are effective in reducing risk to the MMI Fund. In FY 2015, FHA worked on rulemaking to implement a number of improvements to condominium policy. Those changes are targeted for release in 2016.
- 12/31/2016¹¹** Update and streamline Single Family Housing policy and underwriting standards by transitioning from multiple handbooks to a single policy Handbook. The goal of the new Handbook is to create a single authoritative source of policy that uses clear, consistent, and more direct language that aligns the flow of the Handbook to the mortgage process and makes it easier to understand and implement policy changes. The new Handbook has been completed through a method of posting sub-sections for stakeholder feedback before publication.
- *Application through Endorsement for Title II forward mortgages (Effective as of publication).*
 - *Servicing and Loss Mitigation for Title II forward mortgages (Will be effective 9/30/2016).*
 - *Doing Business with FHA for Title II mortgagees (Effective as of Publication).*
 - *Claims and Disposition (Will be effective 9/30/2016).*
 - *Quality Control, Oversight, and Compliance (Effective as of publication).*

¹¹ Previous versions of the *Agency Performance Plan* reported a target date for this milestone as 12/31/2015. While major sections of the handbook have been completed, smaller sections remain including: HECM, Title I, Condominium Project Approval, Other Participants (inspectors, real estate brokers, and closing agents), and Claims & Disposition for HECM and Title I. With sections posted for public comment before they are finalized and some handbook revisions requiring IT systems changes, IT cost estimates will be developed after the policy is finalized.

Measuring Our Progress

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

► Federal Housing Administration share of originations

This indicator measures the percentage of mortgage originations in the housing market that were made by FHA.

FY13 Actual	FY14 Actual	FY15 Actual ¹²	FY15 Target	FY16 Target	FY17 Target
14.2%	15.6%	TBD	10-15%	10-15%	10-15%

► Federal Housing Administration minority¹³ borrowers¹⁴

This indicator measures the number and percentage of minority borrowers in FHA's portfolio.

CY13 Actual	CY14 Actual	CY15 Actual ¹⁵	CY15 Target	CY16 Target	CY17 Target
235,823 (28.3%)	216,738 (32.3%)	TBD	Tracking Only	Tracking Only	Tracking Only

► Federal Housing Administration Insured purchase lending as a percent of total purchase activity by region¹⁶

This indicator measures FHA's market share by Census region.¹⁷

	CY13 Actual	CY14 Actual	CY15 Actual ¹⁸	CY15 Target	CY16 Target	CY17 Target
Midwest	23%	23%	TBD	Tracking Only	Tracking Only	Tracking Only
Northeast	21%	21%	TBD	Tracking Only	Tracking Only	Tracking Only
West	25%	23%	TBD	Tracking Only	Tracking Only	Tracking Only
South	25%	22%	TBD	Tracking Only	Tracking Only	Tracking Only
Puerto Rico	36%	33%	TBD	Tracking Only	Tracking Only	Tracking Only

► Percent of loans endorsed with credit score < 680¹⁹

This indicator measures the percentage of FHA loans endorsed that have borrowers with a credit score under 680. Credit scores help lenders to make billions of credit decisions every year. Scores range from 300 to 850. FHA's traditional first-time borrower is targeted to be a borrower with a

¹² Data available January 2016.

¹³ "Minority" means all races other than White, Whites of Hispanic or Latino origin.

¹⁴ This performance indicator will first report in FY 2016.

¹⁵ Data available September 2016.

¹⁶ This performance indicator will first report in FY 2016.

¹⁷ All regions calculated according to Census region, except for Puerto Rico.

¹⁸ Data available September 2016.

¹⁹ This report's Message from the Secretary states "we helped an additional 75,000 buyers purchase homes when compared to the previous year" and is in reference to this metric's FY 2015 results.

credit score of less than 680. The FY 2017 target of 75 percent is considered a manageable and reasonable level of risk for FHA to assume.

FHA's current risk profile based on actuarial analysis suggests a credit loss expectation lower than five percent, as the share of borrowers with lower risk credit scores is higher than historic norms. Over time, as the benefits of Blueprint for Access initiatives are fully realized, we expect FHA's risk profile to shift toward its more traditional borrower base, including a larger percentage of less than 680 credit score borrowers. Current MIP pricing structure for forward loans appropriately covers current risk, anticipates a shift to FHA's more traditional borrower base, and contributes to the capital cushion. Please see [FHA 2015 Annual Report and Actuarial Study](#) for more in-depth analysis of credit losses.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
45.5%	55.1% ²⁰	55.7%	60.0%	70.0%	75.0%

- ▶ **Percent of loans endorsed with credit score < 680 without a 90 day delinquency during the first three years²¹**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
83.4%	86.0%	88.0%	N/A	85.0%	85.0%

- ▶ **HUD's Housing Counseling program clients served**

This indicator measures the incremental number of clients counseled each year through the HUD Housing Counseling program. [Learn more about the Office of Housing Counseling and the assistance it offers.](#)

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
1,567,530	1,331,573	1,336,920 ²²	1,566,000	1,400,000 ²³	1,400,000 ²⁴

²⁰ In previous years this FY 2014 actual was reported as 56.2 percent. This figure reflected FY 2014 quarter 3 results.

²¹ In previous years this metric was defined as the "Percent of loans endorsed with a credit score of < 680 without a 90 day delinquency during the first five years." This change in five to three years is to track a more actionable metric. Defaults in the first three years can generally be attributed to HUD's approach toward underwriting; going beyond three years, other factors not foreseen in the underwriting process (e.g. the economy taking an unexpected turn) may affect whether a person is delinquent.

²² The FY 2015 actual likely falls short of the FY 2015 target due to decreases in funding from major sources such as the National Foreclosure Mitigation Counseling program (reduced by \$12 million from 2014 to 2015). This decline in funding, accompanied by increases in costs due to greater complexity of cases, limits the capacity of housing counseling agencies and caused a number of counseling programs to close down.

²³ This target has been changed from previous reporting because major funding sources in the counseling industry such as mortgage settlement funds and the national foreclosure mitigation counseling program are winding down, affecting counseling agency capacity.

²⁴ This FY 2017 target remains constant to the FY 2016 target for consistency with the latest FY 2017 draft budget justification.

► **Percent of Housing Counseling clients that gain access to resources to improve their housing situation**

This indicator measures the percentage of housing counseling clients who gain access to resources to help them improve their housing situation (e.g. down payment assistance and rental assistance) as a direct result of receiving Housing Counseling services.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	17.5%	Establish Baseline	25%	30%

► **Percent of Housing Counseling clients for whom a counselor developed a sustainable household budget**

This indicator measures the percentage of Housing Counseling clients with whom a counselor developed a sustainable household budget through the provision of financial management and/or budget services.²⁵

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	41.4%	Establish Baseline	50% ²⁵	60%

²⁵ Target set based on FY 2015 quarter 3 figures.

Strategic Objective: FHA's Financial Health

Continue to strengthen the Federal Housing Administration's financial health, while supporting the housing market recovery and access to mortgage financing.

OVERVIEW

A strong Federal Housing Administration (FHA) is critical to the recovery of the housing market and our economy at large. The mortgage insurance provided by FHA has made financing available to individuals and families not adequately served by the conventional private mortgage market. The Mutual Mortgage Insurance Fund (MMIF) is the largest fund covering activities of FHA. The recession put substantial strain on the MMIF as private capital retreated and FHA played a countercyclical role to support the broader housing market. Over time, FHA has experienced significant swings in its market share as it has stepped in to provide insured loans for qualified borrowers who would otherwise be shut out of the mortgage market.

In addition, the severe decline in house prices, the sluggish performance of the economy, and the behavior of some lending partners resulted in increased FHA losses that drove its capital reserve ratio below the congressionally-mandated two percent level.

STRATEGIES

- ▶ **Maintain FHA's capital reserve ratio²⁶** at the congressionally-mandated two percent level. Strengthen FHA's book of business through policy reforms and minimize losses on existing books.
- ▶ **Continue loss mitigation efforts in order to prevent foreclosures.** Focus on effective and proactive loss mitigation. HUD will track the effectiveness of these efforts by measuring the number of homeowners who re-default after receiving assistance.
- ▶ **Maximize Single Family FHA recovery rates** by actively monitoring contractor scorecards and implementing alternative asset disposition options.

LEADING THIS OBJECTIVE

Kathleen Zadareky

Deputy Assistant Secretary for Single Family Housing, FHA
Office of Housing

²⁶ The Capital Reserve Ratio compares the "economic net worth" of the 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.

Sarah Gerecke

Deputy Assistant Secretary for Office of Housing Counseling
Office of Housing

Jason Stayanovich

Acting Deputy Assistant Secretary for Office of Risk Management and Regulatory Affairs
Office of Housing

FY 2015 APR Progress Update

HUD is designating the FHA financial health objective as making noteworthy progress. HUD continues to make progress restoring the financial health of the FHA Mutual Mortgage Insurance Fund (MMIF). During FY 2015, FHA's Capital Reserve Ratio climbed above the congressionally-mandated level of two percent for the first time since 2008, reaching 2.07 percent. In FY 2016, HUD will continue to monitor the health of the MMIF and, in particular, the impact of HECM volatility.

Major Milestones

- 9/30/2015** **Provide updated guidance to lenders** to improve tracking for the number of FHA borrowers who receive housing counseling before loan origination.
Achieved as of this publication.
- 3/31/2016²⁷** **Implement comprehensive policies through Mortgage Letters and rulemaking** that will mitigate the negative capital reserve on the Mutual Mortgage Insurance Home Equity Conversion Mortgage (HECM) portfolio.
- 9/30/2016** **Implement system changes to improve data quality** for the number of FHA borrowers who receive housing counseling before loan origination.
- 12/31/2016²⁸** **Update the Distressed Asset Stabilization Program (DASP) – Neighborhood Stabilization Outcome (NSO) strategy** to maximize support to struggling Metropolitan Statistical Areas (MSA). The DASP sale program is a disposition option that allowed FHA Servicers to assign defaulted mortgages to HUD—the Department then sells these notes in competitive sales. The NSO strategy pools some of these assigned loans in targeted geographical areas.

²⁷ While policy changes have already been effected through Mortgage Letters, this milestone has been extended from 9/30/2015 due to rulemaking still underway. The rulemaking proposal was submitted to OMB in November, with an estimated publication date of late 2016.

²⁸ This milestone has been extended from 12/31/2015 as Neighborhood Stabilization strategies continue evolving, taking additional time for the Office of Finance and Budget to determine if the enhancements to date are working as intended.

- 12/31/2016²⁹** **Implement an asset execution model that supports FHA realization of optimal recovery across disposition strategies.** These strategies are geared to keep distressed borrowers in their homes and communities. Contract award currently is scheduled for the second quarter of FY 2016, with work to begin upon contract award, and implementation in the fourth quarter.
- 9/30/2017³⁰** **Design and implement appropriate analytical models** to estimate interim actuarial results.

²⁹ This milestone has been extended from 3/31/2016 due to the lengthy time involved in the contract award process.

³⁰ This milestone has been extended from 9/30/2015 due to delays in contract support and award date.

Measuring Our Progress

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

▶ Asset disposition recovery rate³¹

This is the net recovery rate that FHA realizes via real-estate owned (REO) sales and REO Alternate Strategies as a percentage of unpaid principal balance. REO Alternate Strategies include Note Sales (DASP and Claims without Conveyance of Title [CWCOT]), Third Party Sales (TPS), and Pre-Foreclosure Sales (PFS). This broader metric better reflects the change in asset disposition recovery strategy and specifically success in the REO Alternate Strategies. Beginning FY 2016, HUD will no longer target REO asset disposition discreetly but has set a target for the entire asset disposition recovery strategy. This strategy ensures that HUD employs the best execution strategy while still meeting its strategic objective of stabilizing neighborhoods.

	FY13 Actual	FY14 Actual	FY14 Target	FY15 Actual	FY16 Target	FY16 Actual	FY17 Target
REO	43%	40%	45%	N/A	45%	Tracking	N/A
REO Alternate Strategies	48%	53%	N/A	N/A	Tracking	Tracking	N/A
Overall	43%	48%	N/A	50%	46%	48%	49%

▶ Percent of modifications resulting in re-defaults within six months of closing

This indicator measures the percentage of borrowers that become 90 days or more delinquent on their loans within six months of receiving a loan modification or FHA Home Affordable Modification Program (HAMP) modification. A percentage less than ten percent is considered satisfactory, with a percentage less than nine percent considered excellent, and a percentage less than eight percent considered outstanding performance.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
8.38%	7.63%	TBD	<10%	<10%	<10%

▶ Loss mitigation uptake

The loss mitigation uptake metric assesses the efforts of servicers in assisting borrowers to avoid foreclosure and allow them to remain in their homes. This indicator is calculated by dividing the number of permanent loss mitigation retention actions received by borrowers by the number of seriously delinquent mortgages in that same month, calculated each month and averaged across the past 12 months.

³¹ In future publications this metric will focus on the overall recovery rate, and will not break the metric down by REO and REO strategies.

³² Data available March 2016.

“Loss mitigation” refers to actions taken in mortgage loan servicing that result in the curing of a default by restructuring the mortgage. Permanent loss mitigation retention options available to FHA borrowers are loan modifications³³ and partial claims³⁴ on the unpaid balance of the loan.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
24.9% ³⁵	51.7%	39.8%	≥20.0%	≥20.0%	≥20.0%

► **Number of FHA-insured mortgages benefitting from housing counseling**

This is the number of FHA borrowers that receive pre-purchase or post-purchase counseling.

FY13 Actual	FY14 Actual	FY15 Actual ³²	FY15 Target	FY16 Target	FY17 Target
No Data	No Data ³⁶	63,083	Establish Baseline	70,000	75,000

► **Capital Reserve Ratio**

The Capital Reserve Ratio compares the economic net worth of the MMIF 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 Reserve Ratio computation is part of an annual valuation of the outstanding portfolio of insured loans at the end of each fiscal year. The two percent target represents the statutory requirement for the fund.

FY13 Actual	FY14 Actual	FY15 Actual ³²	FY15 Target	FY16 Target	FY17 Target
-0.11%	0.41%	2.07%	≥2.00%	≥2.00%	≥2.00%

³³ A loan modification involves re-amortizing all or a portion of the outstanding mortgage debt for 30 years at a market interest rate. Currently, a “market rate” is defined as a rate that is no more than 25 basis points (1/4 of 1%) greater than the most recent weekly Primary Mortgage Market Survey (PMMS) Rate published by Freddie Mac for 30-year fixed-rate conforming mortgages (based on the US average of such rates), rounded to the nearest one-eighth of one percent (0.125%), as of the date that a modification is offered to a borrower.

³⁴ In a partial claim action, the lender makes a claim on the government’s mortgage insurance for part of the borrower’s indebtedness, resulting in a deferred subordinate lien to the government in that amount at zero percent (0%) interest rate. This reduces the borrower’s indebtedness to the lender, enabling the borrower to make payments on the remaining portion of the mortgage debt. The amount of the partial claim does not have to be repaid to the government until the property is sold or refinanced or until the modified loan balance is paid in full.

³⁵ The *FY 2014 Annual Performance Report/FY 2016 Annual Performance Plan* reported the FY 2013 actual as 19.3 percent. Based on improved historical calculations, this actual has been revised to 24.9 percent.

³⁶ Historical trend data was difficult to determine due to issues with the data system (FHAC) used for reporting on this indicator. The milestone above for 9/30/2015 to “Provide updated guidance to lenders to improve tracking for the number of FHA borrowers who receive housing counseling before loan origination” was intended to improve this reporting system.



STRATEGIC GOAL

Meet the Need for Quality Affordable Rental Homes

Renters in many communities across America face serious difficulty finding affordable housing because of the dual problems of a shortage of affordable units and insufficient incomes. Despite the housing provided through HUD's programs, the supply of affordable and available rental housing in America is insufficient. Moreover, the number of families struggling to make ends meet in the face of severe rent burdens began increasing this century. HUD remains committed to providing rental assistance to poor households within this challenging environment.

- ▶ **Strategic Objective:** Ensure sustainable investments in affordable rental housing.
- ▶ **Strategic Objective:** Preserve the long-term availability of quality affordable rental housing, where it is needed most, through HUD's many rental housing programs.

Strategic Objective: Rental Investment

Ensure sustainable investments in affordable rental housing.

OVERVIEW

The number of renter households with worst case needs – those with very low-incomes³⁷ that do not receive government assistance and either pay more than half their income on rent or live in severely inadequate conditions – decreased to 7.7 million in 2013 from the record high of 8.5 million in 2011, ending a sustained period of large increases. The Worst Case Housing Needs 2015 Report to Congress³⁸ study details the continued, substantial unmet needs for affordable rental housing even as economic conditions improve. As the rental market continues to tighten, it is critical to increase the level of private investment into affordable housing. Currently, for every two very low-income households that receive rental assistance, more than three very low-income households have worst case housing needs.

STRATEGIES³⁹

- ▶ **Implement the Housing Trust Fund and support the Capital Magnet Fund.** On December 10, 2014, the Federal Housing Finance Agency (FHFA) directed Fannie Mae and Freddie Mac to allocate funds to the Housing Trust Fund and the Capital Magnet Fund as provided by the Housing and Economic Recovery Act of 2008 (HERA). The purpose of these funds includes providing grants to states to increase and preserve the supply of rental housing for extremely and very low-income families, including homeless families.

LEADING THIS OBJECTIVE

Priya Jayachandran

Deputy Assistant Secretary

Office of Multifamily Housing

FY 2015 APR PROGRESS UPDATE

There is a critical need for new investments in rental housing across affordability levels. Reports such as the **Worst Case Housing Needs 2015 Report to Congress** show that as the rental market continues to tighten nationwide, it is critical for HUD to encourage housing construction and substantial rehabilitation. Furthering this goal, the Federal Housing Finance Agency (FHFA) directed Fannie Mae and Freddie Mac to allocate funds to the Housing Trust Fund and Capital Magnet Fund, which can be used to provide grants to states to increase and preserve the supply of rental housing for extremely and very low-income families. In addition, HUD has increased its production of rental units across affordability levels, including producing or rehabilitating 28,674 units in FY 2014 and 37,155 in FY 2015 through Multifamily Housing programs.

³⁷ Very low income renters have a household income of 50 percent or less of the area median income, with adjustments for household size.

³⁸ U.S. Department of Housing and Urban Development, 2015 (April); *Worst Case Housing Needs 2015: Report to Congress*.

³⁹ The strategy to pursue housing finance reform legislation which appeared in previous versions of this document has been removed from this section due to overlap with the strategy in the Housing Market section of this document.

Measuring Our Progress⁴⁰

To monitor our progress towards this objective, HUD will track the following performance indicators:

▶ **Number of households experiencing “Worst Case Housing Needs”⁴¹ (key measure)**

Households experiencing worst case housing needs are very low-income renters who do not receive government housing assistance and who either paid more than half of their income for rent or lived in severely inadequate conditions. HUD’s estimates of worst case needs are based primarily on data from the biennial **American Housing Survey** (AHS).

FY11 Actual	FY13 Actual	FY15 Actual	FY17 Target
8.48 million	7.72 million	No Data ⁴²	Tracking Only

▶ **Proportion of very low-income renters facing severe rent burdens (contextual indicator)**

This measure is based on American Community Survey tabulations that have area median income (AMI) categories attached and tracks the proportion of very low-income renters (those with incomes below 50 percent of AMI, who spend more than 50 percent of their income on rent).

FY11 Actual	FY13 Actual	FY15 Actual	FY17 Target
50.6%	48.5% ⁴³	No Data ⁴⁴	Tracking Only

▶ **Percentage of rental units built in the preceding four years that are affordable to very low-income renters,⁴⁵ prepared using **AHS** data. (contextual indicator)**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
22.3%	No Data	No Data ⁴⁶	Tracking Only	Tracking Only	Tracking Only

⁴⁰ The three indicators below do not have annual targets. They are based on datasets that are not all reported annually, and the indicator for a reporting year is not available until at least a year later, in quarter 2 of FY 2017.

⁴¹ Data on worst case housing needs are published every other year.

⁴² Data for the 2015 American Housing Survey will not be available before September of 2016.

⁴³ 2013 actual is based on ACS and not Comprehensive Housing Affordability Strategy (CHAS), which is the dataset that attaches AMI and income limits to the ACS. Once CHAS data for 2013 are available, the percentage of VLI renters who faced severe rent burdens may slightly change. For reference, using only the ACS, the 2011 percentage is 0.1% smaller. Data on FY 2015 will be published in 2017.

⁴⁴ Data for the 2015 American Community Survey will not be available before September of 2016.

⁴⁵ Very low-income renters have a household income of 50% or less of the area median income. This performance indicator replaces the *FY 2013 Agency Performance Report and FY 2015 Agency Performance Plan* indicator “Percentage of rental units built in the preceding four years that had rents below \$800.”

⁴⁶ Data for the 2015 American Housing Survey will not be available before September of 2016.

► **Production of rental units (contextual indicator)**

HUD programs enable the construction and substantial rehabilitation of rental units, which eases pressure on the nation’s tight rental market.⁴⁷

	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
Multifamily Housing Programs ⁴⁸	28,674	37,155	Tracking Only	Tracking Only	Tracking Only
Public and Indian Housing Programs ⁴⁹	5,773	3,985	Tracking Only	Tracking Only	Tracking Only
Community Planning and Development Programs ⁵⁰	20,540	14,779	Tracking Only	Tracking Only	Tracking Only

⁴⁷ This performance indicator will first report in FY 2016.

⁴⁸ MFH production of rental units includes those units developed using RAD new construction and substantial rehabilitation (“substantial rehabilitation” defined as rehabilitation of \$25,000 or greater per unit (FY 2014: 3,039 units; FY 2015: 5,860 units) and FHA new construction and substantial rehabilitation endorsements (FY 2014: 25,635 units; FY 2015: 31,295 units).

⁴⁹ PIH production of rental units includes those units developed using Indian Housing Block Grant Funds, HOPE VI, Mixed Finance, Choice Neighborhoods, and traditional development using capital funds.

⁵⁰ CPD production of rental units includes those units developed using HOME Investment Partnerships Program (HOME).

Strategic Objective: Rental Preservation and Expansion

Preserve the long-term availability of quality affordable rental housing, where it is needed most, through HUD's many rental housing programs.

OVERVIEW

During the past 80 years, the federal government has invested billions of dollars in the development and maintenance of affordable public and assisted multifamily housing. Despite the sizable investment and the great demand for such housing, assisted units continue to be lost. Some units have been lost because of their deteriorated physical condition. Others, both publically and privately owned, have been removed from the affordable inventory because of owners' decisions or because periods of affordability have expired. Some multifamily housing programs either have no option for owners to renew their subsidy contracts with HUD or do not support contract renewal on terms that attract sufficient capital to preserve long-term affordability. Moreover, the public housing stock faces an estimated \$26 billion capital needs backlog that will be difficult to meet given federal fiscal constraints.⁵¹

Rather than view these trends as an obstacle, HUD is taking advantage of the opportunity to update its housing stock and transition to funding strategies with more long-term viability. All the while, HUD remains committed to providing other decent, safe, sanitary, and affordable options for low-income renters through the Rental Assistance Demonstration (RAD), tax credits, Choice Neighborhoods, mixed financed public housing development, and other creative programs.

RAD makes it possible for public housing authorities to address capital repair and replacement needs of their properties, preserving these affordable rental units. RAD allows public housing authorities and owners of Moderate Rehabilitation, Rent Supplement, and Rental Assistance Payment developments to convert to long-term Section 8 rental assistance contracts so they can access private funding sources.

STRATEGIES⁵²

- ▶ **Revise components of PIH's performance management scoring systems, timeframes, and assessments of HUD-assisted properties.**
- ▶ **Maintain strong occupancy rates in the Public Housing program and maximize voucher and budget utilization in the House Choice Voucher program.**
- ▶ **Support the development and preservation of affordable housing through FHA Multifamily Mortgage Insurance**, in conjunction with other funding or financial resources such as through the FHA Low Income Housing Tax Credit (LIHTC) pilot.

⁵¹ HUD (November 2010); *Capital Needs in the Public Housing Program*, http://portal.hud.gov/hudportal/documents/huddoc?id=PH_Capital_Needs.pdf.

⁵² The strategy to develop and adopt a uniform asset management model which appeared in previous versions of this document was eliminated to reflect changes in priority.

- ▶ **Ensure that the households currently being served by HUD rental assistance programs have a choice to remain housed in their assisted properties.**
 - Create a proactive asset management approach to work with owners prior to contract expiration/mortgage maturity to develop a preservation strategy for the property.
 - Preserve units, maintain high occupancy and utilization rates, and reduce the number of units converted to market rate housing.
- ▶ **Continue to expand RAD** to preserve and transition existing affordable HUD-assisted rental units to the Section 8 platform.

LEADING THIS OBJECTIVE

Priya Jayachandran

Deputy Assistant Secretary
Office of Multifamily Housing

Unabyrd Wadhams

Deputy Assistant Secretary
Office of Field Operations
Office of Public and Indian Housing

FY 2015 APR PROGRESS UPDATE

See the Agency Priority Goal Progress Update below.

Major Milestones

- | | |
|------------------------|--|
| 9/1/2016 ⁵³ | Provide guidance and technical assistance on the HOME Rule. |
| 10/1/2016 | Ensure elimination of the unit cap on RAD First Component conversions by Congress. |

Measuring Our Progress

To help achieve this objective, HUD has established the following performance indicators: **Fiscal Year 2016–2017 Agency Priority Goal: Preserve Affordable Rental Housing Preserve and expand affordable rental housing through HUD rental housing programs.**

★ **Number of households served through HUD rental assistance (key indicator)**

Between October 1, 2015 and September 30, 2017, HUD aims to preserve and expand affordable rental housing through its rental housing programs to serve an additional 134,516 households over a baseline of 5,541,541.

⁵³ This date has changed from the *FY 2014 Agency Performance Report/FY 2016 Agency Performance Plan* from 9/1/2015 to 9/1/2016 to reflect a change in program priorities.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
5,474,723	5,471,618	5,541,541	5,560,814	5,612,103	5,675,959

★ **Number of units converted using the Rental Assistance Demonstration (RAD): First Component (supporting indicator)**

The first component of the RAD allows projects funded under the public housing and Section 8 Moderate Rehabilitation (Mod Rehab) programs to convert their assistance to long-term, project-based Section 8 rental assistance contracts. HUD is exercising its discretion to prioritize public housing conversions under the competitive requirements of this component.⁵⁴ Targets are cumulative.⁵⁵

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
30	6,167	19,570	36,000	75,000 ⁵⁵	125,000

★ **Number of units converted using the Rental Assistance Demonstration (RAD): Second Component (supporting indicator)**

The second component of the Rental Assistance Demonstration allows owners of projects funded under the Rent Supplement (Rent Supp), Rental Assistance Payment (RAP), and Mod Rehab programs to convert tenant protection vouchers (TPVs) to project-based vouchers (PBVs) or project-based rental assistance (PBRA). Targets are cumulative.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
4,789	7,511	14,826	11,950	17,900	25,000

★ **Housing Choice Voucher budget utilization rate⁵⁶ (supporting indicator)**

This metric is measured using the calendar year to date Housing Assistance Payment (HAP) spending as a percentage of budget authority.⁵⁷ 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.

⁵⁴ The demand for public housing conversions is extremely high and significantly exceeded the initial limitation on the number of units that could be converted under the First Component. In addition, unlike Mod Rehab conversions, there is no Second Component option available for public housing projects. Consequently, Mod Rehab conversions will now be processed exclusively under the Second Component of RAD, which is non-competitive. Any existing Mod Rehab projects being processed under the First Component are grandfathered under provisions of Revision 2 of PIH-2012-32 (HA), REV-2 or have the option to switch to a conversion under the Second Component. Public housing agencies (PHAs) may choose between two forms of Section 8 Housing Assistance Payment (HAP) contracts: project-based vouchers (PBVs) or project-based rental assistance (PBRA).

⁵⁵ This target was revised downward from the *FY 2014 Agency Performance Report and FY 2016 Agency Performance Plan* to reflect the units in the pipeline for conversion in FY 2016.

⁵⁶ The metric was updated to provide data to two decimal places.

⁵⁷ Assumes 100% utilization in Moving to Work PHAs.

⁵⁸ Sequestration drastically cut voucher funding; insufficient funding to cover existing HAPs meant many PHAs had to use reserve funds to maintain funding to households with vouchers beyond the sequestration budget authority.

⁵⁹ Target was adjusted upward from 97.56% which was reported erroneously.

🌟 **Public Housing occupancy rate (supporting indicator)**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
95.85%	95.63%	95.80%	96.00%	96.00%	96.00%

🌟 **Project-Based Rental Assistance (PBRA) occupancy rate (supporting indicator)⁶⁰**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
95.2%	95.1%	94.7% ⁶⁰	Tracking Only	Tracking Only	Tracking Only

Other Measures:⁶¹

▶ **Percent of Section 8 Housing Assistance Payment contracts renewed**

When owners of multifamily rental buildings renew their Section 8 Housing Assistance Payment (HAP) contract with HUD, it preserves affordable housing with significant rental assistance for tenants.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
97.04%	97.96%	98.41%	98.40%	98.50%	98.60%

▶ **Number of inspections saved through inspection sharing**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
114 ⁶²	707 ⁶³	839 ⁶⁴	Tracking Only ⁶⁵	Tracking Only	Tracking Only

▶ **Retrospective: FY 2014-2015 Agency Priority Goal 🌟 Preserve Affordable Rental Housing**

Between October 1, 2013, and September 30, 2015, HUD aimed to preserve and expand affordable rental housing through its rental housing programs to serve 137,415 additional households.

⁶⁰ Fourth Quarter FY 2015 occupancy data (from TRACS Voucher System) is somewhat incomplete; FY 2015 average occupancy will continue fluctuate slightly as adjustments are processed through FY 2016.

⁶¹ *The FY 2014 Annual Performance Report/FY 2016 Annual Performance Plan* included the metric for the “Number of units managed under the uniform risk management model.” Because all PIH units are currently managed under this model and thus any future yearly targets would simply show the entire number of PIH units; therefore this metric has been removed.

⁶² Estimated number of inspections saved during pilot, with participation by six states.

⁶³ The FY 2014 pilot was larger (26 states) and did not include all the same participants as the FY 2013 pilot.

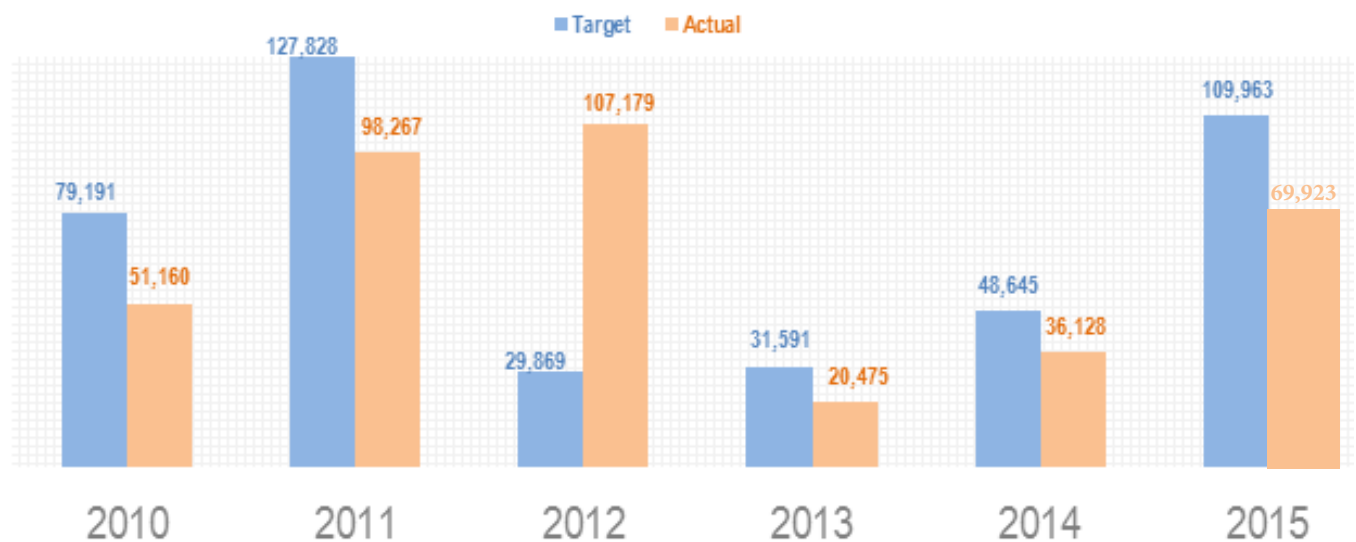
⁶⁴ 250 inspections were performed on USDA/LIHTC aligned properties and 589 duplicate inspections were eliminated. The drop in this number from FY 2014 is due to a significantly smaller property list (501 properties total for calendar year 2015 compared to 945 in calendar year 2014) with funding streams associated with HOME and USDA. These numbers do not include U.S. Department of Agriculture (USDA) inspections saved in units that have multiple funding streams

⁶⁵ It is not currently possible to make meaningful predictions about this multi-agency effort due to a lack of complete data sources and differing inspection timelines across the participating programs.

Additional households served through HUD rental assistance

	Target	Actual	Change from Previous Year	Target Met?
→ 2010	79,191	51,160	NA	✘
→ 2011	127,828	98,267	+47,107 (↑92%)	✓
→ 2012	29,869	107,179	+8,912 (↓9%)	✓
→ 2013	31,591	20,475	-86,704 (↓81%)	✘
→ 2014	48,219	36,128	+15,653 (↑76%)	✘
→ 2015	89,196	69,923	+33,795 (↑94%)	✘
→ 2014 + 2015 combined two-year goal	137,415	106,051		
net change, 2010 – 2015 programs	+383,132 households served by affordable rental housing programs			

This indicator tracks the total number of additional households served since the beginning of the performance period.



FY 2015 APG PROGRESS UPDATE

Toward its two year target of 136,091 units, HUD reached 106,051 units. The incremental actual for FY 2014 was 36,128 units. The FY 2015 incremental actual was 69,923 units compared to the FY 2015 target of 89,196 units. A detailed explanation for this shortfall in rental units is described below.

The Office of Multifamily Housing was 6,024 units short of reaching their FY 2015 incremental target. Housing programs were expected to gain 21,996 units, but ended up adding only 15,972 units; this change is 3.49% of the FY 2013 cumulative baseline for all Multifamily Housing Programs. The majority of the shortfall can be attributed to slower than initially anticipated units converted to Project-Based Rental Assistance (PBRA) in the RAD program.

The Office of Public and Indian Housing missed its FY 2015 target of 56,071 units by 14,462 units. Two of Office of Public and Indian Housing's biggest programs, Public Housing and Housing Choice Vouchers, set targets of decreasing the number of Public Housing units by 33,065 and increasing the number of utilized vouchers by 73,194 in support of HUD's RAD initiative. In actuality the number of Public Housing units decreased by 17,750 and the number of Housing Choice Vouchers increased by 53,939. The smaller than targeted decrease in Public Housing units is due in part to slower than expected RAD conversions.

The Office of Community Planning and Development (CPD) exceeded its target of 11,129 units by 1,213 units. This is largely due to better than expected performance in the HOME program. The Tax Credit Assistance Program and Neighborhood Stabilization Programs are retiring which will result in a decrease of rental units from CPD. Community Development Block Grants – Disaster Recovery was 9,311 units short of its 11,832 FY 2015 goal.

Out of HUD's continuing commitments, meeting the need for quality affordable rental homes remains an Agency Priority Goal again for FY 2016 and FY 2017 with a two-year incremental target of 134,516.

Households in Occupied Rental Units Receiving Assistance by Program ⁶⁶	FY 2013 Cumulative Baseline	FY 2014 Incremental Actual	FY 2014 Cumulative Actual	FY 2015 Incremental Target	FY 2015 Incremental Actual	FY 2015 Cumulative Actual	FY 2016 Incremental Target	FY 2016 Cumulative Target	FY 2017 Incremental Target
Multifamily Project Based Rental Assistance (Section 8)	1,164,765	-958	1,163,807	-7,042	-6,897	1,156,910	-1,000	1,155,910	-1,000
Rental Assistance Demonstration (RAD) units move to PBRA	30	2,502	2,532	13,128	6,241	8,773	24,112	32,885	21,750 ⁶⁷
Other Multifamily Subsidies ⁶⁸	111,778	-3,414	108,364	-20,586	-18,444	89,920	-4,000	85,920	-4,000
Project Rental Assistance Contract	145,624	3,068	148,692	2,808	2,645	151,337	400	151,737	200
Insured Tax Exempt or Low-Income Housing Tax Credit	126,165	38,914	165,079	35,908	38,089	203,168	37,879	241,047	39,672
Rental Housing Assistance Programs (RAP)	9,704	-132	9,572	-1,538	-2,655	6,917	-130	6,787	-1,574
Rent Supplement	10,060	-2,152	7,908	-1,086	-4,306	3,602	-891	2,711	-113
Mortgage Insurance for Residential Care Facilities (Sect. 232) ⁶⁹	38,914	165,079	35,908	38,089	203,168	37,879	241,047	39,672	6,474
TOTAL Housing Programs⁷⁰	1,571,990	38,924	1,610,914	21,996	15,972	1,626,886	57,480	1,684,366	56,045
Tenant Based Rental Assistance (HCV)	2,179,437	-20,831	2,158,606	73,194	53,939	2,212,545	28,255	2,240,800	25,000
Rental Assistance Demonstration (RAD) units move to TBRA	4,565	5,829	10,394	15,663	5,392	15,786	25,462	41,248	23,102
Public Housing ⁷¹	1,090,471	-7,480	1,082,991	-33,065	-17,750	1,065,241	-49,889	1,015,352	-45,623
PIH Mod Rehab	22,438	-1,315	21,123	-705	-621	20,502	-1000	(705)	19,713
Mainstream Vouchers	14,108	-428	13,680	390	327	14,007	63	14,070	0
Native American Housing (ONAP)	11,885	544	12,429	594	322	12,751	350	13,101	350
TOTAL Public and Indian Housing	3,322,904	-23,681	3,299,223	56,071	41,609	3,340,832	3,241	3,344,073	1,829
HOME Rental ⁷²	275,256	-5,345	280,601	-5,601	1,499	282,100	-5,000	277,100	-9,100
McKinney / Continuums of Care (CoC) ⁷³	125,564	4,009	129,573	6,087	8,604	138,177	7,000 ⁷⁴	145,177	6,350
Tax Credit Assistance Program ⁷⁵	59,499	81	59,580	0	0	59,580	0	59,580	0
Community Development Block Grants – Disaster Recovery	27,550	15,707	43,257	11,832	2,521	45,778	7,985	53,763	8,404

Households in Occupied Rental Units Receiving Assistance by Program ⁶⁶	FY 2013 Cumulative Baseline	FY 2014 Incremental Actual	FY 2014 Cumulative Actual	FY 2015 Incremental Target	FY 2015 Incremental Actual	FY 2015 Cumulative Actual	FY 2016 Incremental Target	FY 2016 Cumulative Target	FY 2017 Incremental Target
Housing Opportunities for Persons Living With AIDS (HOPWA)	25,034	767	25,801	-1,189	-141	25,660	-46	25,614	-450
Neighborhood Stabilization Program	15,532	6,012	21,544	0	0	21,544	0	21,544	0
HOME TBRA	1394 ⁷⁶	-269	1125 ⁷⁷	-	-141	894	-	886	778
TOTAL Community Planning and Development	529,829	20,885	561,481	11,129	12,342	573,823	9,939	583,664	5,982
HUD TOTAL	5,425,424	36,128	5,471,618	89,196	69,923	5,541,541	70,660	5,612,103	63,856

⁶⁶ All cumulative totals reflect totals as of September 30 for each year. Incremental targets and actuals may reflect changes in funding, budget utilization or reserves, and fluctuations in market.

⁶⁷ Excluded RAD Second Component.

⁶⁸ Other MFH subsidies includes Old Section 202, Section 221(d)(3) Below Market Interest Rate, and Section 236 Interest Reduction Payment only.

⁶⁹ Units reported here for the Section 232 program include only units added since the beginning of FY 2012, when the program was added to this goal.

⁷⁰ Several previously reported figures have been updated based on corrected database errors.

⁷¹ Large projected losses to Public Housing due largely to increased pace of RAD conversions, which turn Public Housing units into project-based rental assistance or project based vouchers.

⁷² HOME Rental FY 2014 cumulative has been adjusted from 5,422 to 5,345 due to a calculation error. This also had an impact on the overall totals changing the FY 2014 HOME cumulative actual to 280,601 and the FY 2015 HOME incremental target to -5,601.

⁷³ The McKinney/CoC programs include Mod Rehav SRO as a component of the Shelter Plus Care program. The target has been revised from the FY 2016 target established in HUD's *FY 2014 Annual Performance Report/FY 2016 Annual Performance Plan*.

⁷⁴ The target has been revised from the FY 2016 target established in *HUD's FY 2014 Annual Performance Report/FY 2016 Annual Performance Plan*.

⁷⁵ The tax Credit Assistance Program and Neighborhood Stabilization programs are no longer issuing new funding awards in 2014 in conjunction with the expiration of American Recovery and Reinvestment Act (ARRA) funding.

⁷⁶ HUD adopted a new methodology for counting assisted households in the HOME TBRA program. Until FY 2013, it was assumed that assisted households are only assisted within the quarter of their initial assistance.

⁷⁷ Year-end data reflect number of households receiving HOME TBRA in quarter 4 of the respective year. Previous year's total does not carry over. FY 2015-16 cumulative targets are placeholders.



STRATEGIC GOAL

Use Housing as a Platform for Improving Quality of Life

Stable housing, made possible with HUD support, provides an ideal platform for delivering a wide variety of health and social services. Through interagency partnerships at the federal, state, and local levels, HUD will use housing as a platform for coordinating access to a wide variety of services to lower healthcare costs, end homelessness, and support community living. Communities are realizing that, beyond the call to end suffering caused by homelessness, there are compelling economic reasons for investing in efforts to eradicate this complex social problem, including the reduction of emergency care and criminal justice spending.

When providing housing-linked services, questions of short-term costs pale next to potential long-term benefits. The data shows that investments in early childhood education have the greatest returns, with recent Council of Economic Advisors analysis finding that for every dollar spent on expanding early learning initiatives, society sees a return of roughly \$8.60.⁷⁸ Through a newly established Agency Priority Goal, HUD is solidifying our work to bridge the opportunity gap, so that a child's zip code is no longer the strongest predictor of economic success. The Department is engaging in new partnerships and increasing the resources for the development and educational attainment of children of all ages. These investments for HUD-assisted youth are crucial to building the strongest, healthiest, and most prosperous future for our residents and their communities.

- ▶ **Strategic Objective:** End homelessness for veterans, people experiencing chronic homelessness, families, youth, and children.
- ▶ **Strategic Objective:** Promote advancements in economic prosperity and education for residents of HUD-assisted housing.
- ▶ **Strategic Objective:** Promote the health and housing stability of vulnerable population.

⁷⁸ Council of Economic Advisors, *The Economics of Early Childhood Investments*, January 2015.

Strategic Objective: Homelessness

End homelessness for veterans, people experiencing chronic homelessness, families, youth, and children.

OVERVIEW

The annual “Point-in-Time” (PIT) count⁷⁹ estimates the scope of homelessness on a single night in January. Based on data reported by more than 3,000 cities and counties, the January 2015 one-night estimate reveals a 36 percent drop in homelessness among veterans and a 22 percent reduction among individuals experiencing long-term or chronic homelessness since the 2010 release of *Opening Doors*. HUD’s estimate also found a decline of 19 percent in the number of families experiencing homelessness since 2010. Overall, a total of 564,708 people experienced homelessness in the United States on a single night in January 2015.

In 2010, the Obama administration released *Opening Doors*,⁸⁰ the first-ever comprehensive federal strategic plan to prevent and end homelessness. The plan set the stage for HUD’s goals of preventing and ending homelessness for veterans by 2015; preventing and ending homelessness for individuals experiencing chronic homelessness by 2017;⁸¹ preventing and ending homelessness for families, youth, and children by 2020; and ultimately setting a path to ending all types of homelessness.

HUD will continue its longstanding work with the US Interagency Council on Homelessness (USICH) and all its other federal, state, and local partners to deploy effective solutions, such as rapid re-housing, permanent supportive housing, and housing vouchers for the populations for which they are proven effective. These tools should be informed by a Housing First approach, in which preconditions and barriers to housing entry are removed and people move into housing as quickly as possible. HUD and its partners are taking concerted steps to understand the best strategies to prevent and end homelessness among unaccompanied youth, especially for high-risk groups, including youth aging out of foster care and LGBTQ youth. HUD’s success in reducing homelessness depends on effectively using and targeting resources. However, continued investments in programs that work, such as HUD’s Homeless Assistance Grants, are crucial to reaching the goals laid out in *Opening Doors*.

STRATEGIES

- ▶ **Implement the Homelessness Emergency and rapid Transition to Housing (HEARTH) Act amendments to McKinney-Vento Homeless Assistance Act** and encourage Continuums of Care

⁷⁹ CoC Program regulations only require a biennial PIT count of the unsheltered population, but most continuums do annual counts, so the report refers to them as annual PIT counts.

⁸⁰ United States Interagency Council on Homelessness, *Opening Doors: Federal Strategic Plan to Prevent and End Homelessness* (June 2010).

⁸¹ United States Interagency Council on Homelessness, *Opening Doors: Federal Strategic Plan to Prevent and End Homelessness* (2015 Amendment)

(CoC) to use their existing resources more effectively. In particular, CoCs are urged to reallocate existing projects to create new permanent supportive housing for individuals experiencing chronic homelessness or rapid re-housing for households with children that are coming from the streets or shelters. HUD will urge and support CoC efforts to prioritize the chronically homeless and those whose needs are most severe in all existing permanent supportive housing.

- ▶ Fully engage and leverage mainstream housing assistance, including Housing Choice Vouchers, Public Housing, HOME Investment Partnerships and Community Development Block Grants, and Multifamily Housing. We will build capacity among public housing authorities and multifamily property owners to serve more households experiencing homelessness in their programs.
- ▶ Improve data and performance management through the adoption of a common data standard for housing stability and sharing data across systems, such as Homeless Management Information Systems (HMIS) and systems used by the Department of Veterans Affairs (VA) and the Department of Health and Human Services (HHS).
- ▶ Continue to strengthen collaborations at all levels of government and with the private sector, including within HUD and with the US Interagency Council on Homelessness (USICH), the VA, HHS, the Department of Labor, the Department of Education, the Department of Agriculture, and others.
- ▶ Implement USICH Framework to End Youth Homelessness, integrate HMIS and Runaway and Homeless Youth Management Information Systems (RHYMIS), and leverage HUD's Point-in-Time count to improve strategies for identifying and serving youth experiencing homelessness.
- ▶ Promote implementation of coordinated assessment systems for CoCs through training, technical assistance, and guidance by the Office of Special Needs Assistance Programs to better target resources.

LEADING THIS OBJECTIVE

Jennifer Ho

Senior Advisor on Housing and Services

Office of the Secretary

FY 2015 APR PROGRESS UPDATE

In FY 2015, HUD continued to learn more about what interventions work best to stably and permanently house families and individuals who experience a housing crisis, and targeted homelessness resources according to the greatest need. In January 2015, alongside the FY 2014 CoC Program renewals and awards, HUD awarded a \$40 million bonus for a permanent supportive housing (PSH), dedicated to serving individuals experiencing homelessness. This award reinforces the Department's commitment to targeting permanent supportive housing resources to households experiencing chronic homelessness, and encouraging communities to invest in permanent housing solutions. In February 2015, the Department published a policy brief summarizing the agency's views on goals for the coordinated entry process, to inform local efforts as they develop these processes. These systems are crucial for making quick connections with families and

individuals who experience a housing crisis, identifying and assessing their needs, and prioritizing resources according to that need. In July 2015, we released the 18-month findings from the Family Options Study, a randomized controlled trial that showed that families offered a housing voucher experienced better housing stability than those provided rapid re-housing, place-based transitional housing, or usual care in shelter. In light of these lessons, we have increased our communications and technical assistance to public housing authorities and multifamily property owners on how to target and serve households experiencing homelessness. A more detailed update on HUD's progress towards ending veteran homelessness is provided under the FY 2014-15 APG Progress Update.

Major Milestones

Supporting All Goals of Opening Doors

- 1/31/2015** **Execute the FY 2013 and FY 2014 CoC Program competitions by the end of 2014.**
Achieved January 2015. The final awards of the FY 2014 competition were announced in the second week of January 2015 and were disbursed throughout the calendar year.
Achieved as of this publication.
- 12/31/2015** **Publish the HMIS Final Rule.**
Delayed as of this publication. Comments and final edits are still under review, but publication is anticipated in the fourth quarter of FY 2016.
- 2/15/2016** **Announce FY 2015 CoC Program Competition awards per the FY 2015 Notice of Funding Availability (NOFA).** The FY 2015 NOFA selection criterion is HUD's primary policy tool to fulfill the Opening Doors goals.
- 7/31/2016** **Publish the Notice for public comment for the CoC Program Interim Rule.**

Population-Specific Goals

- End of 2015** **End veteran homelessness.** Completion of this milestone will be assessed using the January 2016 PIT count, available in fall 2016.
- 1/31/2016** With VA, encourage maximum participation among communities in the 2016 PIT count
Update: HUD set a target of 80 percent coverage of the unsheltered homeless count in the 2016 PIT count. Unsheltered counts are required every other year; HUD is targeting communities with historically high unsheltered PIT counts to ensure the most accurate measure through the end of 2015.
- End of 2017** **End chronic homelessness.**

12/1/2015 Start operation of all new projects awarded bonus funds in FY 2014 for PSH dedicated units to serve the chronically homeless.⁸²

Achieved October 2015. HUD announced its project awards, including the Permanent Housing Bonus projects, in January 2015. All projects were in operation by October 2015

12/31/2015⁸³ Publish the Chronic Homelessness definition Final Rule.

Achieved December 2015. The Final Rule was published on December 4, 2015 and may be found at: <https://www.gpo.gov/fdsys/pkg/FR-2015-12-04/pdf/2015-30473.pdf>

End of 2020 End youth homelessness.

11/1/2015 Integrate HMIS and HHS's RHYMIS to better track and engage youth in services.

Achieved November 2015. As of November 16, all Runaway and Homeless Youth grant recipients were required to report client data into HMIS, for more unified homeless assistance system tracking and services.

1/1/2017 Complete the LGBTQ Youth Homelessness Prevention Initiative in two pilot communities.

End of 2020 End family homelessness.

1/1/2017 Release the Family Options Study 18-month Interim Report.

Achieved July 2015. On July 7, 2015, HUD published the short-term results of a study designed to examine how homeless families in emergency shelter responded to various interventions designed to help them exit homelessness.⁷² The study found that 18 months after enrolling and being randomly assigned to one of four interventions, the families that were offered a housing voucher experienced significantly better outcomes than families randomly assigned to any of the three other options. HUD is continuing to follow the families for at least three years and will report on the 36-month outcomes in 2017.

⁸² Operating period start dates vary across CoCs and occur throughout calendar year 2020.

⁸³ In the 2016 Annual Performance Plan, this target date was listed at 5/31/15.

⁸⁴ Family Options Study: Short-Term Impacts of Housing and Services Interventions for Homeless Families, http://www.huduser.org/portal/publications/affhsg/family_options_study.html.

7/31/2015

Provide PHAs and multifamily property owners with resources and assistance for serving families and households experiencing homelessness.

Achieved June and November 2015. The Office of Public and Indian Housing (PIH) worked with USICH to provide guidance and best practices PHAs can use to strengthen collaborations with their community's homeless assistance network, which can be found online.⁸⁵ On November 19, Multifamily Housing released a toolkit covering lessons and best practices of 10 communities that HUD funded to pilot the Dedicating Opportunities to End Homelessness (DOEH) Initiative in 2012.⁸⁶

Measuring Our Progress

To help achieve this objective, HUD has established the following performance indicators: **Fiscal Year 2016–2017 Agency Priority Goal: End Homelessness**

In partnership with other agencies, the Department of Housing and Urban Development will reduce the total number of homeless families, youth, children, and people experiencing chronic homelessness, as well as keep the number of veterans living on the street at zero (as measured by the 2018 PIT count).

★ Total veterans living on the streets, experiencing homelessness

This metric will be measured by the annual PIT count, a count of homeless persons on a single night in January each year. Each January count corresponds to the impact of the previous fiscal year's activities and is released in the Annual Homeless Assessment Report (AHAR) in the fall following each count; the FY15 actual will be measured in the January 2016 PIT count and released in the 2016 AHAR.

FY13 Actual	FY14 Actual	FY14 Target	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
17,570 ⁸⁷	16,220	4,000	No Data ⁸⁸	0	0	0

★ Total homeless veterans temporarily living in shelters or transitional housing

This metric will be measured by the annual PIT count, a count of homeless persons on a single night in January each year. Each January count corresponds to the impact of the previous fiscal year's activities and is released in the Annual Homeless Assessment Report (AHAR) in the fall following each count; the FY15 actual will be measured in the January 2016 PIT count and released in the 2016 AHAR.

⁸⁵ PHA Guidebook to Ending Homelessness, http://usich.gov/resources/uploads/asset_library/PHA_Guidebook_Final.pdf.

⁸⁶ Opening Doors Through Multifamily Housing, <https://www.hudexchange.info/resources/documents/Opening-Doors-Through-Multifamily-Housing-Toolkit-for-Implementing-a-Homeless-Preference.pdf>.

⁸⁷ In the FY 2016 Annual Performance Plan, the reported FY 2013 actual was 17,885. This update reflects an adjustment made to the estimates of unsheltered homelessness submitted by the Las Vegas Continuum of Care.

⁸⁸ A full calculation of HUD's impact on reducing homelessness by the end of FY 2015 will be assessed during final analysis of results from the PIT count of the homeless population throughout the nation, scheduled to take place on a single night in January 2016 and will be made available in fall 2016.

FY13 Actual	FY14 Actual	FY14 Target	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
32,119 ⁸⁹	31,505	23,500	No Data ⁹⁰	12,500	12,500	12,500

★ **Individuals experiencing chronic homelessness**

This metric will be measured by the annual PIT count, a count of homeless persons on a single night in January each year. Each January count corresponds to the impact of the previous fiscal year's activities and is released in the Annual Homeless Assessment Report (AHAR) in the fall following each count; the FY2015 actual will be measured in the January 2016 PIT count and released in the 2016 AHAR.

FY13 Actual	FY14 Actual	FY14 Target	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
83,989 ⁹¹	83,170	80,500	No Data ⁹²	66,000	56,000 ⁹³	15,000 ⁹⁴

★ **Number of new permanent supportive housing beds dedicated⁹⁵ to individuals and families experiencing chronic homelessness**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
5,123	5,170	No Data ⁹⁶	5,000 ⁹⁷	25,500 ⁹⁸	25,500

★ **Percent of new permanent supportive housing beds dedicated to individuals and families experiencing chronic homelessness**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
94.0%	98.0%	No Data ⁹⁹	100.0%	100.0%	100.0%

⁸⁹ In the FY 2016 Annual Performance Plan, the reported FY 2013 actual was 32,048.

⁹⁰ Assessed through data collected in the January 2016 PIT count, available in fall 2016.

⁹¹ In the FY 2016 Annual Performance Plan, the reported FY 2013 actual was 84,291.

⁹² Assessed through data collected in the January 2016 PIT count, available in fall 2016.

⁹³ This change in targets from previous reports reflects the amendment to USICH's Opening Doors strategy, whereby HUD aims to end chronic homelessness by the end of 2017. In earlier plans, the target was 15,000 by the end of 2016.

⁹⁴ This target reflects the goal laid out in Opening Doors, but is contingent upon FY 2016 funding of homeless assistance grants.

⁹⁵ The term dedicated beds means that the provider is obligated by contract or otherwise to serve chronically homeless persons and when a participant exits the program, the bed must be filled by another chronically homeless participant unless there are no chronically homeless persons located within the geographic area. A bed is prioritized for chronically homeless persons when a participant exits the program and eligible chronically homeless persons are offered the bed before any other population. The term targeted means the sum of dedicated and prioritized beds. The FY2015 actual will correspond to commitments made with FY15 funding rather than households served in FY15.

⁹⁶ Data not available until the FY 2015 CoC Program Competition awards are announced. HUD does not anticipate making this announcement until February 2016.

⁹⁷ This target has been adjusted down from 37,000 to reflect 2015 funding of homeless assistance grants. HUD remains dedicated to increasing the stock of permanent supportive housing and will push for the reallocation of resources in the CoC Program competition, and seek future grant funding.

⁹⁸ This target is contingent upon FY 2016 funding of homeless assistance grants.

⁹⁹ Data not available until the FY 2015 CoC Program Competition awards are announced. HUD does not anticipate making this announcement until February 2016.

Other Measures:

▶ Veterans placed in permanent housing

This includes moves into HUD–Veterans Affairs Supportive Housing (HUD–VASH) Program, rapid re-housing placements through Supportive Services for Veteran Families (SSVF) program, and moves from VA residential treatment programs into permanent housing.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
48,061	53,475	64,902	49,000	49,000 ¹⁰⁰	49,000

▶ Homeless veterans served with transitional housing through Continuum of Care Program resources

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
10,789	N/A ¹⁰¹	No Data ¹⁰²	9,178	8,902	8,012

▶ Homeless veterans served with permanent supportive housing through Continuum of Care Program resources

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
12,919	N/A ¹⁰³	No Data ¹⁰⁴	13,705	14,117	14,399

▶ Percent of permanent supportive housing serving individuals and families experiencing chronic homelessness¹⁰⁵

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
23%	46%	No data ¹⁰⁶	47%	48%	49%

▶ Families experiencing homelessness

This metric will be measured by the annual PIT count, a count of homeless persons on a single night in January each year. Each January count corresponds to the impact of the previous fiscal year's activities and is released in the Annual Homeless Assessment Report (AHAR) in the fall following each count; the FY15 actual will be measured in the January 2016 PIT count and released in the 2016 AHAR.

¹⁰⁰ FY 2015 saw a surge in spending and placements in the push to end veteran homelessness in 2015. This level of placements is not anticipated to continue in FY 2016, especially as the number of veterans experiencing homelessness continues to fall.

¹⁰¹ Due to updates in its internal reporting system HUD is unable to provide data for publication.

¹⁰² Data for these measures are not available until the beginning of the third quarter of FY 2016.

¹⁰³ Due to updates in its internal reporting system HUD is unable to provide data for publication.

¹⁰⁴ Data for these measures are not available until the beginning of the third quarter of FY 2016.

¹⁰⁵ This measure methodology was updated to more accurately reflect the percentage of PSH actually serving households experiencing chronic homelessness. In the *FY 2016 Annual Performance Plan*, the reported FY 2013 actual was 31%.

¹⁰⁶ Data for this measure is collected from the 2015 CoC Program application, which will not have final data until February 2016.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
67,613	64,197	No Data ¹⁰⁷	66,110	58,724	53,500

- ▶ Admissions of new homeless households into HUD-assisted housing (Public Housing, Housing Choice Vouchers and Multifamily Housing programs)¹⁰⁸

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
13,315	17,013	26,448	Establish Baseline	Target TBD ¹⁰⁹	Target TBD

- ▶ Percent of Emergency Solutions Grant dollars dedicated to rapid re-housing for homeless families

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
23.5% ¹¹⁰	24.9% ¹¹¹	No Data ¹¹²	25.0%	28.0%	29.0%

¹⁰⁷ Assessed through data collected in the January 2016 PIT Count, available in fall 2016.

¹⁰⁸ For the purposes of this metric, HUD is reporting all households that were experiencing homelessness just prior to admission into Public Housing and Housing Choice Vouchers for 2013 and 2014; 2015 beyond will include admissions in multifamily properties as well.

¹⁰⁹ PIH and Multifamily Housing are working together to understand community needs and capacity to serve families and households experiencing homelessness across their varying programs.

¹¹⁰ This data reflects grantee commitments for the FY 2013 Emergency Solutions Grants (ESG) allocation as of October 2015.

¹¹¹ Data is based on the 85% of grantees who have already made commitments as of October 2015.

¹¹² As of November 2015, grantee commitments of FY 2015 ESG funding were insufficient to provide a representative measure. Data should be available in spring 2016.

Retrospective: FY 2014-2015 Agency Priority Goal 🎯 End Veterans Homelessness

HUD, in partnership, with VA, aims to reduce the number of veterans living on the streets, experiencing homelessness to zero (as measured by the 2016 PIT count).

Total veterans experiencing homelessness temporarily living in shelters or transitional housing

This metric is measured by the annual PIT count, a count of persons experiencing homelessness on a single night in January each year. These counts indicate the impact of the previous fiscal year programs.

	Target	Actual	Change from Previous Year	Target Met?
→ 2010	NA	40,033	-3,404 (↓7.8%)	NA
→ 2011	NA	35,143	-4,890 (↓12.2%)	NA
→ 2012	NA	34,909	-234 (↓.6%)	NA
→ 2013	NA	32,119	-2,861 (↓8.2%)	NA
→ 2014	23,500	31,505	-614(↓1.9%)	No
→ 2015	12,500			
net change, 2010 – 2013		7,985 fewer Veterans temporarily living in shelters or transitional housing		

Total veterans experiencing homelessness living on the streets

This metric is measured by the annual PIT Count, a count of persons experiencing homelessness on a single night in January each year. These counts indicate the impact of the previous fiscal year programs.

	Target	Actual ¹¹³	Change from Previous Year	Target Met?
→ 2010	NA	25,422	-5,531 (↓17.7%)	NA
→ 2011	NA	25,436	+14 (Δ0%)	NA
→ 2012	NA	20,710	-4,726 (↓18.6%)	NA
→ 2013	NA	17,570	-3,140 (↓15.2%)	NA
→ 2014	4,000	16,220	-1,350(↓1.9%)	No
→ 2015	0			
net change, 2010 – 2013		7,727 fewer Veterans living on the streets		

Veterans placed in permanent housing

This measure includes moves into HUD-VASH, rapid re-housing placements through SSVF program, and exits from VA residential treatment programs into permanent housing.

¹¹³ The reported FY 2010-2013 actuals are slightly lower than those reported in the previous *Annual Performance Plan*. This update reflects an adjustment made to the estimates of unsheltered homelessness submitted by the Las Vegas Continuum of Care.

	Target	Actual	Change from Previous Year	Target Met?
→ 2013	NA	48,061		NA
→ 2014	40,000	53,475	+5,414 (↑14.3%)	✓
→ 2015	49,000	64,902	+11,427(↑21.4%)	✓
→ 2014 + 2015 combined two-year goal	89,000	118,377		
net change, 2013 – 2014		101,536 Veterans placed in permanent housing		

Homeless veterans served with permanent supportive housing through Continuum of Care resources

This measure tracks the number of homeless veterans receiving permanent supportive housing, as reported by HUD's CoC Program grant recipients.

	Target	Actual	Change from Previous Year	Target Met?
→ 2010	NA	4,053		NA
→ 2011	NA	6,982	+2,929 (↑72%)	NA
→ 2012	3,728	11,962	+4,980 (↑71%)	✓
→ 2013	3,857	12,919	+957 (↑8%)	✓
→ 2014	13,306	No Data ¹¹⁴		
→ 2015	13,705	No Data ¹¹⁵		
→ 2014 + 2015 combined two-year goal	27,011			
net change, 2010 – 2013		35,916 Veterans served with permanent supportive housing through CoCs		

Homeless veterans served with transitional housing through Continuum of Care resources

This measure tracks the number of homeless veterans receiving transitional housing, as reported by HUD's CoC Program grant recipients.

	Target	Actual	Change from Previous Year	Target Met?
→ 2010	NA	7,274		NA
→ 2011	NA	8,443	+1,169 (↑16%)	NA
→ 2012	NA	10,734	+2,291 (↑27%)	NA
→ 2013	NA	10,789	+55(↑1%)	NA
→ 2014	9,661	No Data ¹¹⁶		
→ 2015	9,178	No Data ¹¹⁷		
→ 2014 + 2015 combined two-year goal	18,839			
net change, 2010 – 2013		37,240 Veterans served with transitional housing through CoCs		

¹¹⁴ Due to updates in its internal reporting system HUD is unable to provide an update as of November 2015 but anticipates having data for the final draft published in early 2016.

¹¹⁵ Data for these measures are not available until the beginning of the third quarter of FY 2016.

¹¹⁶ Due to updates in its internal reporting system HUD is unable to provide an update as of November 2015, but anticipates having data for the final draft published in early 2016.

¹¹⁷ Data for these measures are not available until the beginning of the third quarter of FY 2016.

FY 2015 APG PROGRESS UPDATE

According to the 2015 Point-in-Time count conducted across the country, 47,725 veterans were experiencing homelessness on a single night at the end of January, representing a 36 percent reduction from 2011 to 2015. In FY 2015, HUD took aggressive actions to target resources to veterans experiencing homelessness and support communities in ending veteran homelessness. This included maximum utilization and timely deployments of all HUD-VASH awards, which combines HCV rental assistance to veterans with case management and clinical services provided by VA. HUD-VASH is one form of permanent housing that HUD and VA are directing to veterans, along with Supportive Services for Veteran Families (SSVF) program and VA residential treatment programs as a conduit to permanent housing. In FY 2015, these programs helped 64,902 veterans secure permanent housing. In the agency's work toward the goal of ending homelessness among veterans, HUD achieved the following notable milestones in FY 2015:

- **Tribal HUD-VASH:** In December 2014, Congress passed the FY 2015 Omnibus Appropriations bill, which for the first time set aside a portion of HUD-VASH funds for a pilot designed to provide housing and supportive services to veterans who are homeless or at risk of homelessness living on tribal reservations. On January 6, 2016, HUD and VA awarded \$5.9 million to 26 tribes for this new effort, after working closely with Department of Indian Health Services as well as national and regional Native American leaders, associations, and communities to design the program.
- **FY 2014 CoC Program Competition:** On January 26, 2015 HUD awarded \$1.8 billion in grants to help nearly 8,400 local homeless housing and service programs across the US. The FY 2014 CoC competition continues HUD's efforts to target resources, including permanent housing for veterans, especially those not served by HUD-VASH. These grants went into operation throughout CY 2015 and serve as a crucial resource for the funding of evidence-based interventions to end homelessness.
- **FY 2015 HUD-VASH Awards:** On April 20, 2015, HUD and VA awarded nearly \$65 million to help more than 9,300 homeless veterans find a permanent place to call home. This allocation brought the total number of HUD-VASH vouchers up to 79,122. By the end of FY 2015, 69,038 of those vouchers were in use by veterans residing in or in the process of obtaining permanent supportive housing.
- **2015 Local Victories:** On January 7, 2015, Mayor Mitch Landrieu announced that the City of New Orleans had eliminated homelessness among veterans. The city worked to connect 227 veterans with permanent housing and created a local homeless crisis response system that identifies veterans experiencing or at risk of homelessness and quickly connects them to the permanent housing solution they need and have earned. On June 1, 2015, Secretary Castro, VA Secretary McDonald and Labor Secretary Perez joined Mayor Annise Parker to announce that the City of Houston effectively ended homelessness among their veterans. These leaders joined homeless assistance providers, clinical workers, and supporters from across the community at a rally celebrating the creation of Houston's system that ensures that every veteran who needs assistance will be quickly linked to the supportive services and permanent housing.
- **Mayor's Challenge:** Announced in 2014 by First Lady Michelle Obama and amplified by leaders across HUD, VA, USICH, and by the National League of Cities, the Mayor's Challenge is a call to action for mayors to make

a commitment to ending veteran homelessness in their cities by the close of 2015. At time of publication, 850 mayors, governors, and county executives have joined the challenge, including mayors from every one of the 25 USICH priority communities.

For detailed quarterly assessments of progress, readers may consult the quarterly updates on [Performance.gov](#).

Strategic Objective: Economic Prosperity

Promote advancements in economic prosperity and education for residents of HUD-assisted housing.

OVERVIEW

When Secretary Castro came to HUD in 2014, he labeled the agency the “Department of Opportunity,” recognizing the power of stable housing, when paired with supportive services, to change the lives of families. Residents of HUD-assisted housing often face challenges such as lack of employable skills and low educational attainment levels that limit their ability to become economically self-sufficient and rise out of poverty. The Department recognizes that while some families and individuals will need assistance for longer periods, others are capable, with supports, of rising out of poverty. The majority of adults receiving rental assistance who are able to work have some income from wages; however, they are most often in the lowest-paying, least predictable jobs. Education and training for adults and youth have not kept pace with the increasing workplace demands for technical expertise, including digital literacy. HUD utilizes its housing platform to expand access to employment and educational services. The Department seeks to significantly increase the economic opportunities available to low-income residents in neighborhoods where it invests, particularly through the Family Self Sufficiency (FSS) program, Jobs Plus, and Section 3.¹¹⁸

The persistent and growing education gap between children of low-income families and higher-income families demands further attention to the agency’s role in supporting the educational attainment of our residents. Improving access to stable, quality, and equitable education for HUD-assisted children is crucial to increasing employment opportunities and breaking the cycle of intergenerational poverty. Recent research on HUD’s Moving to Opportunity demonstration confirmed that place matters for children’s educational attainment and access to opportunity, now and in the future.¹¹⁹ HUD is exploring options to increase the use of housing vouchers in high opportunity areas, through mobility initiatives and the Small Area Fair Market Rent (SAFMR) demonstration.

The Department is equally committed to investing in communities where low-income and rent-assisted residents are concentrated. The Choice Neighborhood and Promise Zone programs were developed with an understanding that these long-term revitalization efforts require community-driven solutions and cross-sector involvement to holistically increase opportunity and outcomes for residents. Through the alignment of resources at the local level, we can most effectively improve the quality of life for the children and families HUD serves.

¹¹⁸ Section 3 of the Housing and Urban Development Act of 1968 requires that recipients of certain HUD financial assistance, to the greatest extent feasible, provide job training, employment, and contracting opportunities for low- or very low-income residents generated from assistance associated with projects and activities in their neighborhoods and to the businesses that substantially employ them.

¹¹⁹ Chetty, Raj, et al. 2015. “The Effects of Exposure to Better Neighborhoods on Children: New Evidence from the Moving to Opportunity Experiment.” No. w21156. National Bureau of Economic Research.

STRATEGIES

- ▶ **Encourage PHAs to support higher education access and attainment for residents.** Implement strategies to increase Free Application for Federal Student Aid (FAFSA) assistance and completion. Collaborate with federal, local, and non-governmental partners to support local education initiatives for tenants ranging from early childhood education, grade level reading proficiency, higher education, and career training.
- ▶ **Improve access to and sharing of education data for HUD-assisted households to better understand the impact of our housing and services on educational attainment.** Through research projects, place-based initiatives, and state data-sharing agreements, HUD is getting more information on resident-level educational access and achievement outcomes that will enable better targeting of services.
- ▶ **Increase connections to partnerships with educational philanthropies and nonprofits.** HUD is collaborating with several organizations which focus on expanding digital literacy, increasing STEM education for young girls, positive law enforcement interaction and law enforcement vocational training, youth development programs, reducing chronic absenteeism, and improving grade level reading for third graders – a critical marker of future educational success. These partners include the Annie E. Casey Foundation, Learning for Life, ABCmouse.com, AARP, the National Center for Women and Technology (NCWIT), Grade Level Reading, First Book, Learning for Life, GreatSchools, and others.
- ▶ **Build evidence of effectiveness of programs that promote economic self-sufficiency** by evaluating the FSS program through a randomized controlled trial by 2018.
- ▶ **Implement an evidence-based evaluation to improve reentry outcomes for formerly incarcerated individuals and their communities.** HUD is collaborating with the Department of Justice to pilot the use of pay-for-success financing of permanent supportive housing for prisoner reentry. An initial formative process evaluation will examine the core processes of such social impact financing: feasibility assessment, deal structuring, and implementation. Pending availability of funding, a follow-on outcome evaluation will examine the effectiveness, cost-savings, and recidivism reduction of providing formerly incarcerated individuals with permanent supportive housing linked with employment, behavioral health services, and family unification.
- ▶ **Expand the Section 3 Business Registry system nationwide.** In March 2015, the Section 3 Business Registry was expanded from a pilot program in five metropolitan areas to a national resource for meeting the regulatory requirements of Section 3. The Section 3 Business Registry serves to assist grantees and Public Housing Authorities (PHA) with identifying and notifying prospective Section 3 businesses about the availability of local HUD-funded contracting opportunities; provide uniform self-certification procedures; and increase the pool of Section 3 businesses that may submit bids for HUD-funded contracts. The expansion will continue to be supported with training, HUD guidance, and marketing to increase awareness of this resource.

- ▶ **Strengthen Section 3 collaboration between HUD programs to ensure recipients have adequate guidance and technical assistance and that HUD has a coordinated approach to compliance.** Section 3 compliance is overseen by HUD's Office of Fair Housing and Equal Opportunity (FHEO), but funding is distributed to recipients through other program offices, including the Office of Public and Indian Housing (PIH), the Office of Community Planning and Development (CPD), the Office of Housing, and the Office of Lead Hazard Control and Healthy Homes (OLHCHH). Increased coordination, both by providing technical assistance and resolving compliance issues, will increase the impact that Section 3 has on communities.
- ▶ **Implement and evaluate the Jobs Plus Pilot Program to ensure PHAs are most effective in reaching, engaging, and improving the employment skills of residents in the pilot communities.** In April 2015, HUD announced the award of \$24 million to nine PHAs to develop place-based solutions to increase work and earnings among their public housing residents. Awards for the FY 2015 Jobs Plus program were made to nine PHAs in December 2015. The Department is currently conducting a process evaluation that will document the implementation of programs established by the initial cohort of nine grantees. PD&R is exploring options for capturing outcomes from the Jobs Plus Pilot program, including options for measuring increases in earned income for residents of the nine pilot Jobs Plus developments.

LEADING THE ECONOMIC PROSPERITY OBJECTIVE

Gustavo Velasquez

Assistant Secretary

Office of Fair Housing and Equal Opportunity

Dominique Blom

Deputy Assistant Secretary

Office of Public Housing Investments

FY 2015 APR PROGRESS UPDATE

HUD strives to support the economic opportunity of all residents and put them on a path to prosperity and self-sufficiency. In April 2015, HUD announced the award of \$24 million to the Jobs Plus Pilot Program in nine communities. The funding supports community-based solutions for improving work readiness, linkages to employment, and financial empowerment for public housing residents. Awards for the FY 2015 Jobs Plus Program were made to nine PHAs in December 2015. We continue to analyze and improve the data on participants in the FSS program. In FY 2016, HUD will enter into an interagency research agreement with Health & Human Services to use National Directory of New Hires (NDNH) data to measure sustained wage increases for FSS participants, according to national employment data.

HUD published a proposed Section 3 rule on March 27, 2015. This rule will clarify and update requirements under Section 3. HUD is currently reviewing public comments on the proposed rule. FHEO also launched the Section 3 Performance Evaluation and Registry System (SPEARS) on August 24, 2015.

This system will be used by HUD funding recipients for reporting Section 3 outcomes on jobs, training, and contracting; reporting for FY 2013 and FY 2014 was due in to HUD by December 15, 2015. HUD also worked with SBA to include Section 3 related contracting opportunities in Business USA, the portal developed by Small Business Administration (SBA) to assist America's small businesses find business opportunities.

LEADING THE EDUCATION AGENCY PRIORITY GOAL

Jennifer Ho

Senior Advisor on Housing and Services
Office of the Secretary

Katherine O'Regan

Assistant Secretary
Office of Policy Development & Research

Major Milestones

Educational Attainment Milestones

- 7/15/2016** **Release report on the University of Pennsylvania multi-site study** on the effect of HUD assistance on educational outcomes for children and youth, a pilot study that demonstrates the potential of matching housing and education administrative data for research.
- 9/30/2016** **Develop and sign an MOU between HUD, Federal Student Aid (FSA), and IRS** Volunteer Income Tax Assistance (VITA) sites serving HUD-assisted households to increase awareness and early completion of FAFSA applications.
- 3/31/2017** **Use behavioral insights to promote completion of FAFSA applications by HUD-** assisted students through a low-cost, evidence-based, experimental approach in partnership with the U.S. Social and Behavioral Sciences Team and the Department of Education.

Section 3

- 6/30/2015** **Release new Section 3 reporting tool for funding recipients.**
Achieved August 2015. The new Section 3 reporting tool for recipients of covered funding was released on August 24, 2015.
- 2/1/2016** **Collect baseline data on Section 3 results using new Section 3 reporting tool.**
Delayed as of this publication.

9/30/2016 **Develop technical assistance strategy and materials, and deliver technical assistance on Section 3.**

Other Economic Prosperity Measures

3/31/2015 **Implement the Jobs Plus program** to enhance and measure impact of the place-based employment and asset-building model.

Achieved April 2015. On April 2, 2015, HUD announced the award of \$24 million to nine PHAs and their Department of Labor partners to help residents increase their earned income and become self-sufficient. More information on the program and grantees are online.¹²⁰ The second round of Jobs Plus grants was announced on December 17, 2015, making \$24.3 million in awards to nine more PHAs.¹²¹

3/31/2016¹²² **Assess current capacity of Neighborhood Network Centers** in Multi-family and public housing developments to improve understanding of residents' digital literacy and access to online resources.

Measuring Our Progress in Education

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

★ **Fiscal Year 2016–2017 Agency Priority Goal: Increase Educational Attainment**

Increase educational attainment for HUD-assisted tenants by improving access to stable, quality, and affordable education, as measured by increasing the percentage of HUD-assisted tenants who are currently enrolled in college.

★ **Percentage of HUD-assisted tenants who are currently enrolled in college**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	TBD	N/A	TBD	TBD

★ **Percentage of HUD-assisted tenants ages 16-34 who have completed a FAFSA application**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	TBD	NA	TBD	TBD

★ **Percentage of HUD-assisted tenants ages 16-34 who completed a FAFSA application and then received aid to attend school**

¹²⁰ HUD awards \$24 million to help low-income public housing residents secure higher paying jobs, HUD No. 15-036, http://portal.hud.gov/hudportal/HUD?src=/press/press_releases_media_advisories/2015/HUDNo_15-036.

¹²¹ HUD awards \$100 million to help Public Housing residents secure higher paying jobs and become self-sufficient, HUD No. 15-159, http://portal.hud.gov/hudportal/HUD?src=/press/press_releases_media_advisories/2015/HUDNo_15-159

¹²² In the *FY 2016 Annual Performance Plan*, this target date was listed at 9/30/15. The survey for assessment was approved by OMB in September 2015, but this milestone was delayed because further clarification of instructions was required. The survey went out in January and results are expected by the March 2016.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	TBD	N/A	TBD	TBD

▶ **Percentage of Housing Choice Vouchers households who are proximate to proficient schools¹²³**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
NA	NA	27.8%	N/A	Tracking only	Tracking only

▶ Choice Neighborhood grantees report data on a calendar year basis. Grantees have until April 15 to report on the previous year’s activities, after which the data is reviewed at HUD for accuracy. CY2015 actuals are expected in July 2016.

▶ **Rating of public schools in Choice Neighborhoods communities**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No data	2.9 ¹²⁴	TBD	Tracking only	Tracking only	Tracking only

▶ **Percentage of target resident students who are at or above grade level according to state mathematics assessments in Choice Neighborhoods communities¹²⁵**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No data	35.6% ¹²⁶	TBD	Tracking only	Tracking only	Tracking only

▶ **Percentage of target resident students who are at or above grade level according to state reading or language arts assessments in Choice Neighborhoods communities¹²⁷**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No data	42.5% ¹²⁸	TBD	Tracking only	Tracking only	Tracking only

▶ **Percent of target resident children, from birth to kindergarten entry, participating in center-based or formal home-based early learning settings or programs in Choice Neighborhoods communities**

¹²³ Vouchers are grouped by block-group, and “proximate” elementary schools are identified by mapping attendance zones from School Attendance Boundary Information System (SABINS), where available, or by generating within-district proximity matches of up to 3 of the closest schools within 1.5 miles. “Proficient” is defined as the schools whose 4th graders are performing in the top half of their state on annual assessments, standardized across the nation by Great Schools data.

¹²⁴ These ratings are an average of the available Great Schools ratings for schools designated by Choice Neighborhood grantees as “neighborhood schools.” Students of grantee communities may attend these or several other schools in the area.

¹²⁵ In at least the grades required by the Elementary and Second Education Act (ESEA).

¹²⁶ This represents the weighted average reported performance of students in Choice Neighborhood communities in the 2013-2014 academic year; includes 5 of 12 implementation grantees.

¹²⁷ In at least the grades required by the ESEA.

¹²⁸ This represents the weighted average reported performance of students in Choice Neighborhood communities in the 2013-2014 academic year; includes 5 of 12 implementation grantees.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No data	2.9% ¹²⁹	TBD	Tracking only	Tracking only	Tracking only

- ▶ **Percent of target resident youth involved in formal positive youth development activities in Choice Neighborhoods communities**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No data	1.0% ¹³⁰	TBD	Tracking only	Tracking only	Tracking only

Measuring Our Progress in Economic Prosperity

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

- ▶ **Percentage of participants enrolled in the Family Self Sufficiency program who have sustained wage increases¹³¹**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	TBD	TBD	N/A	TBD	TBD

- ▶ Section 3 of the Housing and Urban Development Act of 1968 requires that recipients of certain HUD financial assistance shall, to the greatest extent feasible, provide job training, employment, and contracting opportunities for low- or very-low income residents generated from assisted with projects and activities in their neighborhoods and to the businesses that substantially employ them.¹³²
- ▶ **Percent 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.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	No Data	45.0%	47.0%	TBD

- ▶ **Percent of total dollar amount of construction contracts awarded to Section 3 businesses by covered HUD funding**

Note: The regulatory target for Section 3 business construction contracts is 10 percent of the total

¹²⁹ This represents the weighted average reported participation of students in Choice Neighborhood communities in the 2013-2014 academic year; includes 7 of 12 implementation grantees.

¹³⁰ This represents the weighted average reported participation of students in Choice Neighborhood communities in the 2013-2014 academic year; includes 8 of 12 implementation grantees.

¹³¹ This measure was updated to capture sustained increases in earned income after entry in FSS, as opposed to earlier measures, which reflected any increase following program entry. Baselines and targets will be set following the first report of the new data match of FSS participants to the National Directory of New Hires (NDNH) expected in March 2016.

¹³² Baseline on Section 3 outcomes for FY 2013/14 will be available in February 2016. FY 2015 data is expected in spring 2016.

dollar amount of construction contracts. The proposed rule eliminates this minimum numerical goal by FY 2016.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	No Data	10.0%	12.5%	12.5%

► **Percent of total dollar amount of non-construction contracts awarded to Section 3 businesses by covered HUD funding**

Note: The regulatory target for Section 3 business non-construction contracts is 3 percent of the total dollar amount of non-construction contracts. The proposed rule eliminates this minimum numerical goal by FY 2016.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	No Data	3.5%	TBD ¹³³	TBD

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

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
551	808	1,399	1,000	1,500 ¹³⁴	2,000

► **Number of states with Section 3 certified businesses in HUD’s registry**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
7	27	43 ¹³⁵	35	45 ¹³⁶	45

¹³³ The proposed Section 3 rule as currently written would eliminate the distinction between construction and non-construction contracts. Goal setting for this metric will depend on the outcome of the rule making process.

¹³⁴ Increased from *FY 2016 Annual Performance Plan*, in light of higher than anticipated use of the Business Registry.

¹³⁵ This represents 43 unique locations, including 41 states, the District of Columbia, and Puerto Rico.

¹³⁶ Increased from 40 states in *FY 2016 Annual Performance Plan*, in light of higher than anticipated use of the Business Registry.

Strategic Objective: Health and Housing Stability

Promote the health and housing stability of vulnerable populations.

OVERVIEW

Many residents of HUD-assisted housing face health-related challenges, especially the elderly, people with disabilities, people experiencing homelessness, and those individuals and families at risk of becoming homeless. New studies of the health status of HUD residents show that they have higher rates of chronic health conditions and higher utilization of hospitals and emergency rooms than peer comparison groups. In 2013, one out of every six Americans did not have health insurance. Hardworking families in HUD housing may not get insurance from their employers, and they may not make enough money to afford a plan for their family. Without health insurance, families risk forgoing necessary preventive care or facing economic catastrophe from a major illness.

In January 2014, many more affordable insurance options became available through the new health insurance marketplaces, including, in those states that have opted in, an expansion of Medicaid. When residents of HUD-assisted housing also have health insurance, they gain an additional stepping stone to better health and financial security. In the year ahead, we need to improve our understanding of HUD-assisted households' connections to Medicaid offices and Federally Qualified Health Centers. This makes for healthier, stronger households, and communities.

The Office of HIV/AIDS Housing (OHH) administers Housing Opportunities for Persons with AIDS (HOPWA), another clear demonstration of how housing stability drives better health outcomes. The HOPWA program's supportive housing improves access to critical health services and reduces HIV viral transmission for participants. The Department's action-oriented white paper entitled, *HIV Care Continuum – The Connection Between Housing and Improved Outcomes Along the HIV Care Continuum* emphasizes the intersection of housing and health care for those living with HIV, educating communities by demonstrating stable housing as key HIV prevention and care strategy within the framework of coordinated HIV services and care. Accelerating improvements in health outcomes for all individuals living with HIV is a national priority.

HUD also helps protect the health of residents of assisted multifamily and public housing from both direct and environmental tobacco smoke exposure by encouraging owners of to issue and implement smoke free policies, and by providing outreach and technical support. As of September 2015, 612 – or 20 percent of – public housing authorities had adopted smoke-free policies for their public housing units, protecting residents in about 228,000 units. On November 17, 2015, the Department proposed a rule to permanently address this public health problem, requiring the more than 3,000 PHAs with conventional public housing units to implement smoke-free policies. The proposal will go through public comment and further review by the Department and OMB; if a final rule is issued, PHAs would have a proposed 18 months to implement their policies.

HUD also promotes healthcare financing of asthma-related healthy homes interventions. HUD has been hosting local asthma summits to promote expansion of Medicaid services and private insurance to provide healthcare financing for home-based asthma interventions. HUD also requires its Lead Hazard Control grantees to work with local health departments, state Medicaid agencies, weatherization programs, and other entities to leverage resources from the healthcare system for attainment of grant performance goals.

STRATEGIES

- ▶ **Promote health and financial stability of vulnerable populations by improving access to and effective utilization of health care services.** HUD will identify ways to better capture health insurance status of HUD-assisted households and partner with state Medicaid programs to promote more efficient connections to health insurance enrollment options and services.
- ▶ **Build evidence on effective models for coupling services with housing** and modify existing and future programs to reflect best practices.
- ▶ **Improve performance management by enhancing HUD's collection and analysis of data** pertaining to health-related outcomes across HUD-assisted housing programs. Also improve HUD's ability to integrate and/or conduct administrative data matches with other partner federal programs.
- ▶ **Seek to increase the percentage of HOPWA households receiving permanent supportive housing** who are stably housed and who accessed or maintained access to care. The HIV Care Continuum Initiative provides a framework to identify points where individuals living with HIV are not connected to care and to seek ways to monitor and evaluate the effectiveness of interventions.
- ▶ **Assist with enforcement and implementation of the Supreme Court's Olmstead decision**, in collaboration with HHS, DOJ, and state agencies, through facilitating expansion of integrated housing opportunities for people with disabilities transitioning out of institutions/at risk of institutionalization, including people experiencing homelessness.
- ▶ **Increase the number of public housing authorities that have issued smoke-free policies.** In accordance with recommendations by the Surgeon General,¹³⁷ and the systematic review by the Department of Health and Human Services-chartered Task Force on Community Preventive Services on the effectiveness of smoke-free policies,¹³⁸ the public health of residents of public housing, both smokers and non-smokers, is improved when the management issues and implements a smoke free policy. Research by the Centers for Disease Control and Prevention indicates that such policies in assisted housing are associated with cost savings.¹³⁹ HUD will encourage such

¹³⁷ The Health Consequences of Smoking—50 Years of Progress: A Report of the Surgeon General, 2014; www.surgeongeneral.gov/library/reports/50-years-of-progress/index.html; Reducing Tobacco Use. A Report of the Surgeon General, 2000; www.cdc.gov/tobacco/data_statistics/sgr/2000/index.htm.

¹³⁸ Task Force on Community Preventive Services. The Guide to Community Preventive Services: What Works to Promote Health?, 2005; www.thecommunityguide.org/tobacco/Tobacco.pdf.

¹³⁹ King BA, Peck RM, Babb SD. Cost Savings Associated with Prohibiting Smoking in U.S. Subsidized Housing. Am J Prev Med. 2013 Jun;44(6):631-4; www.ncbi.nlm.nih.gov/pubmed/23683981.

policies through notices, guidance, outreach, and technical support and will track the issuance and implementation of smoke-free policies by public housing authorities.

- ▶ **Promote healthcare financing of lead- and asthma-related healthy homes interventions.** HUD will host local asthma summits to promote expansion of Medicaid services and private insurance to provide healthcare financing for home-based asthma interventions.

LEADING THIS OBJECTIVE

Jennifer Ho

Senior Advisor on Housing and Services

Office of the Secretary

FY 2015 APR PROGRESS UPDATE

HUD met the needs of the most vulnerable populations, including individuals experiencing chronic homelessness, individuals living with disabilities, and older adults, and ensure the healthiest environments for residents of Public Housing and other HUD-assisted properties. Through research and collaboration with HHS, we are promoting the impact of supportive housing on the health and health care utilization of highly vulnerable populations.

- **Healthcare and Housing (H²) technical assistance partnership:** In October 2014, the Office of Special Needs Assistance Programs and the Office of HIV/AIDS Housing announced the Healthcare and Housing (H²) technical assistance partnership with USICH and HHS to maximize care coverage for the target populations and increase access to comprehensive healthcare and supportive services that can be coordinated with housing. Throughout FY 2015, twelve statewide and community planning sessions took place with a goal to develop the connections between homeless assistance providers and mainstream healthcare services and plans for integrated work. Their plans are posted on the H2 Initiative website, as well as the anticipated schedule of the next eight community sessions.
- **HUD-HHS Collaboration:** In August 2015, HUD, in collaboration with CMS and HHS, coordinated a fifth annual central office training designed to promote community living for all and strengthen collaborations between HUD's housing and HHS's healthcare systems. These trainings are a crucial venue for sharing best practices on the coordination of housing and healthcare and developing new projects aimed at leveraging Medicaid to cover the cost of housing-related services, thereby allowing HUD to spend more money on housing.
- **White House Conference on Aging:** HUD is also developing a strategy to meet the housing choice, affordability, and accessibility needs of an aging America. In the July 2015, HUD presented the increasingly imminent housing needs of older adults in the White House Conference on Aging. Following the conference, HUD has issued guidance on equal access to housing units and increasing accessibility. In the year ahead, the agency is partnering with key stakeholders, such as AARP, to build the most robust plan for all of our housing futures.

Major Milestones

Ongoing

Building evidence of effective models and cross system impact

Spring 2015

With the Centers for Medicare and Medicaid Services (CMS), provide a draft memo on enrollment and eligibility for Medicaid and Medicare among HUD-assisted individuals and descriptive information about high health care utilizers (in twelve jurisdictions).

Achieved September 2015. Three memos about the HUD-CMS data match were completed by the end of FY 2015. The three memos cover (1) enrollment and eligibility of HUD-assisted Medicare beneficiaries in HHS health programs, (2) high utilizers of health care, and (3) analysis on the use of and spending on health care services, including analysis of the relative risk of being a high utilizer while controlling for individual characteristics.

Spring 2015

Continue to engage CMS and HHS in the Aging in Place Demonstration and Evaluation.

Achieved as of this publication.

12/31/16

Complete the funding awards for sites and launch the Aging in Place Demonstration.

New milestone as a result of successful engagement.

Summer 2015

With HHS, publish second report for evaluation of the impact of linking supportive services with health care coordination through Supports and Services at Home (SASH) on health care utilization, health care costs, and health outcomes among HUD-assisted households. Delayed as of this publication. The second report is under inter-agency review between HUD and CMS. We expect to publish in spring 2016.

1/31/2017¹⁴⁰

Publish process evaluation report of the Section 811 Project Rental Assistance Demonstration to examine implementation outcomes.

12/31/2015

Using data matched to HUD-assisted household identifiers, prepare a publication with the National Center for Health Statistics (NCHS), on descriptive household characteristics, health outcomes and disparities, health insurance, and healthcare access, utilization and costs for HUD tenants.

Achieved as of this publication. A report on socio-demographic characteristics of HUD-NCHS linked individuals is under development and on track to be ready for NCHS internal clearance by the end of 2015. According to NCHS policies, analysis of health outcomes is out of scope for the current report and will require subsequent research efforts. A number of collaborative research proposals using these data are currently under review by NCHS.

¹⁴⁰ In the FY 2016 Annual Performance Plan, this target date was listed at 8/31/15. Delayed program implementation stalled work on the evaluation report.

9/30/2015

Improve tracking of client level health outcomes in HOPWA

- ▶ Determine an appropriate client level data collection method for HOPWA grantee reporting to track health outcomes.

Achieved October 2015. The Office of HIV/AIDS worked with the Office of Special Needs Assistance programs to develop and implement health outcome data elements into the Homelessness Management Information System (HMIS); which went live on October 1, 2015. The Office of HIV/AIDS worked with technical assistance providers to develop new health outcome data elements for the HOPWA program annual performance reporting.

- ▶ Provide joint technical assistance and training to both HOPWA and Ryan White program grantees to build local capacity to integrate health care planning and outcomes measures into HIV housing plans.

Achieved as of this publication. The Office of HIV/AIDS conducted three regional onsite joint technical assistance trainings in partnership with NAHC and HRSA, to help guide local communities in the action steps needed to share health outcome data to develop housing-focused care continuum cascades for their local area. These cascades will allow both Ryan White and HOPWA grantees to evaluate program effectiveness on improving client health outcomes.

7/31/2016¹⁴¹

Increasing use of Medicaid as a source for services in Continuums of Care through the H² Initiative.

- ▶ Develop 20 community action plans with local and state healthcare service representatives to improve access and effective use of services for HUD-assisted individuals.
- ▶ Disseminate local case studies on the use of Medicaid and other ACA-expanded services in supportive housing programs.

9/30/2017

Promote healthcare financing of asthma-related housing condition interventions.

- ▶ Host at least two local asthma summits per year to promote expansion of Medicaid services and private insurance to provide healthcare financing for home-based asthma services that involve housing interventions

¹⁴¹ In the *FY 2016 Annual Performance Plan*, this target date was listed at 3/31/2016. The last of the action planning sessions is anticipated in April; the assessment of these sessions and lessons learned is projected for release in July 2016.

Measuring our Progress

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

- ▶ **Number of successful transitions from institutions through Section 811 Project Rental Assistance program**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	72 ¹⁴²	510	250 ¹⁴³	500

- ▶ **Percent of PHAs that have smoke-free public housing policies (cumulative)**

FY13 Actual ¹⁴⁴	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
16.5%	18.7%	20.0%	20.0%	22.0%	23.0% ¹⁴⁵

- ▶ **Average CMS STAR rating of Section 232 nursing home commitments**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
3.1	3.2	3.2	>2.8	>2.8	>2.8

¹⁴² These transitions are behind schedule in light of delayed cooperative agreements and negotiations between grantee and owners.

¹⁴³ In the *2016 Annual Performance Plan*, the FY16 target was 862 transitions. Multifamily Housing updated this target based on a reevaluation of current and projected performance.

¹⁴⁴ The Office of Lead Hazard Control and Healthy Homes (OLHCHH) gathered and recorded these data on a calendar year basis (in December of each calendar year). At the end of FY 2015, OLHCHH shifted to fiscal year reporting, as shown for FY 2015-16.

¹⁴⁵ If the final smoke-free rule is issued in 2016, PHAs would have a proposed 18 months to implement their policies.

STRATEGIC GOAL

Build Strong, Resilient, and Inclusive Communities

Today we know that the place where a person lives is a reliable predictor of his or her long-term health, education, and employment outcomes. People who live in cities and counties where there is a high level of income inequality, limited commercial and public services, and pockets of concentrated poverty have less access to education, jobs, and health. Residents of these neighborhoods often have limited access to transportation, face health hazards in their homes and communities, suffer from the poorest schools, lack access to digital services, and have the fewest economic opportunities. Collectively, these factors hinder their access to prosperity and make them more vulnerable to economic or climate-related shocks.

Housing and community development efforts must therefore address a complex network of individual, social, economic, and environmental factors in order to promote more diverse, inclusive communities and improve the sustainability of neighborhoods, communities, and regions. It is crucial that the federal government and its local partners effectively coordinate policies related to community development, climate adaptation, energy efficiency, transportation, and disaster preparedness. Many neighborhoods hardest hit by the 2007-2008 housing and economic crisis—those with the highest rates of foreclosure and job loss—were historically racially isolated and among the least sustainable, with limited access to economic opportunity, the longest commuting times to jobs, the most homes that pose health risks, and the poorest quality schools. In many areas, a spatial mismatch between affordable housing and transportation options limits access to decent employment and education opportunities for entire neighborhoods. This not only impacts the lives of residents, but the resulting need to travel greater distances to connect to these resources has a clear impact on the environment as well—from the loss of wetlands and open space to sprawling development patterns and increasing greenhouse gas emissions.

To address these problems, this Strategic Goal focuses explicitly on strategies that help communities better prepare for the future of their economies, protect the environment, and support equitable and inclusive housing and community development. This is accomplished through enhanced planning, enforcement, and capacity building—so that all communities are livable for residents and viable in the long-term. The following strategic objectives provide a roadmap for accomplishing this goal:

- ▶ **Strategic Objective:** Reduce housing discrimination, affirmatively further fair housing through HUD programs, and foster inclusive communities free from discrimination.
- ▶ **Strategic Objective:** Increase the health and safety of homes and embed comprehensive energy efficiency and healthy housing criteria across HUD programs.
- ▶ **Strategic Objective:** Support the recovery of communities from disasters by promoting community resilience, developing state and local capacity, and ensuring a coordinated federal response that reduces risk and produces a more resilient built environment.
- ▶ **Strategic Objective:** Strengthen communities' economic health, resilience, and access to opportunity



Strategic Objective: Fair Housing

Reduce housing discrimination, affirmatively further fair housing through HUD programs, and foster communities free from discrimination

OVERVIEW

One of America's fundamental ideals is that hard work and determination will open the doors to opportunity. However, for too long and for too many people, access to opportunity is still not within reach. Americans all want the same basic things for their families: a safe, affordable place to call home, a quality education for our kids, and access to transportation, jobs, retail, and services. Despite genuine progress and a landscape of communities transformed in the more than 40 years since the Fair Housing Act was enacted, the ZIP code in which a child grows up, all too often, remains a strong predictor of that child's success. To this end, HUD seeks to significantly increase the number of housing providers, lenders, members of the real estate community, and others that fully comply with the Fair Housing Act and other applicable fair housing and civil rights laws and do not discriminate on any basis prohibited by those laws and regulations. While housing discrimination still takes on blatant forms in some instances, it has become more subtle through the years, resulting in under-reporting and complicating effective enforcement.

In addition to enforcement, HUD works proactively to make access to important neighborhood assets measurably fairer in neighborhoods where HUD invests, and to ensure that policies and practices are in place to provide equal access to persons with disabilities.

STRATEGIES

- ▶ **Better ensure compliance with civil rights and economic opportunity requirements by providing high-quality technical assistance and training to stakeholders.** HUD will provide technical assistance on fair housing and civil rights laws and program requirements, such as the obligation to affirmatively further fair housing (AFFH) and compliance with HUD's AFFH regulations, Section 3, Title VI, Section 504, and other areas of civil rights compliance so that HUD grantees have enough information and guidance to comply with civil rights requirements. This will include increasing technical assistance on fair housing issues and more effectively embedding civil rights requirements into other technical assistance offered by HUD.
- ▶ **Discourage discrimination by educating housing providers and by publicizing the consequences of violating the law.** HUD will target housing providers, lenders, real estate agents, and the public at large for training and outreach to educate them on their rights and responsibilities under fair housing laws. HUD will expand availability of fair housing educational material for industry representatives and consumers through website offerings. HUD will also strategically use press, public engagement, and other education and outreach techniques to deter discrimination.

- ▶ **Help stop discrimination through strong enforcement of the law against violators**, with a particular focus on systemic cases (those matters involving widespread discrimination affecting multiple people), more meaningful case outcomes, and enforcement strategies that identify and change widespread policies and practices.

LEADING THIS OBJECTIVE

Gustavo Velasquez

Assistant Secretary

Office of Fair Housing and Equal Opportunity

FY 2015 APR PROGRESS UPDATE

HUD is designating the Fair Housing objective as making noteworthy progress. On July 16, 2015, HUD published the Affirmatively Furthering Fair Housing (AFFH) rule, which clarifies the Fair Housing Act's requirement that Federal housing and urban development programs be implemented in a way that affirmatively furthers the purposes of the Act. The new AFFH regulation aims to fulfill the requirements and the promise of the Fair Housing Act. It marks an important step toward ensuring that everybody is given an equal opportunity to access safe and affordable housing near quality schools, transportation, and jobs. This new rule will provide communities and local decision-makers with the information, tools, and clear guidance they need to comply with their statutory duty to affirmatively further fair housing. HUD will be a supporter as grantees work to meet their own fair housing goals and realize the promise of this bedrock civil rights legislation.

As part of HUD's effort to discourage discrimination through strong enforcement, on May 26, 2015, HUD announced an agreement with Associated Bank, N.A. to resolve a disparate treatment redlining case. At approximately \$200 million, it is the largest settlement of this kind HUD has ever reached. It is also one of the largest redlining complaints brought by the federal government against a mortgage lender.



Secretary Castro signs the Affirmatively Furthering Fair Housing (AFFH) rule at HUD headquarters, Washington, DC.

Major Milestones

Affirmatively Furthering Fair Housing (AFFH)

1/5/2015 **Process the AFFH final rule through HUD departmental clearance** and forward to the Office of Management and Budget (OMB).

Achieved and published in July 2015.

Fair Housing Collaboration (providing high-quality fair housing training to stakeholders)

4/30/2015 **Launch the fair housing clearinghouse website** for the management, storage and sharing of key fair housing information and outreach documents for HUD employees and grantees.

Achieved and formally launched in June 2015.

9/30/2015 **Transform FHEO processes to better integrate new work emphases** that includes AFFH, Section 3, and systemic investigations.

Achieved in 2015. Activities contributing to the transformation of FHEO processes included the transition to the new HEMS system to support our investigations, the launch of the new SPEARS reporting system to support Section 3 compliance, and the ongoing work we are doing in supporting of the new AFFH rule to create new reporting systems and compliance processes in support of the AFFH rule. households.

9/30/2016¹⁴⁶ **Develop a measure(s) for assessing the effect of targeted education and outreach efforts.**

9/30/2016 **Incorporate fair housing topics into existing technical assistance delivery by HUD program offices.**

9/30/2016 **Develop and implement internal training to increase HUD employee understanding of the role of fair housing in HUD's mission.**

¹⁴⁶ Previously targeted for completion 9/30/2015. FHEO identified and addressed resource gaps which were impeding progress on this milestone. The development effort has resumed with a new estimated completion date of 9/30/2016.

Measuring Our Progress

To track our progress towards this objective, HUD will track the following performance indicators:

- ▶ **Number of people receiving remedies through Fair Housing Act enforcement work**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
4,147	16,088 ¹⁴⁷	4,182	4,200	4,500	4,500

- ▶ **Average number of people receiving remedies through Fair Housing Act enforcement work per case**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
5.3	23.3 ¹⁴⁸	5.8	5.4	5.6	5.6

- ▶ **Number of cases with relief exceeding \$25,000**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
35	40	41	40	45	49

- ▶ **Number of cases open more than 300 days at the end of the fiscal year**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
586	799	719	720	650	505

- ▶ **Percent of jurisdictions who receive training or technical assistance from HUD within the 12 months prior to Assessment of Fair Housing (AFH) submission due dates**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	No Data ¹⁴⁹	N/A	Tracking Only	Tracking Only

- ▶ **Percent of AFFH-related document reviews completed and accepted by HUD within 60 days of receipt of the first submission**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	No Data ¹⁵⁰	N/A	Tracking Only	Tracking Only

¹⁴⁷ HUD settled a small number of large cases in FY 2014. These cases are considered outliers and atypical of historic and projected performance.

¹⁴⁸ *ibid.*

¹⁴⁹ This number does not include the settlement with Associated Bank, N.A. as the number of people who will receive relief in this case is difficult to reliably estimate at this time.

¹⁵⁰ This performance indicator will first report in FY 2016.

► Percent of AFH submissions deemed acceptable by their second submission

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	No Data ¹⁵¹	N/A	Tracking Only	Tracking Only



On April 14, 2015, Little Rock Office of Fair Housing and Equal Opportunity (FEHO) staff in coordination with the Office of Field Policy and Management (FPM) kicked off their 2015 Fair Housing Month with a statewide seminar, held in conjunction with the National Association of Housing and Redevelopment Officials (NAHRO). The one-day session was attended by approximately 60 stakeholders, consisting of Arkansas Housing Authority Directors, staff representing Section 8 Housing Choice Voucher Programs and Public Housing, as well as other interested housing industry personnel. As a result of HUD’s involvement, Arkansas Housing industry providers left the session with a better understanding of their responsibilities in regards to the Fair Housing Act, Affirmatively Furthering Fair Housing (AFFH) requirements, and a variety of other fair housing initiatives and rules.

¹⁵¹ *ibid.*

Strategic Objective: Green and Healthy Homes

Increase the health and safety of homes and embed comprehensive energy efficiency and healthy housing criteria across HUD programs.

OVERVIEW

HUD has committed to creating energy efficient, green, and healthy housing as part of a broader effort to foster the development of inclusive, sustainable communities. The residential sector is responsible for fully 21 percent of the nation's greenhouse gas emissions.¹⁵² With approximately 5.5 million housing units assisted through its rental assistance programs, HUD's share of this total is significant. HUD spends an estimated \$6.4 billion annually on utilities (both water and energy) in the form of allowances for tenant-paid utilities, direct operating grants for public housing, and housing assistance payments for privately-owned assisted housing. Utility costs account for around 22 percent of public housing operating budgets, and a similar share in the assisted housing sector.

Reducing these rising costs—generating savings for residents and owners, as well as for taxpayers—is a key HUD priority. Significant progress has been made over the past five years with energy retrofits, healthy housing interventions, or new energy projects completed in more than 510,000 housing units.

In FY 2016-17, HUD will continue or expand energy investments in the residential sector to support the goals of President Obama's Climate Action Plan to cut energy waste in half by 2030 and accelerate clean energy leadership—both in HUD-assisted housing, as well as in market-rate housing. We will reduce barriers to financing energy efficiency as well as on-site renewable energy generation, help unlock innovative and traditional sources of capital, and strengthen codes and standards that promote energy efficiency and healthy housing.

The need to retrofit HUD-assisted housing is not limited to the efforts to increase energy efficiency and reduce costs. Housing is also an important determinant of health, and poor housing conditions are associated with a wide range of health conditions, including respiratory infections, asthma, lead poisoning, and injuries. HUD makes homes healthy and safe through several programs, led by the Office of Lead Hazard Control and Healthy Homes' (OLHCHH) lead hazard control grant programs and Lead Safe Housing Rule (LSHR) compliance. OLHCHH also educates the general public about healthy homes through a public communications campaign to help people connect the dots between their health and their home.

The production of lead-safe housing units will continue to depend strongly on the level of funding for the lead hazard control grant programs and the rehabilitation programs that make required lead hazard reduction measures in assisted housing covered by the LSHR. With funding for OLHCHH grant activities projected to be approximately level through FY 2016, and the Community Development Block Grant (CDBG) and Home Investment Partnership Program (HOME) experiencing significant funding reductions in

¹⁵² Department of Energy, 2011 Building Energy Data Book, Table 2.4.1.

recent years, the number of pre-1978 housing units made lead-safe in 2016 is expected to decrease.

STRATEGIES

Boost Energy Efficiency and Renewable Energy

- ▶ **Strengthen HUD’s programs and policies in new and existing HUD-assisted housing to support the President’s goal of cutting energy waste in half by 2030.** In order to achieve this goal, HUD will be pursuing a number of actions, including:
 - Updating energy codes and standards;
 - Implementing a green Physical Needs Assessment (PNA) in public housing within the parameters established by Congress, as well as a uniform Capital Needs Assessment (CNA) “e-tool” for privately-owned, FHA-insured multifamily housing;
 - Supporting the adoption of comprehensive utility benchmarking protocols across HUD’s portfolio;
 - Addressing energy efficiency through FHA single family and multifamily mortgage insurance programs;
 - Providing incentives for energy efficient and green building through HUD’s competitive grant programs, such as Choice Neighborhoods;
 - Continuing to implement voluntary leadership efforts, such as the multifamily Better Buildings Challenge;
 - Strengthening partnerships with the Department of Energy (DOE), the Environmental Protection Agency (EPA), the Department of Agriculture (USDA) and other federal agencies; and
 - Making available HUD’s technical assistance (TA) resources to support energy upgrades and healthy housing.
- ▶ **Implement national partnerships to at least triple the amount of on-site renewable energy across the federally assisted housing stock by 2020.** This joint effort of HUD, DOE, USDA, and the Treasury Department will for the first time focus on solar and renewable energy in public and assisted housing, as well as Low Income Housing Tax Credit (LIHTC) properties, by implementing a key goal of the President’s Climate Action Plan, to reach 300 megawatts–equivalent to the energy used by over 90,000 homes¹⁵³ –of renewable energy in federally-assisted housing.
- ▶ **Leverage private sector and other innovative sources of capital for energy efficiency and renewable energy investments.** HUD, working with federal and state partners, will help expand the pool of private and public capital investment for energy efficiency and renewable energy programs across the residential spectrum. This includes expanding multifamily Property Assessed Clean Energy (PACE) guidance and FHA guidance for single family PACE. Congress has also authorized the first Pay for Success demonstration to support energy efficiency investments in up to 20,000 units of HUD-assisted multifamily housing. The demonstration will allow HUD to enter into contracts with outside entities, which would raise private capital for water and energy upgrades in aging HUD-assisted apartment buildings. applicants for its Lead Hazard Control grant programs to apply for Healthy Homes Supplemental Funding, which can be used to address housing-related health and

¹⁵³ See: <http://www.eia.gov/consumption/residential/reports/2009/consumption-down.cfm?src=%20Consumption-f3>

safety hazards that may cause or contribute to a wide range of illnesses and diseases, including asthma, injuries, and cancer. OLHCHH will also fund research for developing and assessing cost-effective methods for identifying and mitigating housing-related health and safety hazards.

- ▶ **Expand housing management practices that protect the health of residents.** Housing management practices that promote healthier environments for residents include practices that use integrated pest management systems for pest control, utilize low toxic cleaners for regular maintenance, and adopt in-building smoke free policies that create healthier breathing environments throughout multifamily buildings.
- ▶ **Review HUD’s existing physical condition assessment methods for opportunities to improve HUD’s ability to identify health hazards.** HUD’s existing physical condition assessment methods focus on traditional physical safety hazards, which may miss certain recognized conditions that can result in health hazards. Consistent with the Surgeon General’s Call to Action to Promote Healthy Homes,¹⁵⁴ HUD’s Leading Our Nation to Healthier Homes: The Healthy Homes Strategic Plan,¹⁵⁵ and the federal Advancing Healthy Housing: A Strategy for Action,¹⁵⁶ HUD will conduct a review of existing physical condition assessment methods for potential improvements in identifying health hazards. This review will include HUD’s physical condition assessment protocols, such as the Uniform Physical Condition Standards for Voucher Programs (UPCS V).
- ▶ **Ensure that all HUD programs and grantees comply with Lead Safe Housing Rule (LSHR) requirements, and other lead safety and disclosure requirements.** Providing training on LSHR requirements and other lead safety and disclosure requirements to public housing agencies, HUD-assisted housing owners, HUD grantees, and HUD employees, and by ensuring that HUD programs provide information on LSHR requirements and other lead safety and disclosure requirements to grantees.

LEADING THIS OBJECTIVE

Danielle Arigoni

Acting Director

Office of Economic Resilience

Michelle Miller

Acting Director

Office of Lead Hazard Control and Healthy Homes

FY 2015 APR PROGRESS UPDATE

For a comprehensive update, please see the final progress update at the end of this section.

The HUD Secretary’s Award in Excellence in Affordable Housing Design was awarded in 2015 to Step Up

¹⁵⁴ See: <http://www.surgeongeneral.gov/library/calls/healthyhomes/index.html>

¹⁵⁵ See: http://www.hud.gov/offices/lead/library/hhi/hh_strategic_plan.pdf

¹⁵⁶ See: http://portal.hud.gov/hudportal/HUD?src=/program_offices/healthy_homes/advhh

on 5th, Santa Monica, California. The new 46 apartment building provides a home, support services, and rehabilitation for the homeless and mentally disabled population, incorporating passive design strategies that make the building 50 percent more efficient than a conventionally designed structure, using compact fluorescent lighting and double pane windows with low-E coating, water-saving low flow toilets, and a high-efficiency hydronic system for heat. The project has followed the Leadership in Energy and Environmental Design (LEED) certification process, making it equivalent to LEED Gold.

Major Milestones

Energy Efficiency and Renewable Energy

3/31/2015 **Update and align energy codes for HUD programs**, including code updates through publishing Final Determination on the 2009 IECC and ASHRAE 90.1-2007 and action on more recent codes.

Achieved in May 2015. A Final Determination on the 2009 IECC and ASHRAE 90.1-2007 was published May 2015; these codes were slated to take effect in September 2015 (multifamily) and December 2015 (single family). This notice applied to FHA single family and multifamily insured properties and the HOME program (new construction only). New public housing is covered separately under the 2013 Public Housing Capital Fund rule.¹⁵⁷

¹⁵⁷ See: http://portal.hud.gov/hudportal/HUD?src=/program_offices/economic_resilience/New_HUD-USDA_Energy_Codes

¹⁵⁸ See: <https://www.whitehouse.gov/the-press-office/2015/01/29/fact-sheet-administration-and-california-partner-drive-renewable-energy->

¹⁵⁹ See: <http://energy.gov/epso/climate-action-champions>

¹⁶⁰ The Office of Multifamily Housing published a memorandum in November 2013 when the multifamily BBC was launched indicating its intention to offer a suite of six administrative incentives for BBC participants: (1) Management Add-On Fee Incentive for eligible energy and water efficiency activities; (2) PRAC Pay for Success Shared Savings Incentive; (3) Reserve for Replacement Incentive; (4) On-Bill Financing and Repayment Incentive; (5) Mark to Market Incentive for meeting specific energy and water efficiency requirements; and (6) Increased Distributions. Multifamily Housing subsequently published Notices implementing these incentives.

4/30/2015 **Release policies supporting innovative financing platforms and models to accelerate energy efficiency finance and leverage new sources**, including: Pay for Success for multifamily housing, utility company incentives, commercial Property Assessed Clean Energy (PACE), and USDA loan programs.

Achieved as of this publication. HUD and the state of California launched a multifamily PACE pilot in January 2015. The pilot will enable PACE financing for certain multifamily properties, including specific HUD properties, thereby opening up financing to an entire segment of commercial PACE. HUD subsequently published guidance in April 2015 that outlined a path for obtaining HUD's consent for PACE funding for HUD-assisted or FHA-insured multifamily properties in California.¹⁵⁸

In addition, a Pay for Success demonstration has been approved by Congress. This will allow HUD to enter into contracts with outside entities, who would raise private capital to make appropriate and economically-justifiable upgrades to water and energy systems in aging HUD-assisted apartment buildings.

9/30/2015 **Scale up energy efficiency and clean energy solutions through a place-based mitigation strategy.**

Achieved as of this publication. Sixteen Climate Action Champions were announced by DOE in December 2014. HUD is participating as a member of the interagency team, connecting Champions to renewable energy TA, advancing equity issues, and promoting community resilience.¹⁵⁹ HUD will continue to participate in this interagency initiative, working to connect these communities to HUD resources as needed.

9/30/2015 **Going beyond the 100 megawatt Renewable Energy Target.** As part of the Department's Renew300 initiative, HUD will deploy solar strategies across its portfolio to secure additional renewable energy commitments. Renew300 triples the federal renewable energy target set in the President's original Climate Action Plan, from 100 megawatts to 300 megawatts. HUD successfully passed the initial 100-megawatt target in FY 2014. HUD's current goal is to reach 300 megawatts of installed renewable energy capacity in federally-assisted housing by 2020.

Achieved as of this publication. Commitments totaling over 190 megawatts towards Renew300 have been received from 51 affordable housing organizations, thereby exceeding the initial 100-megawatt goal. Commitments were received by 19 PHAs, owners of privately-owned assisted multifamily housing, and significant national commitments from two organizations, Enterprise Community Partners and Grid Alternatives.

- 9/30/2015** **Recruit 100 multifamily partners, allies, and utilities for the Better Buildings Challenge;** develop a suite of administrative incentives that will drive greater efficiency savings.
- Partially achieved as January 2016.* In partnership with DOE, the multifamily Better Buildings Challenge has recruited 91 partners and five financial allies who have committed to cut energy use by 20 percent over ten years in 390,000 affordable multifamily housing units. Incentives to join the challenge were offered by both the Office of Public and Indian Housing (PIH) and the Office of Multifamily Housing¹⁶⁰
- 12/31/2015** **Complete outreach to impacted states on new energy code requirements (2009 IECC/ASHRAE 2010).**
- Partially achieved as of January 2016.* HUD is collaborating with DOE and the Pacific Northwest National Laboratory (PNNL) to host webinars on the new codes. PNNL will identify the specific changes that builders will need to implement in the 14 states that have not yet adopted the new codes. Targeted for mid-2016.
- 3/30/2016** **Publish guidance on Home Energy Score.**
- Achieved in September 2015.* FHA Mortgagee Letter 2015-22 extended FHA's Energy Efficient Homes mortgage to existing homes utilizing DOE's new Home Energy Score.¹⁶¹ FHA has also updated its guidance in FHA Handbook 4000.1.¹⁶²
- 6/30/2016** **Establish solar/renewable energy baseline in federally assisted housing.**
- 6/30/2016¹⁶³** **Release a green Capital Needs Assessment e-tool in multifamily housing.**
- The e-CNA tool is nearly built, but was delayed so that a business to government (B2G) mapping capability could be completed. As a result, the tool is now on track for a mid-2016 release.
- 9/30/2016** **Publish guidance on single family PACE program.**

9/30/2016

Implement HUD portfolio-wide utility data collection and benchmarking policies.

Partially achieved as of this publication. HUD continues to work to scale-up its utility benchmarking efforts, developing policies for utility data collection and benchmarking for HUD-assisted and insured while improving systems resources for collecting, maintaining, and analyzing this data. Recent successful actions have included:

- **Launching 1-100 Energy Star Score for multifamily residential buildings.**

Achieved as of this publication. EPA released the 1-100 Energy Star performance score for multifamily buildings in September 2014. HUD continues to explore how to incorporate this score and other data solutions, such as EPA's Portfolio Manager into its programs' standard practices.¹⁶⁴

- **Implementing PIH benchmarking pilot.**

Achieved as of this publication. PIH recently completed a one-year pilot of nine public housing authorities (PHAs) using Energy Star Portfolio Manager to track utility data and generate benchmarking scores.

Safe and Healthy Housing

9/30/2015

Submit proposed Lead Safe Housing Rule Update to OMB.

Achieved as of this publication.

9/30/2017

Publish Lead Safe Housing Rule Update final rule. This rule reflects the Centers of Disease Control and Prevention's (CDC) new and more stringent reference range level to protect more children from lead-based paint hazards in HUD assisted housing.

9/30/2017

Ensure that Notices of Funding Availability (NOFAs) throughout the Department include information on lead safety and disclosure rules. CDBG, HOME, and other grant programs that conduct renovation and rehabilitation of older homes that may contain lead hazards are required to use standard wording on lead safety requirements (e.g. HUD and EPA regulations) in their program NOFAs. HUD will use the departmental clearance process to ensure that program NOFAs include the appropriate language on lead and healthy homes regulations and practices.

¹⁶¹ <https://portal.hud.gov/hudportal/documents/huddoc?id=15-22ml.pdf>

¹⁶² <https://portal.hud.gov/hudportal/documents/huddoc?id=15-22ml.pdf>

¹⁶³ Revised from 12/31/2015 target in the FY 2016 Annual Performance Plan.

¹⁶⁴ See www.energystar.gov/buildings/tools-and-resources/energy_star_score_multifamily_housing_united_states and www.energystar.gov/buildings/facility-owners-and-managers/existing-buildings/use-portfolio-manager/understand-metrics/eligibility

Measuring Our Progress

To track our progress towards this objective, HUD will monitor the following performance indicators:

FISCAL YEAR 2016–2017 🌟 AGENCY PRIORITY GOAL:

Increase the health and safety of homes and embed comprehensive energy efficiency and healthy housing criteria across HUD programs.

🌟 Number of HUD-assisted or HUD-associated units completing energy efficient and healthy retrofits or new construction (key indicator)

To assess our progress towards increasing the energy efficiency and health of the nation's housing stock, HUD tracks the number of new or retrofitted housing units that are healthy, energy-efficient, or meet green building standards. This measure tracks the number of retrofits and units of new construction meeting energy efficiency and/or healthy home standards.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
75,951	78,457 ¹⁶⁵	77,396	87,912 ¹⁶⁶	79,537 ¹⁶⁷	80,463

🌟 Number of properties participating in utility data benchmarking (supporting indicator)

Measurement of the number of public housing and multifamily building units who have entered utility data into EPA's Portfolio Manager or another compatible data collection tool.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	No Data ¹⁶⁸	N/A	3,300 ¹⁶⁹	TBD

🌟 Installed megawatts toward federal renewable energy target (supporting indicator)

Measurement of the number of megawatts of installed renewable energy capacity and the number of megawatts of renewable energy committed to within the HUD-assisted portfolio.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	No Data ¹⁷⁰	N/A	20 MW	50 MW

¹⁶⁵ Revised up from 76,337 in the HUD FY 2014 Agency Financial Report to capture additional Energy Performance Contract units completed in FY 2014 and reported after the publication of the report.

¹⁶⁶ Revised up from 84,934 in the HUD FY 2014 Agency Financial Report to capture addition of CDBG-DR-Sandy units, RAD production, and non-PowerSaver 203(k) programs.

¹⁶⁷ Revised down from 82,948 in the HUD FY 2016 Annual Performance Plan due to production delays (primarily in the RAD program) and construction, rehabilitation, and retrofit cost increases.

¹⁶⁸ HUD is working to scale-up the use of Portfolio Manager across its assisted/insured portfolio. Currently, available data is limited to Better Buildings Challenge partners. Therefore, the Department will delay reporting on this metric until FY 2016 in order to better align with the strategic expansion of the Portfolio Manager tool.

¹⁶⁹ This proposed target includes only Multifamily Housing properties. Public and Indian Housing targets will not be set until a baseline is established. PIH continues to assess its options for establishing a baseline following the lessons learned from its benchmarking pilot.

¹⁷⁰ This indicator will first report in FY 2016.

HUD Energy Savings Model¹⁷¹

In FY 2016 HUD will, for the first time, begin tracking several outcomes as performance indicators for this goal. Utilizing data from a new energy saving model developed by HUD, these outcomes will include estimated energy savings (percent), estimated carbon reductions (metric tons), and estimated water savings (gallons). The HUD Energy Model was developed to generate credible estimates of energy savings in the absence of reliable consumption utility data from HUD-assisted properties. Estimated savings include savings realized in units reported by HUD energy efficiency programs and initiatives since FY 2010. In addition to unit projections, future targets are based upon historical trends likely to shape future potential of initiatives and energy costs. The data in this model are based upon energy market research, providing an evidence-based tool that the Department can use to better understand the broad impact of its energy efficiency activities. HUD will continue to update and refine the model with actual energy consumption savings as utility benchmarking data becomes available. As the model is refined and improved, beginning in FY 2018 HUD hopes to transition to utilizing energy savings and/or carbon reductions as key indicators for this goal.

★ Estimated impact of energy efficiency programs on HUD-assisted portfolio

	FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
Cumulative estimate of energy savings in the HUD-assisted portfolio	1.3%	1.6%	1.9%	N/A	2.9%	4.5%
Estimated share of HUD-assisted portfolio impacted by energy efficiency programs	8.5%	9.7%	10.6%	N/A	12.1%	13.6%

▶ Estimated cumulative reduction in carbon emissions (metric tons)

Cumulative estimate of metric tons of reduced greenhouse gas (carbon) emissions.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
76,697	112,483	123,786	N/A	141,036	157,964

▶ Estimated Cumulative Water Saved (gallons) (supporting indicator)

Cumulative estimate of gallons of water saved.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
10.2 million	12.5 million	14.9 million	N/A	21.6 million	31.9 million

¹⁷¹ FY 2009 is the baseline (0%) for the Energy Model indicators.

The Better Buildings Challenge (BBC)¹⁷²

▶ Better Buildings Challenge multifamily housing partners energy use

Measurement of energy use intensity (EUI) in BTUs/square foot of BBC multifamily housing partners reporting benchmarking data in Portfolio Manager.¹⁷³

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	109	Tracking Only ¹⁷⁴	Tracking Only	Tracking Only

▶ Percentage of Better Buildings Challenge multifamily housing partners reporting energy use

Tracks the percentage of BBC multifamily housing partners reporting energy use data to HUD.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	23	N/A	50	75

▶ Number of Better Buildings Challenge multifamily housing units

Tracks the number of multifamily housing units in a participating BBC Partner's portfolio. Includes public housing, HUD-assisted multifamily housing, and market rate units.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	390,000 ¹⁷⁵	N/A	500,000	600,000



In January of 2015, Secretary Castro and Governor Brown of California met in San Francisco to announce joint actions to expand financing for energy efficiency and solar energy in multifamily housing, including a California PACE pilot for multifamily housing, and a master-metered multifamily on-bill repayment pilot.

¹⁷² Metric tracking the number of BBC partners has been removed. The BBC pilot target has been kept as a milestone and was completed in FY 2015.

¹⁷³ BTU = British thermal unit.

¹⁷⁴ HUD will continue to track this indicator until at least 60 percent of BBC partners begin reporting utility data.

¹⁷⁵ Includes 379,600 verified units reported by BBC partners as of December 2015, plus 11,400 additional (estimated) units to account for unverified or unreported units from current and/or new partners.

Retrospective: FY 2014-2015 Agency Priority Goal 🌱 Green and Healthy Homes

Between October 1, 2013 and September 30, 2015, HUD aimed to increase the energy efficiency and health of the nation's housing stock by enabling over 160,000 cost-effective energy efficient or healthy housing units. By the end of the reporting period, HUD completed 155,853 units, achieving 96 percent of its two-year target.

Number of HUD-assisted units completing energy efficient and healthy retrofits or new construction

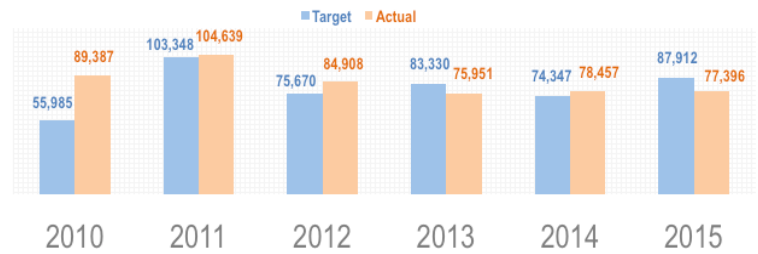
To assess our progress towards increasing the energy efficiency and health of the nation's housing stock, HUD tracks the number of new or retrofitted housing units that are healthy, energy-efficient, or meet green building standards. This measure tracks the number of retrofits and units of new construction meeting energy efficiency and/or healthy home standards.

	Target	Actual ¹⁷⁶	Change from Previous Year	Target Met?
→ 2010	55,985	89,387	NA	✓
→ 2011	103,348	104,639	+15,252 (↑17%)	✓
→ 2010 + 2011 combined two-year goal	159,333	194,026		✓
→ 2012	75,670	84,908	-19,731 (↓19%)	✓
→ 2013	83,330	75,951	-8,957 (↓11%)	✗
→ 2012 + 2013 combined two-year goal	159,000	160,859		✓
→ 2014	74,347	78,457	+2,506 (↑3%)	✗
→ 2015	87,912	77,396	-1,061 (↓1%)	✗
→ 2014 + 2015 combined two-year goal	162,259	155,853		✗
net change, 2010 – 2015		+510,738 energy efficient and healthy retrofits or newly constructed units		

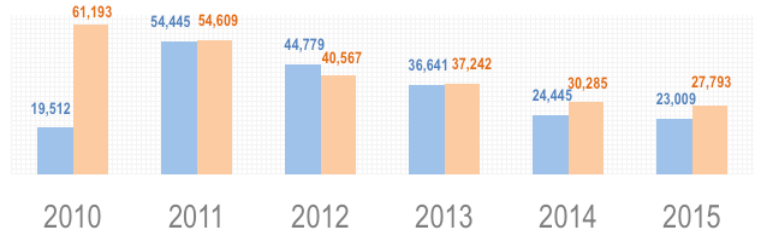
¹⁷⁶ Includes the use of a unit equivalent method approved by OMB for certain programs to reflect the ten most cost effective Energy Conservation Measures.

FY 2014-2015 Agency Priority Goal 🌱 Green and Healthy Homes¹⁷⁷

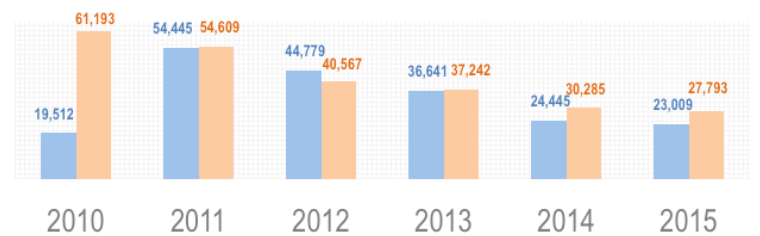
Total number of HUD-assisted units completing energy efficient and healthy retrofits or new construction¹⁷⁷



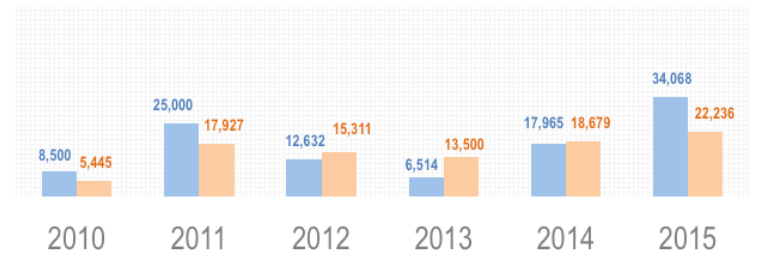
Contributing units from the **Office of Public and Indian Housing**



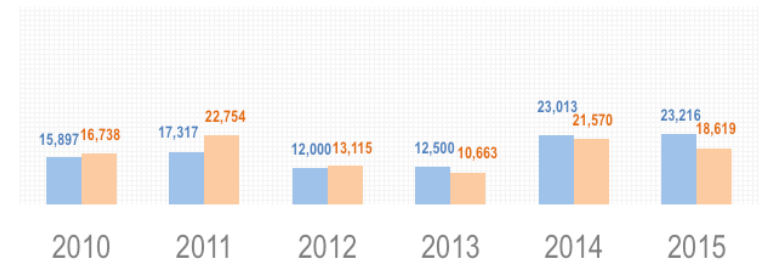
Contributing units from the **Office of Community Planning & Development**



Contributing units from the **Office of Housing**



Contributing units from the **Office of Healthy Homes and Lead Hazard Control**



¹⁷⁷ Overall targets for FY 2010, FY 2011, and FY 2013 include "stretch units" that were not assigned to any particular program but count toward the overall targets.

FY 2015 APG PROGRESS UPDATE

To assess our progress toward increasing the energy efficiency and health of the nation's housing stock, HUD tracks the number of newly constructed or retrofitted housing units that are healthy, energy-efficient, and/or meet green building standards. In 2015, the Secretary challenged program offices to meet our previously established FY 2014-15 targets, matching our historic two-year performance trend of producing 160,000 green and healthy units. In light of funding challenges, such as the expiration of the American Recovery and Reinvestment Act of 2009 (ARRA) funds and appropriations for key programs, the progress made in achieving the Department's objectives for FY 2014-15 is noteworthy. Over the last two years, HUD has completed 155,853 green or healthy units, or 96.1 percent of the Department's two-year FY 2014-15 target of 162,259. Of the completed green or healthy units, 115,664 units, or 74.2 percent, were energy-related, and the remaining 40,189 units were lead hazard control or healthy housing retrofits funded through HUD's Office of Lead Hazard Control and Healthy Homes (OLHCHH) or through enforcement of the Lead Safe Housing Rule by CPD and HOME funds.

FY 2014-15 Energy-Related Units Completions by Program Office, through September 30, 2015:

- ▶ **The Office of Community Planning and Development (CPD):** CPD reported 8,748 energy efficient units in FY 2015 and a combined FY 2014-15 total of 16,671 units, exceeding its two-year target of 16,543 energy efficient units. Completed CPD units consist of new HOME and Community Development Block Grant (CDBG)-funded units meeting the Energy Star Certified New Homes standard, as well as energy efficient CDBG-DR units built for Hurricane Sandy Disaster Relief. FY 2015 totals have been impacted by lower appropriations for the HOME program, as well as decreased expenditures for CDBG new construction down 43 percent from FY 2014. It should be noted that, while HUD completed fewer Energy Star certified units in FY 2015 than in FY 2014, the percentage of new CDBG housing units that were also Energy Star certified increased from FY 2014 to FY 2015.
- ▶ **Multifamily Housing:** The Office of Multifamily Housing completed 16,364 energy efficient units in FY 2015 and a combined FY 2014-15 total of 34,276 units. Multifamily Housing set an FY 2015 target for its Rental Assistance Demonstration program (RAD), with 13,770 energy efficient units expected last fiscal year. However, the Department fell well short of that target due to the delayed-rollout of the RAD program, as well as the initial production cap limiting the number of eligible projects. As a result, Multifamily Housing met 75 percent of its two-year goal of 16,364 energy efficient units. In addition to the RAD program, the following multifamily programs are included in this total: FHA Multifamily Endorsements with energy efficient features, the Mark-to-Market Program Green Initiative, Section 202 and Section 811 projects funded under the FY 2009 and FY 2010 NOFAs and completed in FY 2014-15, and the Green Preservation Plus Risk Sharing Program.
- ▶ **Single Family Housing:** FHA's Office of Single Family Housing reported 5,872 energy efficient units through the fourth quarter of FY 2015, exceeding its FY 2015 target of 5,700 units. Since FY 2014, Single Family Housing has reported 6,639 energy efficient units, or 103 percent of its two-year target of 6,425 units. The overwhelming majority of these units (5,117) were financed with Section

203(k) mortgages which finance rehabilitation and home improvements in conjunction with home purchases (or refinancing of existing mortgages). In FY 2015, Single Family Housing began tracking energy efficient units completed under this program for the first time. Additional units reported were through FHA's Title I and 203(k) PowerSaver Pilot Program, FHA's Power and the Energy Efficient Mortgage (EEM) program. The PowerSaver Pilot Program ended in May 2015.

- ▶ **The Office of Public and Indian Housing (PIH):** PIH reported 27,793 energy efficient units in FY 2015 and 58,078 energy efficient units since the beginning of FY 2014, exceeding the two-year target of 47,454 by over 10,000 energy efficient units. Reported PIH units include energy upgrades of existing public housing funded through the Public Housing Capital Fund (PHCF), counted as "unit equivalents", as well as primarily new "developed energy efficient units" through mixed financing streams, HOPE VI, and Choice Neighborhoods. Energy Performance Contracts (EPC) units are reported annually and historically make up a large proportion of the completed PIH units over 73.6 percent of completed units in FY 2014 and 63.5 percent in FY 2015.

Lead Hazard Control and Healthy Homes Units, through September 30, 2015:

- ▶ **Office of Lead Hazard Control and Healthy Homes (OLHCHH) and CPD:** OLHCHH and CPD reported 18,619 units in FY 2015, and combined to complete 40,189 units in FY 2014-15. These include lead hazard interim control or abatement activities carried out by OLHCHH as well as similar activities carried out by CPD pursuant to the Lead Safe Housing Rule with HOME and CDBG funds. OLHCHH activities have been adversely affected by a number of factors, including severe winter weather conditions over the last two winters, the limited supply of certified lead contractors, and rising costs per unit. Furthermore, Lead Safe Housing Rule (LSHR) activities are tied to CDBG and HOME program rehabilitation activities. As CDBG and HOME production ebbs and flows, so too does LSHR production. Consequently, reduced CDBG funding will have significant implications for the Department's health and safety work, placing families with small children particularly at risk. Indeed, OLHCHH grantees work to mitigate environmental hazards for improved health outcomes in housing, prioritizing units where children are present. In addition to reporting on a variety of lead hazard control and healthy housing grant programs, OLHCHH also reports data on its enforcement actions.

HUD remains committed to working with DOE, EPA, USDA and other federal agencies, as well as industry stakeholders to mainstream energy efficient, green, and healthy building practices across the residential sector. In FY 2015, HUD committed to: (1) outlining a comprehensive approach to strengthen energy and green building requirements; (2) using incentives for borrowers or grant recipients to agree to green standards; (3) developing large-scale solutions and tools; and (4) assembling new sources of public and private investment in energy efficiency and clean energy across the residential sector. HUD is involved in several components of the President's Climate Action Plan, and is working toward achieving the goals outlined in that Plan. These commitments are expected to continue through FY 2016-17.

For detailed quarterly assessments of progress, readers may consult the quarterly updates on Performance.gov.

Completed Green or Healthy Units by Program

Program	FY 2012-13 2-Year Actual	FY 2014-15 2-Year Actual	FY 2014-15 2-Year Target	FY 2016 Annual Target	FY 2017 Annual Target	FY 2016-17 2-Year Target
Community Development Block Grant (CDBG)	1,376	563	1,200	415	415	830
CDBG – Disaster Relief (Sandy)	N/A	2,206	619	1,236	1,236	2,472
HOME Energy STAR	17,011	13,902	14,724	6,000 ¹⁷⁸	5,900	11,900
Tax Credit Assistance Program (TCAP) ¹⁷⁹	12,074	N/A	N/A	N/A	N/A	N/A
TOTAL Community Planning & Development	30,461	16,671	16,543	7,651	7,551	15,202
Public Housing Capital Fund ¹⁸⁰	36,040	15,105	11,750	6,442	6,319	12,761
Energy Performance Contracts	39,515	39,953	33,400	13,220	13,100	26,320
Developed/Retrofitted Units	1,884	3,020	2,304	1,823	793	2,616
ONAP (ARRA funded) ¹⁸¹	370	N/A	N/A	N/A	N/A	N/A
TOTAL Public and Indian Housing	77,809	58,078	47,454	21,485	20,212	41,697
FHA Endorsements – Multifamily	12,251	22,116	21,500	12,193	12,193	24,386
Green Retrofit Program – Multifamily	4,581	N/A	N/A	N/A	N/A	N/A
Green Preservation Plus – Multifamily	696	240	700	0 ¹⁸²	0	0
Mark to Market – Multifamily	6,268	4,083	5,000	2,500	2,500	5,000
Rental Assistance Demonstration - Multifamily	N/A	4,451	16,320	11,700 ¹⁸³	14,000	25,700
Section 202/811 – Multifamily	4,658	3,386	2,088	850	850	1,700
Energy Efficient Mortgages – Single Family	N/A	682	900	275	275	550
PowerSaver 203(k) & Title I – Single Family ¹⁸⁴	357	840	525	N/A	N/A	N/A
203(k) (non-PowerSaver) – Single Family	N/A	5,117	5,000	3,500	3,500	7,000
TOTAL Housing (Multifamily & Single Family)	28,811	40,915	52,033	31,018	33,318	64,336
TOTAL Lead Hazard Control & Healthy Homes (OLHCHH & CPD)	23,778	40,189	46,229	16,500¹⁸⁵	16,500	33,000
Stretch Units ¹⁸⁶	0	0	0	2,883	2,882	5,765
Green or Healthy Units, Total	160,859	155,853	162,259	79,537	80,463	160,000

¹⁷⁸ Revised down from 6,400 units in the FY 2016 APP.

¹⁷⁹ TCAP, a short-term Recovery Act program, expired in FY 2014.

¹⁸⁰ FY 2012 Public Housing Capital Fund total includes ARRA funded and non-ARRA units. The ARRA program expired after FY 2012.

¹⁸¹ ONAP retrofits were funded by the Recovery Act, expiring in FY 2013.

¹⁸² Revised down from 180 units in the FY 2016 APP due to low program participation.

¹⁸³ Revised down from 11,700 units in the FY 2016 APP due to program delays. Many of the FY 2016 target completions have been moved to FY 2017 to reflect the delayed start of the program as well as the eventual impact of the higher production cap authorized by Congress.

¹⁸⁴ The PowerSaver programs are scheduled to expire by FY 2016.

¹⁸⁵ Revised down from 23,216 units in the FY 2016 APP due to decreased CPD funding and higher per-unit construction cost.

¹⁸⁶ Stretch units are not assigned to a specific program and instead represent the Department's commitment to robust production targets.

Strategic Objective: Disaster Resilience

Support the recovery of communities from disasters by promoting community resilience, developing state and local capacity, and ensuring a coordinated federal response that reduces risk and produces a more resilient built environment.

OVERVIEW

Helping to increase communities' resilience is integral to national disaster preparedness and the mission of HUD. This effort is consistent with the goals and objectives of Presidential Policy Directive / PPD-8 (National Preparedness) and Executive Order 13653 (Preparing the United States for the Impacts of Climate Change). Over the next five years, HUD will continue to support and expand programs and initiatives designed to increase and enhance pre-planning, research, infrastructure investment, partnerships, and cross-cutting coordination related to disaster response, recovery, and resilience. This work will involve the combined efforts of HUD's program offices and federal, state, local, and private sector partners and will incorporate HUD's civil rights, energy, environment, and diversity goals and responsibilities.

STRATEGIES

- ▶ **Build resilience strategies into HUD programs**, promoting the use of resilient housing, community development, land-use planning, infrastructure investment patterns, and fostering innovations in resilient rebuilding based on the latest data on current and future risk to ensure the most effective use of federal resources and reduce risks to all communities.
- ▶ **Increase capacity of state and local governments to plan for and implement long term recovery and rebuilding due to natural disasters**, and encourage increased private and community investment and research in disaster recovery capabilities.
- ▶ **Facilitate the effective use of post-disaster housing resources, while ensuring full compliance with applicable fair housing and civil rights laws**, to restore and strengthen homes and provide families with safe, affordable housing options and to reduce the impacts of future disasters.
- ▶ **Promote regional coordination to ensure that community infrastructure investments are resilient, environmentally and fiscally sustainable, and delivered without delay.**
- ▶ **Improve data collection and information sharing across and by federal, state and local entities** to bolster disaster preparedness, response, and recovery efforts.
- ▶ **In partnership with other federal agencies, lead and advance the National Disaster Recovery Framework** to ensure that interagency federal disaster recovery efforts are effectively coordinated, and that the recommendations in the Hurricane Sandy Rebuilding Task Force's Rebuilding Strategy are fully implemented for the Sandy recovery and, where applicable, for national programs and efforts.

LEADING THIS OBJECTIVE

Harriet Tregoning

Principal Deputy Assistant Secretary
Office of Community Planning & Development

Marion McFadden

Deputy Assistant Secretary for Grants Programs
Office of Community Planning & Development

Danielle Arigoni

Acting Director, Office of Economic Resilience
Office of Community Planning & Development



Secretary Castro traveled to Norfolk, Virginia where he joined Governor Terry McAuliffe in announcing the winners of the National Disaster Resilience Competition

FY 2015 APR PROGRESS UPDATE

On June 22, 2015, HUD Secretary Julián Castro invited 40 states and communities to compete in the second and final phase of the National Disaster Resilience Competition.¹⁸⁷ These finalists—representing areas that experienced a Presidentially-declared major disaster in 2011, 2012, and 2013—will compete for almost \$1 billion in funding for disaster recovery and long-term community resilience. From June to October, finalists developed their disaster resilience strategies and proposed specific projects. Through a unique partnership, The Rockefeller Foundation convened an interdisciplinary team of experts to help teams refine

¹⁸⁷ See: http://portal.hud.gov/hudportal/HUD?src=/press/press_releases_media_advisories/2015/HUDNo_15-079

their proposals. HUD will announce the winners of Phase 2 in early 2016.

In addition, HUD's Office of Lead Hazard Control and Healthy Homes (OLHCHH) released the Healthy Homes Disaster Recovery Toolkit as part of their commitment under the Climate Change Adaptation Plan. This toolkit provides a wealth of resources for multiple stakeholders to develop healthy homes following a disaster.

HUD fell short of its FY 2015 goal of having 40 percent of HUD Climate Change Adaptation Plans completed by the end of the fiscal year. Many of the actions proposed in the 2014 Climate Change Adaptation Plan were dependent on the availability of additional staff or contract resources. Given current constraints, the remaining actions will be prioritized and constrained with limited existing resources.

Major Milestones

Climate Change Adaptation Plans

- 09/30/2016** **Publish consistent and aligned disaster assistance policies and program requirements** among the mortgage insurance and guaranty agencies: the Federal Housing Administration (FHA), the Office of Public and Indian Housing (PIH), Veterans Affairs (VA), and the Department of Agriculture (USDA). This effort will be coordinated by the Government National Mortgage Association.
- 10/01/2016** **Publish analysis of impacts that identifies the most vulnerable HUD-funded physical assets.**
- 10/1/2016** **Publish guidance on the use of 203(k) products for hazard mitigation.** This may include toolkits, fact sheets, case studies, and/or programs-in-a-box.
- 10/1/2016** **Update Consolidated Planning guidance to require consideration of climate change impacts on low- and moderate-income individuals.**
- 12/31/2016** **Publish guidance on the use of Community Development Block Grants (CDBG) for climate change adaptation/resilience.**
- 12/31/2016** **Publish consistent and aligned disaster assistance policies and program requirements** among the mortgage insurance and guaranty agencies: the Federal Housing Administration (FHA), the Office of Public and Indian Housing (PIH), Veterans Affairs (VA), and the Department of Agriculture (USDA). This effort will be coordinated by the Government National Mortgage Association.
- 12/31/2016** **Publish additional guidance to grantees on compliance and the use of green infrastructure approaches.**

National Disaster Resilience Competition

- 12/31/2015** **Develop metrics for evaluating success of National Disaster Resilience Competition**
Achieved as of this publication. NDRC applicants included outcome measures in their applications to measure success of the projects they proposed for NDRC funding. These will be tracked via Disaster Recovery Grant Reporting (DRGR) system.
- 12/31/2015** **Competitively Award funds for National Disaster Resilience Competition**
Achieved as of this publication.
- 9/30/2017** **Obligate all funding from the National Disaster Resilience Competition.**

Measuring Our Progress

To track our progress towards this objective, HUD will track the following performance indicators. Further metrics are under development.¹⁸⁸

CLIMATE CHANGE ADAPTATION PLANS¹⁸⁹

- ▶ **Percent of the HUD Climate Change Adaptation Plan actions completed**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data ¹⁹⁰	11%	23%	40%	60%	100%

- ▶ **Number of FHA 203(k) single-family rehabilitation loans that incorporate hazard mitigation**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data ¹⁹¹	No Data	No Data ¹⁹²	N/A	Tracking Only	Tracking Only

- ▶ **Percentage of CDBG grantees that incorporate climate-related risk and actions into their Consolidated Plans**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	No Data ¹⁹³	N/A	TBD	100

¹⁸⁸ The Hurricane Sandy Task Force indicator, "Percent of Sandy Task Force recommendations related to disaster recovery and resilience that have been implemented," which appeared in the FY 2016 Annual Performance Plan has been removed. The Federal Emergency Management Agency (FEMA) is now solely responsible for the tracking and reporting of the indicator.

¹⁸⁹ The Climate Change Adaptation Plan (CCDP) has 35 actions. HUD tracks implementation through direct communication with program offices.

¹⁹⁰ This indicator first reported in FY 2014.

¹⁹¹ HUD released the new Single Family Handbook in the fourth quarter of FY 2015. HUD has not yet launched the outreach campaign associated with the handbook, therefore, HUD has not collected the historical data on this activity.

¹⁹² This indicator will first report in FY 2016.

¹⁹³ *ibid.*

- ▶ Number of CDBG grantees that accessed or sought technical assistance on how to incorporate climate-related risk into Consolidated Plans

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	No Data ¹⁹⁴	N/A	Tracking Only	Tracking Only

¹⁹⁴ This indicator will first report in FY 2016.

Strategic Objective: Community Development

Strengthen communities' economic health, resilience, and access to opportunity.

OVERVIEW

If hard-working people who play by the rules are to get ahead, they need to be able to access quality education and decent jobs in the places where they live, from a foundation of security in basic needs like personal safety, housing, and food. Creating such environments requires collaboration among a variety of specialized local organizations and federal agencies that are able to provide cross-sector support. Neighborhood, municipal, and regional environments that can attract investment and also support children and families are the backbone of inclusive and resilient economic growth. Building on the community's institutional, financial, human, and physical capital is vital to economic growth and bolsters resiliency in times of disaster or downturn.

HUD participates in several interagency place-based initiatives that focus existing funding more effectively and create incentives for collaboration across organizational, jurisdictional, and sectoral lines. Such initiatives support communities in improving their growth potential and the quality of life and opportunities for their residents.

Strategic Objective: Community Development						
HUD-Community Partnership	Program Office	HUD Leads	Launch Year	Current Scope	Focus	Intervention Type
ConnectHome	PIH	R, Greenblum D. Blom	2015	27 Cities; 1 Tribal Nation	High-Speed Internet	Technical Assistance
Choice Neighborhoods	PIH	D. Blom M. Turbov	2010	17 Implementation Grant and 63 Planning Grant Communities	Distressed Public and HUD-assisted Housing	Planning and Implementation Grants
Community Development Block Grants	CPD	H. Tregoning M. McFadden S. Gimont	1974	National	Community Development	Block Grants
Community Needs Assessment	FPM	H. Tregoning M. McFadden S. Gimont	2014	82 Cities or Communities	Local, State, and Federal Collaboration	Technical Assistance
Promise Zones	FPM	M. McBride	2013	13 Cities or Communities	Reducing Poverty	Direct Federal Partnership
Strong Cities, Strong Communities	CPD	P. Pontius	2011	Approx. 80 Cities	Economic Development	Direct Federal Partnership; Technical Assistance
Sustainable Communities Initiative	CPD	D. Arigoni	2010	National	Planning and Investment	Planning Grants

ConnectHome

ConnectHome is a demonstration program aimed at narrowing the digital divide in 28 communities across the nation. ConnectHome offers HUD-assisted residents free or substantially discounted high-speed internet access in their homes as well as the resources and training residents need to take advantage. The program is particularly focused on decreasing the “homework gap” by enabling school-age children to access the internet at home. ConnectHome operates as a platform for collaboration between the federal government, local governments, public housing agencies, internet service providers, philanthropic foundations, nonprofit organizations, and other stakeholders to develop and implement local solutions.

STRATEGY

In order to achieve success, this program will be deploying the following strategies:

- ▶ **Increase adoption of high-speed internet** by building new models to provide infrastructure and to offer residents free or discounted service.
- ▶ **Empower residents to take full advantage of high-speed internet** by connecting them with localized, free, and culturally sensitive training in essential digital literacy skills that will allow them to effectively utilize high-speed internet.
- ▶ **Make high-speed internet adoption sustainable** by leveraging corporate philanthropy to provide devices and technical support to our residents and by refocusing existing HUD resources to supplement and sustain the work of ConnectHome.



Young students exploring the internet during Secretary Castro’s ConnectHome announcement in Durham, North Carolina.

LEADING THIS OBJECTIVE

Robert Greenblum

Senior Advisor
Office of the Secretary

Dominique Blom

Deputy Assistant Secretary
Office of Public Housing Investments

FY 2015 APR PROGRESS UPDATE¹⁹⁵

The White House and HUD announced ConnectHome on July 15, 2015, as the next step in the federal government's efforts to increase access to high-speed internet for all Americans. The initiative builds on ConnectED, which aims to connect 99 percent of K-12 students to high-speed internet in schools and libraries by 2018. ConnectHome leverages public-private partnerships with organizations nationwide to offer high-speed internet service, devices, technical training, and digital literacy programs to residents of HUD-assisted housing in the 28 pilot communities. Local government leaders from Boston to Durham, and from Washington, DC to Seattle, have committed to reallocate local funds, leverage local programming, and use regulatory tools to support this initiative and the expansion of high-speed internet access in low-income communities.

Major Milestones

- 2/29/2016** **Begin rulemaking that requires HUD-funded new residential construction and substantial rehabilitation projects to support high-speed internet connectivity in each housing unit.**
- 2/29/2016** **Begin rulemaking to integrate high-speed internet feasibility and needs assessment as a component of the Consolidated Planning process,** which serves as a framework for a community-wide dialogue to identify housing and municipal development priorities.
- 12/31/16** **Supply guidance and share best practices with Office of Community Planning and Development (CPD) and Office of Native American Programs (ONAP) grantees** on how to use existing HUD funding to support high-speed internet connectivity.

¹⁹⁵ ConnectHome is included for the first time in the Annual Performance Plan.

Measuring Our Progress

To track our progress towards this objective, HUD will track the following performance indicators.¹⁹⁶

Fiscal Year 2016–2017 Agency Priority Goal:

Narrow the digital divide by ensuring that 50 percent of public housing households with school-age children in ConnectHome communities are connected with at-home high-speed internet by September 30, 2017.

- ▶ **Percentage of public housing households with school-age children in ConnectHome communities with at-home high-speed internet (key indicator)**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	No Data	N/A	35%	50%

- ▶ **Number of HUD-assisted households that gain high-speed internet access through ConnectHome (supporting indicator)**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	No Data	N/A	Establish Baseline	TBD

- ▶ **Percentage of new residential construction and substantial rehabilitation projects that support high-speed internet connectivity in individual housing units (supporting indicator)**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	No Data	N/A	Establish Baseline	TBD

¹⁹⁶ All of the performance indicators for this program will first report in FY 2016. Therefore, there is no data to report for prior years and no baseline to establish FY 2015-16 targets for a majority of the indicators.

CHOICE NEIGHBORHOODS

Choice Neighborhoods grants support locally driven strategies to address struggling neighborhoods with distressed public or HUD-assisted housing through a comprehensive approach to neighborhood transformation. Local leaders, residents, and stakeholders, such as public housing authorities, cities, schools, police, business owners, nonprofits, and private developers, come together to create and implement a plan that transforms distressed HUD housing and addresses the challenges in the surrounding neighborhood. The program is designed to catalyze critical improvements in neighborhood assets, including vacant property, housing, services, and schools.

STRATEGY

Choice Neighborhoods is focused on three core goals:

- ▶ **Housing:** Replace distressed public and assisted housing with high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood;
- ▶ **People:** Improve educational outcomes and intergenerational mobility for youth with services and support delivered directly to youth and their families; and
- ▶ **Neighborhood:** Create the conditions necessary for public and private reinvestment in distressed neighborhoods to offer the kinds of amenities and assets, including safety, good schools, and commercial activity, that are important to families' choices about their community.

To achieve these core goals, communities must develop a comprehensive neighborhood revitalization strategy, or Transformation Plan. This Transformation Plan will become the guiding document for the revitalization of the public and/or assisted housing units, while simultaneously directing the transformation of the surrounding neighborhood and positive outcomes for families. To successfully implement the Transformation Plan, applicants are to work with public and private agencies, organizations (including philanthropic organizations), and individuals to gather and leverage resources needed to support the financial sustainability of the plan. These efforts should build community support for, and involvement in, the development of the plan. Choice Neighborhoods Implementation Grants are awarded to those communities that have undergone a comprehensive local planning process and are ready to implement their "Transformation Plan" to redevelop the neighborhood.

LEADING THIS OBJECTIVE

Dominique Blom

Deputy Assistant Secretary

Office of Public Housing Investments

Mindy Turbov

Director of Choice Neighborhoods

Office of Public Housing Investments

FY 2015 APR PROGRESS UPDATE

Building on a commitment to help local communities redevelop distressed public or HUD-assisted housing

and transform neighborhoods, HUD announced seven new Choice Neighborhoods Planning Grant awards and five new Choice Neighborhoods Implementation Grant awards, totaling over \$150 million. Planning Grant awards will help grantees craft comprehensive, locally driven plans to revitalize and transform distressed neighborhoods. Meanwhile, HUD expects the Implementation Grant awards to help grantees replace more than 1,650 distressed public housing units with more than 2,800 new mixed-income units. Part of the Obama Administration's effort to build Ladders of Opportunity to the middle class, HUD's Choice Neighborhoods Initiative promotes a comprehensive approach to transforming neighborhoods struggling to address the interconnected challenges of distressed housing, inadequate schools, poor health, high crime, and lack of capital.

Major Milestones

- 1/31/2015** **Award FY 2014 Choice Neighborhoods Planning Grants.**
Achieved in January 2015.
- 3/31/2015** **Develop new performance measurement and management system for Implementation grantees.**
Achieved as of this publication.
- 6/30/2016¹⁹⁷** **Establish formal procedure for closing Choice Neighborhoods transactions that replace public housing with Rental Assistance Demonstration (RAD) units.**
- 9/30/2015** **Award FY 2014-2015 Choice Neighborhoods Implementation Grants.**
Achieved in September 2015.
- 3/31/2016¹⁹⁸** **Award new technical assistance contract or cooperative agreement.**
- 9/30/2016** **Award Planning and Action Grants.**
- 12/31/2016** **Award Community Compass Cooperative Agreements for Choice Neighborhoods data/reporting and technical assistance.**

Measuring Our Progress

To track our progress towards this objective, HUD will track the following performance indicators:

Choice Neighborhoods¹⁹⁹

- ▶ **Number of replacement²⁰⁰ housing units developed**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data ²⁰¹	460	N/A	662	570

¹⁹⁷ Originally targeted for completion by 3/31/2015. This activity has been delayed but is making significant progress.

¹⁹⁸ Originally targeted for completion by 10/1/2015. The FY 2015 Community Compass NOFA was published on 8/12/2015. The application period closed on 9/25/2015. Choice Neighborhoods expects to award a new TA cooperative agreement by early FY 2016, in line with the Department-wide Community Compass award process.

¹⁹⁹ All Choice Neighborhoods performance indicators first report in FY 2015.

²⁰⁰ Replacement Units consist of: Public Housing Annual Contributions Contract (ACC) only Units; Public Housing ACC/Low-Income Housing Tax Credit (LIHTC) Units; RAD only Units; RAD / LIHTC Units; Project-Based Voucher Only Units; Project-Based Voucher/LIHTC Units; HUD-Assisted Multifamily Only Units; HUD-Assisted Multifamily/LIHTC Units.

²⁰¹ Cumulative total through FY 2014 was 690.

▶ Number of non-replacement²⁰² housing units developed

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	513 ²⁰³	344	N/A	346	900

▶ Cumulative total leveraged dollars expended by grantees

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	\$606.1 million	\$906.2 million	Tracking Only	Tracking Only	Tracking Only

▶ Ratio of total leveraged dollars expended to total grant dollars expended

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	1:9	Tracking Only	Tracking Only	Tracking Only

▶ Number of building permits filed in the Choice Neighborhoods

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	4,549 ²⁰⁴	4,857	Tracking Only	Tracking Only	Tracking Only

▶ Percentage of working-age residents with wage income

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	26.0%	28.3%	Tracking Only	Tracking Only	Tracking Only

▶ Annual variance of working-age residents with wage income vs. baseline

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	2.3%	Tracking Only	Tracking Only	Tracking Only

²⁰² Non-Replacement Units consist of: Affordable Housing Rental Units (Up to 80% AMI); Affordable Housing Rental Units (Between 81%-120% AMI); Affordable Housing Rental Units (Up to 80% AMI) developed with CN funds; Affordable Housing Rental Units (Between 81%-120% AMI) developed with CN funds; Affordable Housing Rental LIHTC Only Units; Market Rate Rental Units; Affordable Homeownership Units with CN Financing; Affordable Homeownership 2nd Mortgage Only; Market Rate Homeownership Units; Other Homeownership Units.

²⁰³ Cumulative total through FY 2014

²⁰⁴ *ibid*

COMMUNITY DEVELOPMENT BLOCK GRANTS

Community Development Block Grants (CDBG) promote the development of viable urban and rural communities by expanding economic opportunities and improving quality of life, principally for persons of low- and moderate-income. CDBG provides grants to units of general local government and states for the purpose of supporting efforts to create locally driven solutions to community and economic development challenges. Instead of a top-down approach, where the federal government tells grantees how to use these funds, CDBG presents a broad framework which local governments can easily adapt to the particular needs they face.

STRATEGY

Since 1974 the CDBG has invested \$149.2 billion in communities nationwide (\$263.3 billion adjusted for inflation), assisting states and localities to achieve the kinds of infrastructure investment, job creation, and poverty elimination our communities so desperately need. In addition to job creation, CDBG is an important catalyst for economic growth – helping communities leverage funds for essential water and sewer improvement projects, address housing needs, forge innovative partnerships to meet increasing public service needs, and revitalize their economies.

LEADING THIS OBJECTIVE

Harriet Tregoning

Principal Deputy Assistant Secretary
Office of Community Planning & Development

Marion McFadden

Deputy Assistant Secretary for Grants Programs
Office of Community Planning & Development

Stanley Gimont

Director
Office of Block Grant Assistance

FY 2015 APR PROGRESS UPDATE

The CDBG program and its partners have achieved a number of significant accomplishments over the past year, including:

- ▶ Successfully established of five neighborhood revitalization strategy areas (NRSAs) in the City of Detroit, in partnership with the White House.
- ▶ Obligated over 50 percent of the total \$13 billion in Hurricane Sandy CDBG-DR funds to grantees, with over 50 percent of obligated funds expended by grantees on recovery programs.
- ▶ Held two regional CDBG-DR grantee trainings in the summer of 2015, attended by grantee staff from across the country.
- ▶ Conducted public offering of Section 108 guaranteed loans to finance more than \$391 million in loans.

Major Milestones

3/31/2015 **Develop new performance measurement and management system for Implementation grantees.**

Achieved as of this publication.

1/31/2016 **Award of NDRC competition funds.**

Achieved on January 21, 2016.

Measuring Our Progress

To track our progress towards this objective, HUD will track the following performance indicators.²⁰⁵

Community Development Block Grants (CDBG)

▶ **Number of jobs created or retained by CDBG grantees**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
27,924	22,691	19,518	18,000	18,000	18,000

▶ **Number of emergency housing repairs completed by CDBG grantees**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	No Data ²⁰⁶	Tracking Only	Tracking Only	Tracking Only

▶ **Number of single family rehabs completed by CDBG grantees**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
54,140	49,780	44,626	Tracking Only	Tracking Only	Tracking Only

▶ **Number of seniors served by senior centers provided by CDBG grantees**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
469,601	432,448	257,342	Tracking Only	Tracking Only	Tracking Only

▶ **Number of water and sewer projects initiated**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	No Data ²⁰⁷	Tracking Only	Tracking Only	Tracking Only

²⁰⁵ Most of the performance indicators for this program are new and will first report in FY 2016. Therefore, there is no data to report for prior years and no baseline to establish FY 2015-16 targets for a majority of the indicators.

²⁰⁶ This performance indicator will first report in FY 2016.

²⁰⁷ *ibid.*

▶ Green infrastructure improvements completed, in square feet

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	No Data ²⁰⁸	Tracking Only	Tracking Only	Tracking Only

COMMUNITY NEEDS ASSESSMENTS

STRATEGY

Community Needs Assessments (CNA) provide a forum to solve locally identified issues, locally driven community goals, focus resources on issue resolution, and provide a venue for increased collaboration across HUD's programs, with other federal agencies, and with local partners to deploy resources and expertise. The goal of these assessments is to build a stronger relationship with the communities we serve, strengthen HUD's presence with our stakeholders, and facilitate the exchange of ideas in order to optimize collaboration and leverage federal resources with those being provided in the community.

LEADING THIS OBJECTIVE

Mary McBride

Assistant Deputy Secretary

Office of Field Policy & Management

FY 2015 APR PROGRESS UPDATE

Each Round 1 CNA Community submitted a completed Operational Action Plan. These plans needed to be completed prior to the end of FY 2015 and were received no later than October 1, 2015. HUD sent out CNA guidance and HUD Field Offices are currently in the process of selecting their Round 2, expected early 2016.

Major Milestones

Community Needs Assessments (CNA)

- 4/1/2016** Complete Operational Action Plan submitted by each Round 1 CNA Community, with key stakeholders designed to be implemented within two years of establishing the finalized Operational Action Plan.
Achieved by October 1, 2015.
- 9/30/2016** Develop a CNA Best Practices Document.
- 9/30/2016** Complete Operational Action Plan submitted by each Round 2 CNA Community.

Measuring Our Progress

To track our progress towards this objective, HUD will track the following performance indicators.

► Number of CNA action plans

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	No Data ²⁰⁷	Tracking Only	Tracking Only	Tracking Only

²⁰⁸ *ibid.*



PROMISE ZONES

STRATEGY

Promise Zones build on the Administration's neighborhood revitalization work by accelerating the progress of high-poverty communities whose stakeholders have joined in a collaborative strategy with a shared commitment to results. These communities will create jobs, increase economic activity, reduce serious and violent crime, and improve educational opportunities to develop communities that serve as launching pads for their residents, as opposed to traps where poor conditions and isolation undermine the potential for success.

LEADING THIS OBJECTIVE

Mary McBride

Assistant Deputy Secretary

Office of Field Policy & Management

FY 2015 APR PROGRESS UPDATE

HUD and the Department of Agriculture (USDA) are on track to designate 20 communities, with 13 currently identified. Through leading this process, HUD has developed a strong working relationship with its federal agency partners. The program has transitioned to the Office of Field Policy and Management (FPM) to better integrate program operations with HUD field work.



Secretary Castro tours the Minneapolis Promise Zones

Major Milestones

- 3/31/2015** **Announce Second Round of Promise Zone designations.** During the Second Round, HUD and USDA announced eight Promise Zone designations.
Achieved in April 2015.
- 9/30/2015** **Develop Framework for Evaluation Activities and Outcome Data Gathering.** Develop a conceptual model of evaluation activities and responsibilities. Work with HHS/USDA partners and Round I Promise Zones to develop a framework for gathering data on Promise Zone Outputs and Outcomes over the course of the 10-year designation, including data sharing commitments from HUD and lead organizations.
Achieved as of this publication.
- 9/30/2015** **Create and Test Community Development Marketplace.** HUD will test the value of sharing and analyzing Promise Zone application information for federal agencies to target technical assistance, foundations and investors to identify investment opportunities, communities to locate their peers, and researchers to identify potential study partners.
Delayed. Initial testing has been completed, but the tool is being refined in the final application process and aligned with other TA platforms.
- 9/30/2016** **Deepen placed based professional development for staff.** Work with other Placed Based Initiatives and interagency partners to develop professional development opportunities for staff.
- 12/31/2016** **Designate a total of 20 Promise Zones.** The 20 total Promise Zones will include the five designations made in January 2014, eight designations made in April 2015, and the remaining seven designations in a third round, anticipated in May of 2016. Additionally, HUD plans to hire field-based community liaisons for newly designated Promise Zones.
- 3/31/2017** **Establish an interagency agreement between HUD and partnering federal agencies.**

²⁰⁹ Originally targeted for completion 9/30/2015. HUD has established a Place-Based Executive Committee to identify ways to improve staff professional development and best-practice sharing between program offices. This committee is targeting late 2016 for achieving this milestone.

Measuring Our Progress

To track our progress towards this objective, HUD will track the following performance indicators.²¹⁰

▶ **Number of Federal grants received with preference**

The Promise Zone designation provides the lead organizations and certified partners access to preference points or priority/special consideration for selected Federal grant programs, technical assistance, and other capacity building opportunities.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	No Data	Establish Baseline	TBD	TBD

▶ **Number of Federal grants offering preference points**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	No Data	Establish Baseline	TBD	TBD

▶ **Federal dollars awarded to Promise Zone communities**

The majority of awards are to a larger geography than the neighborhood-based Promise Zone boundary, with a portion of funds targeted to Promise Zone communities.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	No Data	Establish Baseline	TBD	TBD

²¹⁰ The performance indicators for this program are new and will first report in FY 2016. Therefore, there is no data to report for prior years and no baseline to establish FY 2015-16 targets each indicator.

STRONG CITIES, STRONG COMMUNITIES

STRATEGY

Strong Cities, Strong Communities (SC2) coordinates federal agencies to partner with cities, support locally-driven economic visions, and address the issue of restricted municipal capacity. Capacity limitations make it more difficult for community leaders to invest existing federal funds to their maximum potential in economic revitalization strategies. Such limitations present a crucial opportunity for federal intervention because local governments receive direct allocations of formula grant funding and their elected leadership often exerts substantial influence on the governance of other local bodies receiving important grant allocations. Inefficient municipal capacity not only increases risk for the quality and function of federally-funded services but also reduces a community's ability to attract investment and create opportunity for its residents through locally-driven revitalization strategies.

LEADING THIS OBJECTIVE

Patrick Pontius

Executive Director

White House Council on Strong Cities, Strong Communities

FY 2015 APR PROGRESS UPDATE

SC2 directly supports local leaders in creating a solid foundation for economic growth through a variety of coordinated federal-local partnership efforts. These partnerships include the SC2 federal-city pilot, which deploys interagency-federal SC2 teams to each city for two years. In FY2015, the SC2 federal-city pilot had active federal teams on the ground in eight cities: St. Louis, MO; Flint, MI; Youngstown, OH; Rockford, IL; Macon, GA; Rocky Mount, NC and Brownsville, TX.²¹¹ It also includes direct technical assistance via the SC2 National Resource Network (NRN). Beginning in FY2014, the SC2 NRN expanded the SC2 model of onsite expertise and remote coaching to additional communities through a consortium of private sector, non-profit, and academic experts.

Major Milestones

- | | |
|------------------|--|
| 3/31/2015 | Open one-stop NRN application for on-the-ground assistance to all eligible participants.
<i>Achieved as of this publication.</i> |
| 4/30/2015 | Facilitate at least one public-private sector convening in each SC2 city in support of a local economic development priorities.
<i>Achieved as of this publication</i> |

²¹¹ More information on the outcomes and accomplishments in each city can be found at <https://www.huduser.gov/portal/sc2/home.html>.

- 9/30/2015** **Invite all SC2 cities to participate in peer networking activities facilitated through the NRN.**
Achieved in June 2015. All SC2 cities were invited to participate in a peer convening hosted by the NRN in June 2015, with 95 percent of SC2 cities attending.
- 11/31/2015** **Share briefs on local and federal best practices with relevant federal partners.**
Achieved as of this publication.
- 3/31/2016** **Complete the second SC2 Annual Report.**
- 3/31/2016** **Complete an exit strategy report for each SC2 city with an engagement end date in FY16.**
- 3/30/2017** **Perform 25 SC2 NRN on-the-ground capacity assessments.**
- 6/30/2017** **Complete comprehensive evaluation of NRN grant.**
- 9/30/2017** **Complete 15 SC2 NRN technical assistance engagements with eligible communities.**

Measuring Our Progress

To track our progress towards this objective, HUD will track the following performance indicators:²¹²

- ▶ **Amount of existing federal funds more effectively utilized due to technical assistance and capacity building²¹³**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	\$66.7 million	N/A	\$50 million	TBD

- ▶ **Number of best practices adopted by SC2 cities²¹⁴**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	32	N/A	20	TBD

- ▶ **Number of new local partnerships formed as a result of an SC2 intervention**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	289	N/A	220	TBD

²¹² All of the performance indicators for this program are new and will first report in FY 2016. Therefore, there is no data to report for prior years and no baseline to establish FY 2015-16 targets for the indicators.

²¹³ This measure includes federal expenditures that fall into the following categories: (1) SC2 intervention significantly improved the pace of the specific federal expenditure; (2) SC2 intervention improved the quality of how the resources were being spent, deployed, or otherwise used; (3) SC2 intervention helped the City identify old, unspent/inactive federal dollars that were on the books and as a result the City re-purposed them; (4) SC2 intervention prevented an existing grant from being recaptured or otherwise repurposed; (5) SC2 intervention helped to leverage or access TA that otherwise was not being delivered and was at risk of not being identified by the City, which subsequently helped the grant in one of the four ways above.

²¹⁴ A best practice is adopted when city staff institute a new operation or policy due to the work of the SC2 Team Lead.

SUSTAINABLE COMMUNITIES INITIATIVE²¹⁵

STRATEGY

The Sustainable Communities Initiative (SCI) provided planning grants, technical assistance, and support for implementation projects to regional organizations and municipalities to plan infrastructure and housing investments that promote economic growth, reduce transportation inefficiencies, and promote environmental quality. HUD's Office of Economic Resilience (OER) administering SCI grants, which engaged stakeholders and leveraged public and private investments to make neighborhoods more prosperous enhance economic competitiveness and resilience, and saved households and businesses time and money on transportation. These grants remain a key element of the HUD, Department of Transportation (DOT), and Environmental Protection Agency (EPA) Partnership for Sustainable Communities.

LEADING THIS OBJECTIVE

Danielle Arigoni

Acting Director

Office of Economic Resilience

FY 2015 APR PROGRESS UPDATE

FY 2015 saw the conclusion of funding for the second and final cohort of Sustainable Communities grantees. With the close of that work come several significant milestones achieved: more than 80,000 stakeholders engaged, 3,500 organizational partnerships forged, 500+ formalized planning documents created, and 74 regions with systemic analyses of the barriers to access to opportunity that became the pilot efforts of the new Affirmatively Furthering Fair Housing rule (known as the Fair Housing Equity Analysis). Of the 56 active grants during FY 2015, 52 have been closed-out (four grants received extensions to their period of performance and remain active, slated for closeout in FY 2016). In addition to the formal adoption of several SCI-funded plans, many received national awards for planning excellence. To date, more than 30 documented state and national planning awards have been conferred upon SCI grantees.

Major Milestones

The Sustainable Communities Initiative (SCI)

5/31/2015 **Publish Deliverables from Sustainable Community Capacity Building Intermediaries.** Select publications, tools, and other resources from four years of Capacity Building Intermediary grants will be posted online for public use, along with other Best Practices for Achieving Resilient, Sustainable Communities via the HUD Exchange website.

Achieved as of this publication. Over 300 selected deliverables have been posted to HUD Exchange.

²¹⁵ The SCI grant program concluded at the end of FY 2015.

Measuring Our Progress

To track our progress towards this objective, HUD will track the following performance indicators:²¹⁶

- ▶ **Annual local match contribution for SCI grants²¹⁷**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target
No Data	No Data	No Data	\$30 million

- ▶ **Annual match rate for SCI grants (\$ local expenditures / \$ federal expenditures)**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target
No Data	No Data	No Data	60%

- ▶ **Percentage of closed-out grantees whose SCI-funded local and regional plans were adopted for implementation by a local governing body²¹⁸**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target
No Data	41%	No Data	36%

- ▶ **Number of regulatory reforms adopted as a result of HUD investments in sustainable community planning²¹⁹**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target
No Data	101	No Data	15

- ▶ **Number of communities that aligned their HUD SCI plans with Federal EDA Community Economic Development Strategy (CEDS) plans for economic resilience²²⁰**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target
No Data	7	14	13

²¹⁶ The FY 2015 closing cohort will complete their reporting in December 2015. HUD anticipates releasing the data in the Spring 2016.

²¹⁷ Replaces "Leveraged investments secured as a result of sustainable community planning" cumulative matching indicator. SCI has switched from cumulative reporting to annual reporting as a best practice. This revised indicator will not track matching funds beyond FY 2015 as the final cohort of SCI grants will close-out near the end of FY 2015. No local match contributions will be made in FY 2016 and beyond. For the purposes of this report, this indicator will provide historic data through FY 2015.

²¹⁸ Replaces "Number of plans adopted as a result of HUD investments in sustainable community planning" indicator. HUD determined that this new indicator more accurately reflects grantee success than raw plan adoption numbers.

²¹⁹ Targets and actuals updated from cumulative to annual reporting.

²²⁰ Updated indicator from "Number of communities that developed or improved plans for economic resilience" to reflect annual reporting and make more descriptive.

Achieving Operational Excellence: Management Objectives

In order for HUD to achieve its program goals, HUD's operations must be efficient and effective and must serve customer needs. HUD plans to achieve operational excellence by improving planning, processes, accountability, and transparency, and also by developing and using customer feedback mechanisms.

For information on HUD's response to Office of the Inspector General (OIG) Report on Management and Performance Challenges and the Government Accountability Office (GAO) High Risk list, see HUD's 2015 Agency Financial Report.

Acquisitions Objective: Improve HUD's acquisitions performance through early collaborative planning and enhanced utilization of acquisition tools.

Departmental Clearance: Reduce the time and complexity of the clearance process by establishing and enforcing clear protocols for drafting and reviewing documents placed in departmental clearance.

Equal Employment Opportunity Objective: Promote a diverse and inclusive work environment that is free of discrimination and harassment by educating the workforce on the overall Equal Employment Opportunity (EEO) process and their EEO responsibilities as managers and employees of HUD.

Financial Management Objective: Increase accuracy, speed, transparency, and accountability in financial management and budgeting for the agency.

Grants Management Objective: Make the grants management process more efficient and effective by automating and streamlining processes, improving timeliness, and tracking performance.

Human Capital Objective: Employ, develop, and foster a collaborative, high-performing workforce that is capable of continuing to deliver HUD's mission in a changing and uncertain future.

Information Management Objective: Make high-quality data available to those who need it, when they need it, where they need it, to support decision-making in furtherance of HUD's mission.

Organizational Structure Objective: Reduce the cost of leased space, utilities, travel, and other related costs by adapting our business processes.

Management Objective: Acquisitions

Improve HUD's acquisitions performance through early collaborative planning and enhanced utilization of acquisition tools.

OVERVIEW

The Office of the Chief Procurement Officer (OCPO) is responsible for all HUD procurement and procurement-related activities. The acquisition process can be lengthy, partially due to necessary compliance with statutes, policies and procedures. OCPO sees an opportunity to streamline the acquisition process and increase customer satisfaction through a dedicated expert contract oversight workforce; enhanced utilization of available acquisition tools; improved and continued early collaboration in executing plans; routinely assessing its acquisition portfolio in accordance with strategic plans associated with category management, strategic sourcing, shared services and quality standards; optimizing the use of acquisition strategies; and enhanced accountability for successful outcomes through performance metrics.

In this challenging economic environment, OCPO also seeks to maximize the value of every taxpayer dollar and ensure opportunities for small businesses. To accomplish this, OCPO is committed to using internal and external acquisition vehicles specifically established to leverage HUD's and the government's buying power, maximize opportunities for small business, and increase the successful outcomes of acquisitions for the best prices possible.

STRATEGIES

- ▶ **Streamline the acquisition process.** The major concepts associated with the streamlining initiative are the improvement of HUD's acquisition oversight and program/project management workforce, utilization of category management to gain efficiencies through consolidation or strategic sourcing, strategic leveraging of shared service providers, and realignment of the OCPO workforce accordingly.
- ▶ **Transition HUD's collateral duty Government Technical Representative (GTR)** workforce to full-time Contracting Officer Representatives (CORs) with focused contract requirements development and oversight. This will require professionalization of the COR job series under a standardized position description, a new suite of COR tools such as a COR Survival Kit and the Acquisition Requirements Roadmap Tool, SMART performance standards, and extensive training, resulting in streamlined pre-award and post-award acquisition processes. Implementation is expected to begin in FY 2016 and continue for at least two years.
- ▶ **Improve program and project management** through a cohort training program that streamlines the achievement of certifications and knowledge for this critical role within acquisitions. This will allow HUD to target limited training dollars to grow the knowledge base in this area.
- ▶ **Continue to improve the contracting workforce** through the use of skill gap analysis, training plans to fill gaps, and enhanced performance accountability through the use of established performance metrics.

- ▶ **Continue to implement a risk-based approach in procurement processing.** OCPO has partnered with HUD's Office of General Counsel to determine minimum quality standards for solicitations and intends to develop similar standards for technical evaluations and awards.
- ▶ **Increase opportunities for small business.** OCPO will improve HUD's small business opportunities through enhanced market research and early collaborative planning. OCPO and the Office of Small and Disadvantaged Business Utilization (OSDBU) will develop acquisition tools and procedures to enhance market research fostering identification of a broader base of small businesses with core disciplines consistent with HUD's mission. These tools will be taught to the acquisition workforce via instruction, simulation, case studies, and experiential sharing.
- ▶ **Optimize the use of acquisition strategies.** OCPO will develop strategic methodologies for determining the best acquisition approach as a result of category management. Best acquisition approaches may entail internal processing, shared service providers, consolidation, or strategic sourcing. Strategies will be flexible but based upon fundamental characteristics to arrive at rapid decisions during the annual strategic acquisition planning process.

LEADING THIS OBJECTIVE

Keith Surber

Acting Chief Procurement Officer

Office of the Chief Procurement Officer

FY 2015 APR PROGRESS UPDATE

HUD is designating the Acquisitions objective as a focus area for improvement. In FY 2015, 24 percent of requisitions were released by their target release date. CPO has introduced performance metrics at the senior executive level to ensure these tasks are given the priority needed. While the department still plans to create a new job series and position of the Contracting Officer Representative to overhaul the role of program office personnel in the acquisition process, these efforts have been delayed as the Deputy Secretary and CPO evaluate impacts and implementation strategies for the FY 2017 budget. Additionally, as the Department's acquisitions management IT system is being transitioned to a shared service provider, HUD needs to reevaluate the metrics that will be available for continued tracking.

Major Milestones

- 9/30/2016** **Develop and implement a means to measure the quality of acquisitions at various pain points in the acquisition process.** OCPO will launch this effort in FY 2016. OCPO will work to improve the timeliness and quality of acquisitions through training, implementation of best practices, creation of additional templates, sharing of lessons learned, and development of an organizational structure conducive to strategic sourcing, teamwork, and new performance metrics in Senior Executive performance elements.
- 9/30/2017²²¹** **Implement new streamlined acquisitions process, including establishment of Contracting Officer Representative position.** OCPO will work to professionalize the COR job series and program at HUD in order to remove ambiguities created by our current practice, align HUD with the rest of the Federal Government, and allow for all stakeholders to participate in performance management of CORs.

Measuring Our Progress

To track our progress towards this objective, HUD will monitor the following performance indicators.

- ▶ **Percentage of requisitions released by the target requisition release date (by Program Office)**
Improve customers' timely submission of acquisition requirements by the agreed-upon planned target requisition release date.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
35%	31%	24%	59%	30% ²²²	45%

- ▶ **Percentage of awards meeting target award date (by the Office of the Chief Procurement Officer)** This indicator will track the percentage of awards that are made by the agreed-upon target award date, for actions released by the target requisition release date.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
55%	87%	58%	79%	60% ²²³	70%

- ▶ **Total number of days to contract award, by acquisition strategy**
This indicator will track the total number of days to award procurement, categorized by each of the main acquisition strategies used to make the award.

²²¹ The milestone date was changed from 9/30/2016 to 9/30/2017 because of a reprioritization of management goals resulting in a multiyear, phased approach.

²²² The FY 2016 target was adjusted from 50 percent to 30 percent based on the FY 2015 actual.

²²³ The FY 2016 target has been adjusted from 85 percent to 60 percent to pace with the FY 2015 actual.

²²⁴ The 8a Set Aside Sole Source is now captured within Sole Source Negotiated. The target FY 2016 was reduced by a count of 15 days for 8a Set Aside Sole Source (from 60 to 45 days) and by 30 days Sole Source Negotiated (from 75 to 45 days).

Acquisition Strategy	FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
8a Set Aside Sole Source	96	65	NA	60 ²²⁴	N/A	N/A
Full and Open Competition/ Competitive Set Aside	168	288	199	210	210	210
Interagency Agreement	34	40	57	30	30	30
Modification: Option	37	27	24	30	30	30
Sole Source Negotiated	53	68	81	75	45	45
Task Order Competitive – HUD	97	27	83	45	45	45
Task Order Competitive – GSA	156	74	112	120	120	120
Task Order Non-Competitive Negotiated	59	44	64	30	45	45
Task Order Non-Competitive Pre-priced	34	56	164	30	30	30

Management Objective: Departmental Clearance

Reduce the time and complexity of the clearance process by establishing and enforcing clear protocols for drafting and reviewing documents placed in departmental clearance.

OVERVIEW

Departmental clearance of policy documents to be publicly issued by HUD is a necessary and important step prior to public issuance. The objective of departmental clearance is to ensure requisite agreement by applicable HUD leadership on the subject matter and content of the policy, and involves review by HUD offices with expertise, policy or legal, with the subject matter of the policy and is further undertaken to ensure no conflict with other HUD policy or Administration policy. Certain offices, such as the Office of General Counsel (OGC) and the Office of the Chief Financial Officer (OCFO) are tasked with reviewing every office in departmental clearance. For some significant policy documents, submission of the document for departmental clearance is the first time that key HUD policy and support offices such as OGC and OCFO are seeing these documents. The volume of documents HUD places into departmental clearance (documents that consist of not only rules, but policy notices issued by the program offices, HUD handbook and guidebooks) is high, and the volume of documents and unfamiliarity with their content, contribute to the slowness of the departmental clearance process. Additionally, the absence of collaboration with key HUD offices can result in a lengthy clearance process if major disagreements exist. There are also less significant policy documents that only need abbreviated review which go through the full clearance process unnecessarily.

To address these challenges, HUD has established guidelines for development of significant policy documents that include a preclearance process and protocols for clearance of these documents. HUD has also established guidelines designed to institute a significant reduction or no clearance of routine or less significant policy documents.

STRATEGIES

- ▶ **Establish guidelines for development of pre-clearance process.** The purposes of preclearance collaboration and review are to begin to develop a written record of the need for rulemaking or guidance, to define the requirements for the rule or guidance, identify risks, begin to develop implementation strategies, and identify stakeholders outside of HUD. Protocols that have been issued clarify that the preclearance process is for significant policy documents, such as documents that implement new law (e.g., the Violence Against Women Reauthorization, 2013, defining Qualified Mortgages for HUD, or new Notices of Funding Availability (NOFAs) or changes to longstanding HUD policies and practices such as Affirmatively Furthering Fair Housing. With respect to the clearance process itself, the review time will be tailored dependent upon whether the clearance item presents new significant policy or legal mandates. Such items will go through full clearance, with a goal of completing review in two weeks. Clearance items not falling into this category will go through an abbreviated and limited review process.

- ▶ **Ensure transparency by utilizing a department-wide clearance calendar.** The clearance calendar allows everyone within HUD to see the current version of a document in clearance, all clearance comments and resolutions, and the context, major issues, and priorities for each document. By increasing use of the clearance calendar, the clearance process will be much more transparent. This will also provide an electronic record of the time taken for a document to go through clearance.

LEADING THIS OBJECTIVE

Helen Kanovsky
General Counsel
 Office of General Counsel

FY 2015 APR PROGRESS UPDATE

In FY 2015 75 percent of documents completed the clearance process by the deadline.

Major Milestones

None.

Measuring Our Progress

To track our progress towards this objective, HUD will monitor the following key performance indicator.

- ▶ **Percentage of documents that complete the clearance process within one month of the deadline**
 HUD will monitor percentage of documents that complete clearance review within one month of the clearance deadline.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	75%	80%	N/A	N/A

Management Objective: Equal Employment Opportunity

Promote a diverse and inclusive work environment that is free of discrimination and harassment by educating the workforce on the overall Equal Employment Opportunity (EEO) process and their EEO responsibilities as managers and employees of HUD.

OVERVIEW

The Office of Departmental Equal Employment Opportunity (ODEEO) is responsible for ensuring the enforcement of federal laws relating to the elimination of all forms of discrimination in the Department's employment practices and to ensure equal employment opportunity (EEO). ODEEO promotes diversity, fosters a workplace culture that respects differences, and empowers the full and fair participation of all employees in all aspects of HUD work life. Additionally, ODEEO is responsible for leading the Department's efforts to proactively prevent unlawful discrimination. ODEEO also seeks to foster an agency culture in which disputes are resolved at the lowest possible level and before a formal complaint is filed.

ODEEO will continue to offer training to the HUD workforce on the EEO process and the responsibilities of the workforce regarding Equal Employment Opportunity and serve as a resource to the program office leadership by providing direction, guidance, and monitoring of key activities to ensure the successful implementation of the principles of EEO throughout the Department.

STRATEGIES

- ▶ **Maximize EEO training opportunities for all HUD employees.** ODEEO will make quarterly training programs, workshops, and online training courses on the EEO process available to the entire HUD workforce and provide an overview of the EEO process to new employees during their orientation sessions. ODEEO will incorporate mandatory EEO training for all employees, supervisors, managers, and executives on the fundamental competencies of effective leadership through our core values.
- ▶ **Establish HUD as a model EEO program.** ODEEO will work with the unions to integrate EEO principles into all non-supervisory employees performance standard and establish an EEO performance standard for all supervisory employees to demonstrate commitment from agency leadership. ODEEO will promote the use of Alternate Dispute Resolution throughout the Department.
- ▶ **Proactively track EEO data in order to identify and address EEO issues.** ODEEO will provide direction, guidance, and monitoring of key activities on a quarterly basis to ensure the successful implementation of the principles of EEO in the program areas. ODEEO will conduct trend analysis to identify potential areas of concern throughout the Department and develop plans to address any identified concerns.

LEADING THIS OBJECTIVE

John Benison

Director

Office of Equal Employment Opportunity

FY 2015 APR PROGRESS UPDATE

The Office of Departmental Equal Employment Opportunity (ODEEO) significantly exceeded the fiscal year 2015 target and fiscal year actual for the number of pre-complaint resolutions occurring through the Alternate Dispute Resolution (ADR) target over FY 2014. ODEEO partnered with OCIO to obtain dedicated video teleconferencing (VTC) capabilities to strengthen the infrastructure needed to increase the number of ADR conferences and EEO training/educational offerings. In addition, ODEEO partnered with OCIO to acquire the e-file cloud based system (I-complaints) to reinforce the infrastructure needed to establish HUD as a model EEO Program. A phased approach will allow our stakeholders to proactively track respective EEO data, as well as leverage the efficiency of paperless processing. ODEEO additionally completed performance elements.

Major Milestones

- 6/30/2016²²⁵** **IT integration of ODEEO cloud based system with current HUD IT infrastructure.** The new service delivery model will include the implementation of an end-to-end paperless system for initiating a complaint through resolution.
- 6/30/2016** **Completion of agency-wide phased e-file education to program offices.** Agency-wide stakeholder training on the e-file as well as the education of the implementation of the new Service Delivery Model began 6/30/2015. The training focuses on customer service and counseling rather than complaint processing in addition to reducing overall workplace conflict. The new service delivery model was approved in October 2014. ODEEO intends to establish memorandums of understanding to ensure that new employee, new supervisory, refresher supervisory and SES trainings include the "Building a Model EEO Program training" to change the culture.
- 3/31/2017** **Data management and dashboard module.** The acquisition of this module enables EEO to create executive management dashboards, increase workload, data and trend analysis as well as identify clearer metrics on outcomes of filings (breaking out settlements cases won and dismissed). The module will enable to identify potential areas of concern throughout the Department as well as develop plans to address identified concerns. Deployment, education, and change management training are anticipated to take place in second quarter of FY 2017.

Measuring Our Progress

- ▶ **Number of pre-complaint resolutions occurring through the Alternate Dispute Resolution process**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data ²²⁶	2	47	16 ²²⁷	55	60

²²⁵This milestone has been updated to reflect a more clear understanding of the IT development requirements, and the date was changed from March 31, 2015 due to challenges in identifying funding and securing contract support.

²²⁶Data on mediations was not adequately captured in 2013 due to challenges with the e-tracking system that have now been addressed.

²²⁷This target was adjusted upward from 3 midyear to reflect higher than expected volume.

► **Number of complaint filings per fiscal year**

HUD will seek to reduce the number of complaint filings per fiscal year on the basis of reprisal resulting in a hostile working environment.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
88	79	80 ²²⁸	67	72	65

²²⁸ The number of complaint filings was influenced largely by reorganizations and field office closures which were not anticipated when the FY 2015 target was originally set. As a result, we have adjusted the FY 2016 target upward as well.

Management Objective: Financial Management

Increase accuracy, speed, transparency, and accountability in financial management and budgeting for the agency.

OVERVIEW

HUD's legacy core financial systems have been a source of audit findings for many years. The systems have limited functionality and are difficult to maintain properly, which increases the risk of failure. Moreover, the budget process requires greater transparency and greater understanding among appropriate staff of the appropriate budget formulation and execution requirements and methods. Further, HUD's internal control processes need to be improved. Additionally, there is a low level of confidence in the financial assistance/grants obligation and expenditure information currently reported to USASpending.gov.

The Office of the Chief Financial Officer (OCFO) plans to improve internal controls on financial management by reducing significant deficiencies and eliminating material weaknesses across the department. HUD will also improve the reliability of the financial accounting systems. HUD is also working to improve the budget processes and procedures to increase transparency, and ensure appropriate training in budgetary requirements. Lastly, HUD will implement the requirements of the Data Act of 2014 to make federal assistance/grants spending data more accessible, searchable, and reliable.

STRATEGIES

- ▶ **Improve internal controls.** OCFO will improve internal controls on financial management by leading cross-agency initiatives to resolve material weaknesses and significant deficiencies and work with the Office of the Inspector General (OIG) to agree on appropriate solutions. A strategic review of financial management and budget within the Department will be performed to tighten the connection between programs and OCFO to optimize its structure.
- ▶ **Improve the reliability of the financial accounting systems.** OCFO has made a great leap forward in moving to a shared service for HUD's General Ledger, and will continue work to replace legacy financial accounting systems to improve viability, reliability, and reporting. The new financial accounting system will:
 - Improve functionality by providing timely, accurate financial information and greater flexibility in creating customized reports for end-users.
 - Provide financial information and analytical capability to complete analysis to measure the effectiveness and efficiency of program outputs and outcomes.
- ▶ **Improve the budget process.** OCFO is working to improve this process by implementing necessary system and process improvements to improve efficiency, transparency and communications; coordinating with stakeholders to strengthen and streamline budget formulation and execution policies and procedures; and working to build stronger understanding of budget requirements and timelines among HUD personnel to support informed leadership and management decisions.

- ▶ **Improve the reliability of financial assistance/grants data reported to USASpending.gov.** HUD will require a coordinated and integrated approach (including CFO; CIO; CPO; PDR; OSPM; Program Offices) to position the department to meet the statutory deadlines and foster the strategic vision necessary for efficient collection, exchange, and utilization of financial and programmatic information. CIO, PDR, and program offices must ensure that any initiatives addressing the collection, exchange, and utilization of programmatic financial assistance data is in collaboration with and not in conflict with the Data Act requirements and HUD's Data Act implementation efforts.

LEADING THIS OBJECTIVE

Joseph Hungate

Deputy Chief Financial Officer

Office of the Chief Financial Officer

FY 2015 APR PROGRESS UPDATE

The Department has succeeded in going live with both the Concur module (October 1, 2014) and the updated WebTA module (February 8, 2015) in the New Core Financial Management System in conjunction with the Bureau of Fiscal Service. In August 2015, the Department, the Office of Management and Budget, and Treasury gave approval to move the General Ledger to Treasury's shared service provider as of October 1, 2015. Throughout 2015, the Department made several changes to the budget process to improve transparency and support informed management and leadership decisions, including establishing quarterly management reviews, and building mechanisms to improve communication and processes, in coordination with program offices.

Major Milestones

- 2/29/2016** **Initial execution of a virtual data layer for the DATA Act.** This phase will require HUD to implement the broker iteratively as this includes mapping of data from agency schema to the DATA Act schema.
- 9/30/2017²²⁹** **Resolve HUD's material weakness and significant deficiencies.** Resolve pertinent material weaknesses to move towards restoring OIG's audit of HUD's financial statements to an unqualified audit opinion. After closing three material weaknesses in 2015, CFO has nine material weaknesses, with the last identified in early 2016. HUD is pursuing a phased approach to attaining an unqualified audit opinion reflecting that several findings will involve a multi-year effort to achieve full success. The Department is now engaged in the FY 2015 audit and the results of the audit will clarify outstanding issues and serve as the platform for determining the specific actions and timeframe to eliminate all material weaknesses.

Measuring Our Progress

To track our progress towards this objective, HUD will monitor the following performance indicators.

²²⁹ The target date for this milestone was moved from 9/30/2015 to 9/30/2016 after unsuccessful resolution of the audit findings.

► **Reduce significantly overdue audit recommendations²³⁰**

HUD will seek to reduce the percentage of actions to resolve OIG audit findings that are delayed in execution.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	45%	N/A	50% reduction from FY15 ²³¹	20% reduction from FY16

► **Percentage of timely management decisions²³²**

HUD will maintain percentage of timely management decisions (agreed upon action plans to resolve audit findings) that are established by the prescribed OIG timeline.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	No Data	97%	N/A	95% ²³²	95%

²³⁰ This performance indicator will first report in the *FY 2015 Agency Performance Report/ FY 2017 Agency Performance Plan*.

²³¹ At the start of FY 2016 CFO began with 451 significantly overdue audit recommendations. The target for FY 2016 will approximate 225 for the end of the fiscal year. This has some level of flexibility as it is unclear if additions will occur to this category within FY 2016.

²³² This performance indicator will first report in the *FY 2015 Agency Performance Report/ FY 2017 Agency Performance Plan*.

²³³ While the actual was exceeded in FY 2015 for this FY 2016 target, HUD believes that 95% is an appropriate target that will allow the management of quality and timely responses.

Management Objective: Grants Management

Make the grants management process more efficient and effective by automating and streamlining processes, improving timeliness, and tracking performance.

OVERVIEW

HUD's management and oversight of grants can be more effective and efficient at a number of points over the grant lifecycle. This is the result of a number of conditions: decentralized responsibilities and unclear authorities, a lack of policy and process standardization across program offices, the existence of a multitude of grant-related IT systems for identical or similar tasks, the lack of enterprise grantee performance indicators, and minimal, centralized oversight of program operations.

To address these challenges, HUD will develop an enterprise performance reporting capability for the Department's discretionary grants, standardize and strengthen oversight of grant-related policies and processes, improve programmatic oversight of grant programs for compliance and performance, and align and optimize grant-related IT systems agency wide.

STRATEGIES

- ▶ **Streamline the grants management process.** HUD will strengthen and align enterprise-wide grants management responsibilities, policies, processes, and IT systems.
- ▶ **Reduce the amount of time it takes to get funds to grantees.** HUD will assure the alignment of HUD's policies and processes and the optimization of IT systems result in decreasing the time it takes to get funds to grantees.
- ▶ **Develop a comprehensive, standardized performance reporting capability.** HUD will evaluate, align, improve, and consolidate grantee performance information to inform agency decision-making and improve outcomes.

LEADING THIS OBJECTIVE

Henry Hensley

Performance Improvement Officer
Office of Strategic Planning and Management

Rajeev Sharma

Enterprise Architecture Director
Office of the Chief Information Officer

Cliff Taffet

General Deputy Assistant Secretary
Office of Community Planning and Development

FY 2015 APR PROGRESS UPDATE

HUD is maintaining reductions in the amount of time to award grants during the second year of implementation of the GrantSolutions shared service from HHS. HUD implemented a policy change to begin the process of releasing Notices of Funding Availability (NOFA) earlier. The Department has begun efforts to realign and consolidate performance data indicators for all competitive grants and is gathering input and refining based on internal feedback. Additionally, the Department continues the expansion of GrantSolutions to automate and standardize the pre-award and post-award grants management processes across discretionary programs.

Major Milestones

- 11/1/2015** **Complete analysis for optimization of grant related IT systems.** HUD will make associated recommendations for system consolidation and/or migration based on analysis
- Achieved as of this publication.* The Department has decided to expand use of GrantSolutions (HHS Grants Center of Excellence shared service) for all competitive grant programs that use grants.gov for application submission. OCIO has established a working group to identify next steps in grants management modernization across the Department. While these efforts to improve competitive grants processing and performance management are separate from the broader HUD effort to modernize grants management and move away from legacy financial and program management systems, these efforts share the same goals and are aligned; improvements in competitive grants management will be incorporated into the larger grants modernization efforts.
- 4/30/2016²³⁴** **Realign and consolidate performance data elements for enterprise performance reporting for discretionary grants.** HUD will standardize performance indicators, data elements, and reporting across discretionary grant programs.
- 7/30/2016** **Implement grants management pilot leveraging shared services software solution for electronic processing of competitive grant awards.**
- 10/31/2016** **Implement an enterprise performance reporting capability pilot for competitive grants.** HUD will launch proof of concept pilot leveraging shared services software solution for electronic collection of de-identified record-level data from approximately 2,000 competitive grants.

²³⁴ OMB approval of Information Collection Request in compliance Paperwork Reduction Act is expected in April 2016 based on publication of 60-day Federal Register Notice on September 1, 2015.

Measuring Our Progress

To track our progress towards this objective, HUD will monitor the following performance indicator.

► **Notice of Funding Availability (NOFA) timeliness**

Number of days from submission of NOFA into departmental clearance to obligation of funds.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
347	203	214 ²³⁵	207	210	210 ²³⁶

²³⁵ The FY 2015 actual is reflective of six FY 2015 NOFAs that were fully obligated as of December 31, 2015 out of the 24 total FY 2015 NOFAs. Most NOFAs began departmental clearance late in the fiscal year. For 2016 HUD has set a goal to obligate 75 percent of NOFAs within the fiscal year.

²³⁶ FY 2017 of Notice of Funding Availability will be published by March 31, 2016.

Management Objective: Human Capital

Employ, develop, and foster a collaborative, high-performing workforce that is capable of continuing to deliver HUD's mission in a changing and uncertain future.

OVERVIEW

HUD will employ, develop, and foster a collaborative, engaged, values-driven, and capable workforce by focusing our efforts on: 1) promoting greater leadership effectiveness, 2) enhancing employee engagement, 3) addressing performance results, and 4) improving human capital programs and processes.

HUD will build a more collaborative workforce, demonstrate our core values, and enhance our capabilities. By fulfilling its roles as a trusted strategic partner, a human capital compliance expert, and a human capital business partner for HUD's employees, the Office of the Chief Human Capital Officer (OCHCO) creates opportunity for HUD's workforce to be ready to achieve its mission of creating sustainable, inclusive communities and quality, affordable homes for all.

STRATEGIES

- ▶ **Promote greater leadership effectiveness.** HUD will increase the leadership pipeline to address attrition with emphasis on developing competencies.
- ▶ **Continue to develop mission critical occupational competencies.** HUD will continue to enhance the development of competencies and skills of our mission critical occupational groups necessary to address departmental mission imperatives.
- ▶ **Deploy streamline hiring process.** HUD will continue to deploy its streamlined hiring process to enhance the efficiency and effectiveness of HUD's hiring process.
- ▶ **Enhance employee engagement.** Results from the 2015 Employee Viewpoint Survey (EVS) identified an increase in the Department's standing. HUD will continue developing and enhancing its employee engagement strategies.
- ▶ **Human Capital Customer Satisfaction.** HUD will provide oversight of its Shared Service Provider to strengthen human capital products and services and resulting customer satisfaction.
- ▶ **Strategic Workforce and Succession Planning.** OCHCO will provide workforce data and analysis to assist senior executives and managers in planning and managing the workforce.

LEADING THIS OBJECTIVE

Towanda Brooks

Chief Human Capital Officer

Office of the Chief Human Capital Officer

FY 2015 APR PROGRESS UPDATE

Significant strides were made within the human capital management arena during FY 2015. OCHCO successfully completed all identified objectives: a strategic workforce and succession-planning tool was piloted; the Department-wide engagement strategy was developed and deployed leading to best in govern-

ment improvements; and the Succession Plan for 2015-2018 was completed, which included direction for program offices and identification of mission-critical and high-risk/high-impact positions for development of technical and managerial competencies. HUD's EVS Engagement index increased to 62 percent in FY 2015, up from 57 percent in FY 2014. OCHCO also coordinated efforts agency-wide to establish engagement strategies for each office, based on EVS scores and feedback from employees and managers.

Major Milestones

- 5/30/2015** **Develop an Engagement Strategy to strengthen employee engagement and organizational performance.** HUD will collaborate within the agency and across the federal government to improve employee morale and increase mission success. This strategy will include: a comprehensive review of the HUD's EVS data, gathering input from employees at all levels, using innovative tools to set targets and identify actions, implement agreed upon actions, and review progress.
- Achieved as of this publication.* The Department engaged in a comprehensive process in 2015 that led the Department being named the "Most Improved Mid-sized Agency" by the Partnership for Public Service. Responsibility for engagement strategies have been delegated to program offices, with oversight by the CHCO in her role as Senior Accountable Official for Engagement. Each office developed and executed a plan based on their 2014 data, and every office saw an increase in their 2015 engagement.
- 5/30/2015** **Produce a summary report compiling the collection of information on departmental high impact positions and roles,** the key technical and managerial competencies of high impact positions and roles, and bench strength readiness to inform the development of the Department's Succession Plan. The report will also include an evaluation of lessons learned from the pilot succession planning tool and incorporate best practices into the development of a departmental module for workforce and succession planning.
- Achieved as of this publication.* OCHCO completed its summary report, which included lessons learned to inform the development of the Department's succession plan.
- 6/30/2015** **Publish a departmental succession plan and guide** aligned with HUD's Strategic Plan, Human Capital Strategic Plan, and Strategic Workforce Plan, which includes guidelines for identifying high-impact positions, establishing potential successor pools in program offices, and engaging in professional development activities for potential successors.
- Achieved as of this publication.* The Department published its Strategic Workforce and Succession Plan October 2015. The plan aligned with the HUD Strategic Plan, the Human Capital Strategic Plan, and the Strategic Workforce and Succession Plan.

- 11/30/2015** **Finalize development of a succession-planning tool.** HUD will conduct training for program office leadership and managers on the Succession Plan and succession planning tool to identify high-impact positions and roles within HUD offices, projections of vacancy risks, and the development of potential successor pools. HUD will track and report the percentage of high-impact positions with potential successor pools.
- Achieved as of this publication.* The Strategic Workforce and succession planning tool was finalized on 9/30/2015 and deployed as a pilot for OCHCO managers/supervisors. The pilot focused on the HR Specialist GS-O201 series, a Federal-wide Mission-Critical Occupation (MCO). After deployment OCHCO designed and developed Organizational Change Management activities/tools and supplemental learning aids. OCHCO managers/supervisors attended a change management overview session and inCompass system training on the tool. Phase deployment of other MCO's will be initiated FY 2016.
- 2/1/2016** **Launch Hiring Excellence Campaign to educate and support hiring officials and applicants.**
- 3/1/2016** **Conduct quality improvement project with the hiring process.**
- 3/15/2016** **Conduct human capital customer satisfaction survey of transactional products and services.**
- 3/15/2016** **Update the Department and program offices' employee engagement strategy.**

Measuring Our Progress²³⁷

To track our progress towards this objective, HUD will monitor the following performance indicators.

▶ **Promote greater leadership effectiveness²³⁸**

	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
Retention rate of supervisors/managers	89.9%	91.3%	N/A	93.2%	95.1%
Number of management training completions	1,778	2,148	N/A	2,685	3,356
Number of workshops, seminars, and trainings for leaders, managers, and supervisors	35	40	N/A	50	63

²³⁷ With the exception of the Employee Viewpoint Survey engagement index and the human capital customer satisfaction scores metrics, these are all new metrics appearing for the first time in this Annual Performance Plan. The metric found in the FY 2016 Annual Performance Plan on "Percentage of high impact positions and roles with an identified pool of potential successors" has been removed to reflect the Office of the Chief Human Capital Officer's focus on a broader set of metrics in addition to the existing milestones on succession planning.

²³⁸ All performance indicators in this category will first report in the FY 2015 Agency Performance Report/ FY 2017 Agency Performance Plan.

► Enhance employee engagement

	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
Employee Viewpoint Survey engagement index	57	62	59	64 ²³⁹	66
Percent of offices with engagement plans ²⁴⁰	100	100	N/A	100	100
Percent of activities on engagement plans complete ²⁴¹	100	63	N/A	75	75

► Human capital customer satisfaction

FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
46.7	47.8	51.7	48.9 ²⁴²	50.0

²³⁹ The Office of Management and Budget has set a federal wide target of 2 points/year increase.

²⁴⁰ This performance indicator will first report in FY 2016.

²⁴¹ This performance indicator will first report in FY 2016.

²⁴² The FY 2016 target has been changed from a 5% increase over the FY 2015 actual to a 1.1% increase to match the same increase seen from FY 2014 to FY 2015.

Management Objective: Information Management

Make high-quality data available to those who need it, when they need it, where they need it, to support decision-making in furtherance of HUD's mission.

OVERVIEW

HUD is continuing to make strides toward improving the reliability, accessibility, and quality of its data. HUD has historically had a fragmented approach to technology adoption, which has led to multiple platforms and multiple services competing for resources. HUD also has faced challenges finding the right balance of contracting support and in-house expertise to manage the agency's data and systems effectively and affordably.

HUD aims to leverage these opportunities by enhancing the quality, availability, and delivery of HUD information to citizens, employees, business partners, and the government, while striving for excellence in IT management practices and governance to consolidate and streamline HUD's systems. In pairing enhanced technology and improved processes with a developing and strengthening workforce, the department expects to vastly broaden its ability to achieve current and future departmental goals.

STRATEGIES

- ▶ **Manage and develop HUD's IT workforce.** HUD will develop an IT human capital plan to guide the recruitment, retention, and skill development of staff. We identified the skills desired within our IT workforce and measured current gaps. OCIO is in the process of creating a development program targeting those competencies.
- ▶ **Deploy digital services, supported by a robust data governance structure.** HUD is now using new technologies to quickly and reliably gather and disseminate data and provide effective IT services to our staff and clients, including full compliance with Section 508 of the Rehabilitation Act of 1973 and the additional provision of reasonable accommodation as necessary. We are developing a data governance structure and data protocols that will ensure our data are accurate and authoritative. Data governance allows us to remove processes or data that are redundant or unnecessary.
- ▶ **Consolidate IT infrastructure.** HUD continues to consolidate the IT infrastructure with an emphasis on cloud solutions. This allows OCIO to reduce capital costs, achieve interoperability, increase collaboration among operating divisions, improve customer service, and provide a secure and trusted IT environment ensuring confidentiality, integrity, and availability of IT resources. Additionally, the cloud allows HUD to implement mobile capabilities and other innovative services.

LEADING THIS OBJECTIVE

Rafael Diaz

Chief Information Officer

Office of the Chief Information Officer

FY 2015 APR PROGRESS UPDATE

The Department made strides through a data governance working group to develop a strong data governance structure working toward master data management - including the initial HUD Data Model which was published in February. We also made significant IT infrastructure progress through the implementation of Office 365, the initiation of a new mobile devices pilot, and the establishment of a new enterprise solution for Customer Relationship Management (CRM). While the number of IT systems increased by 12 from FY 2014, the cost decreased by over \$22 million.

Major Milestones

- 9/30/2016** **Establish a continuous governance process** where OCIO Senior Leadership communicates regularly with Program and other CXO office's Senior Leadership
- 6/30/2016²⁴³** **Implement an IT Human Capital Plan.** HUD will implement a comprehensive plan to guide the recruitment, training, and retention of IT specialists, along with a long-term approach to strategically supplement in-house expertise with skilled contracting services.
- 7/31/2016** **Execute training strategy to close skills gap identified through the HUD Learn organization-wide skills assessment.**
- 9/1/2016²⁴⁴** **Establish baseline and roadmap for platform modernization and standardization.** Applications will be grouped by software platform and a roadmap established to move/combine/develop to a new standardized production environment.
- 12/31/2016** **Transition HUD data center** Transition the HUD data center from an outsourced contractor facility to a federal facility under a shared service interagency agreement.
- 6/30/2017²⁴⁵** **Operationalize Enterprise Data Management.** Fully implement an agency data model and supporting enterprise data warehouse. This objective is being realized through a multi-year, phased approach that includes: 1) progressive elaboration of a detailed enterprise logical model that includes robust data and business rule definitions, 2) development and definition of a set of HUD master data elements, 3) more robust governance during IT Investment Management and program gate review processes, and 4) implementation of enterprise data warehouse.

²⁴³ This target date was changed from 6/30/2015 because of prioritization of other IT projects.

²⁴⁴ This milestone is the combination of the previous milestone to increase the percent of platforms standardized by 9/1/2016 and establish a consolidated IT infrastructure by 6/30/2015. This milestone also supplants the metric on number of IT systems.

Measuring Our Progress

To track our progress towards this objective, HUD will monitor the following performance indicators.

▶ Number of IT systems

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
216	201	213	195	186	N/A

▶ Cost of IT systems (in millions)

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
\$107.08	\$103.40	\$80.90	\$98.20	\$76.86	5% reduction from FY16

▶ IT customer service satisfaction scores

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
No Data	84%	80%	87%	82% ²⁴⁶	84%

²⁴⁵ This milestone is the expansion of the previous milestone to develop and implement a data governance structure, it is extended by one year from the FY 2014 Agency Performance Report/ FY 2016 Agency Performance Plan date of 6/30/2016 and is intended to include Master Data Management.

²⁴⁶ This target is derived by adding 2 percent to the FY 2015 actual of 80 percent.

Management Objective: Organizational Structure

Reduce the cost of leased space, utilities, travel, and other related costs by adapting our business processes.

OVERVIEW

HUD is working to modernize its current office structure: to redefine the workplace as more than just an office, but rather the combination of people and information brought together by technology which allows work to be done at any appropriate location.

In order to measure our success in this endeavor, HUD intends to reduce the amount of space per employee and contractor. Ultimately, this will reduce the total dollars that we spend on leased space, building maintenance, utilities, travel, and other related costs. In order to achieve these efficiencies, HUD will work with the General Services Administration, consistent with section 3 of the Office of Management and Budget (OMB) Memorandum M-12-12, Promoting Efficient Spending to Support Agency Operations, to identify opportunities to reduce space through better use of technology and expanded use of external resources and partnerships.

Additionally, HUD could better meet our customers' needs by more appropriately distributing our workload and personnel by organizational unit. HUD will assess its current staff allocation, workload distribution, and community needs in order to align resources to better serve our customers. In this effort, our goal is not to save money at the expense of our customers, but rather to replace outdated business practices with new business models, ultimately producing greater efficiencies, saving money, establishing sustainable business models, and most importantly, better serving our customers.

STRATEGIES

- ▶ **Identify opportunities to reduce space through better use of industry existing best practices.** The General Services Administration (GSA) will lead an initiative to understand our work processes, ultimately resulting in a set of options to utilize existing best practices and change our work processes to reduce space.
- ▶ **Get our work in the right organizational unit.** With the ultimate goal of producing greater efficiencies and better serving our customers, HUD will take advantage of new business models, e.g. consolidating offices and leveraging external resources and partnerships.

LEADING THIS OBJECTIVE

Patricia Hoban-Moore

Chief Administrative Officer

Office of Administration

FY 2015 APR PROGRESS UPDATE

HUD is designating the Organizational Structure objective as a focus area for improvement. The Depart-

ment has seen an increase in dollars spent on leased space, building maintenance, utilities, travel, and other related costs. The Department is identifying opportunities to reduce space through better technology and is consolidating field offices from the Office of Multifamily Housing. The Department continues to partner with GSA to identify unneeded leased space.

Major Milestones

- 9/30/2015** HUD will reduce its footprint and increase lease savings via space realignments and office relocations.
*Achieved as of this publication.*²⁴⁷
- 3/31/2016**²⁴⁸ Identify opportunities to reduce space through better use of technology.
- 10/1/2017** HUD's Office of Multifamily Housing will consolidate from 52 field offices to 12 field offices.

Measuring Our Progress

To track our progress towards this objective, HUD will monitor the following performance indicators.

- ▶ **Amount of money spent on space and travel (in millions)**²⁴⁹
Total dollars spent on leased space, building maintenance, utilities, travel and other related costs.

	FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
Total	\$141.66	\$145.97	\$135.61	N/A	\$122.00	\$122.00
Space, maintenance, utilities	\$125.46	\$124.09	\$122.26	N/A	\$120.00	\$120.00
Travel	\$16.20	\$21.89	\$13.35	N/A	\$1.80	\$1.60

- ▶ **Space Utilization (in sq. ft.)**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target	FY17 Target
352	337	347	335	342	332 ²⁵⁰

²⁴⁷ During FY 2015, HUD was able to reduce space by 71,231 usable square feet, resulting in an annual rent cost avoidance of \$987K. This brings our total reductions since fiscal year 2012 to 181,170 usable square feet and \$4.5M in rent cost avoidance.

²⁴⁸ This date has changed from the *FY 2014 Agency Performance Report/ FY 2016 Agency Performance Plan* from 3/31/2015. GSA prepared and presented a feasibility study to reduce HUD's Headquarters space with increased use of systems furniture and improved technology. After reviewing the study the proposed project, as presented, was considered to be too costly. HUD is pursuing the less expensive options we have been using.

²⁴⁹ FY 2013 and FY 2014 totals have been adjusted from the *FY 2014 Agency Performance Report/ FY 2016 Agency Performance Plan* due to no longer including IT infrastructure costs in this metric.

²⁵⁰ Estimate assumes HUD retains same number of employees and contractors and completes projected space reductions.



SECTION THREE

Additional Information

EVALUATING OUR STRATEGIES AND MEASURING OUR PROGRESS

The Government Performance and Results Act (GPRA) Modernization Act of 2010 calls on agencies to use evaluation and research to identify evidence-based strategies for reaching intended objectives. HUD continuously conducts research and evaluation to develop strategies, improve performance, and inform budgetary allocations for greater cost-effectiveness. This Appendix summarizes recently completed and ongoing research and evaluations that are particularly informative for each of HUD's strategic goals.

Additionally, HUD conducts regular data-driven performance reviews—"HUDStat" meetings—which focus on quarterly progress toward achieving each of HUD's priority goals. The Secretary and senior leadership from throughout the agency, and sometimes from partner agencies, attend these meetings to address challenges, review metrics, improve internal and external collaboration, and strengthen performance. For each objective, the Department will link specific contributing programs through its participation in the Federal Program Inventory. Progress on achieving each of the strategic objectives will be assessed during data-driven review meetings, published in HUD's Annual Performance Report each year, and shared on Performance.gov.

THE RESEARCH ROADMAP

HUD's Research Roadmap FY 2014–FY 2018 identifies critical policy questions and guides HUD's research investments. The Roadmap, available at http://www.huduser.org/portal/pdf/Research_Roadmap.pdf, was formulated by HUD's Office of Policy Development and Research (PD&R) through a highly collaborative, forward-looking effort to identify critical policy questions to guide PD&R research investments. The Roadmap team met with members of Congress, officials from the Office of Management and Budget, the Government Accountability Office, federal sister agencies, and numerous research, practitioner, and advocacy organizations to gather relevant feedback. Over 950 comments were received from stakeholders during the Roadmap's development.

To complete the Roadmap's structured evaluation agenda, HUD seeks to expand successful use of competitive research grants and non-competitive research partnerships to better utilize external expertise in evaluating local innovations and program effectiveness. HUD's Research Partnership program already supports a number of high value research projects aligned with HUD's mission that were proposed by outside stakeholders and have secured a 50 percent match of funds from an external source. Additionally, PD&R is undertaking the research planning and budget development for FY 2017 in parallel with new stakeholder engagement and a refresh of the Roadmap.

A number of evaluations and research reports completed by PD&R since the beginning of FY 2015 are summarized below, along with important ongoing research efforts. These research products speak to the level of success HUD is achieving, and increase the mass of evidence that is an essential foundation for continually improving results.

RESEARCH AND EVALUATIONS INFORMING GOAL 1: STRENGTHEN THE NATION'S HOUSING MARKET TO BOLSTER THE ECONOMY AND PROTECT CONSUMERS

Recently Completed Research and Evaluations

Examination of Alternative FHA Mortgage Insurance Programs for Financing Single-Family and Small Multifamily Rental Properties. This study proposes three options for expanding investor financing of single-family and small multifamily rental properties, which constitute a substantial share of the total rental stock. Two options involve modifications to the existing FHA 203(k) rehabilitation loan program, and the third would open to investors FHA's 203(b) loan program for one-to-four-family homes, and also offer fast-track underwriting for loans with a low loan-to-value ratio. The study also identifies several options for modifying FHA's multifamily programs to expand financing for small multifamily properties. This study found that publicly available data were inadequate for analyzing multifamily loan performance and suggested that pilot programs may be the best way to introduce new financing options and gather data about loan performance.

Upcoming Research and Evaluations

Pre-Purchase Homeownership Counseling Demonstration and Impact Evaluation. This evaluation will test the effectiveness and impact of two types of pre-purchase housing counseling for mortgage preparedness, homebuyer outcomes, and loan performance. HUD is working with three national lenders and two national pre-purchase counseling intermediaries to enroll and randomly assign 6,000 prospective first-time homebuyers with incomes below 120 percent of Area Median Income to one of three groups: remote counseling, in-person counseling, or a control group. The 20-month enrollment period is ending in late 2015, and outcomes will be tracked over 3 to 4 years.

RESEARCH AND EVALUATIONS INFORMING GOAL 2: MEET THE NEED FOR QUALITY AFFORDABLE RENTAL HOMES

Recently Completed Research and Evaluations

Picture of Disability and Designated Housing. This study revealed that among disabled persons receiving tenant-based voucher assistance, less than five percent of disabled households receive assistance from a tenant-based program specifically targeted to the needs of the disabled. By comparison, 48 percent of disabled persons participating in the multifamily program live in properties with units designated for the disabled. Only 30 percent of those in the public housing program requesting disability amenities actually received them. A substantial percentage of potentially-eligible disabled U.S. households do not receive HUD assistance. This study also revealed inconsistencies in the definition of disability and disability program status in HUD's data resources.

Accessibility of America's Housing Stock: Analysis of the 2011 American Housing Survey (AHS). This study found that almost one third of housing units are potentially modifiable to be accessible for a wheelchair user, yet only 3.8 percent of housing units are livable for individuals with moderate mobility difficulties, and only 0.15 percent are currently wheelchair accessible. Only 0.73 percent of housing units with

a resident wheelchair user are wheelchair accessible, and 44.2 percent of housing units with a resident wheelchair user are potentially modifiable. Additional AHS measures and refinements would provide further insights about the U.S. housing stock and its capacity to accommodate an aging population.

Housing Choice Voucher Program Administrative Fee Study: Executive Summary and Draft Final Report. Because federal funding for the HCV program covers housing subsidies plus administrative fees for operating the program, this study's purpose was to measure the costs of operating high-performing and efficient HCV programs and develop a new administrative fee formula on that basis. The study found only 2 of the 60 PHAs studied received sufficient fees to cover their estimated costs for 2013. On average, the fees that PHAs received covered 77 percent of the estimated cost of administering the program. Several cost drivers, including small HCV program size and high local wage indices, were strongly correlated with higher per-unit administrative costs. Based on this analysis, the report proposes formula modifications for allocating HCV administrative fees, and provides evidence for policy proposals to establish a more effective voucher program.

Multifamily Preservation Study: Opting In, Opting Out a Decade Later. This study updated and extended an important 2006 study that revealed the extent of need for affordable housing preservation as multifamily property owners were prepaying mortgages and ending participation in housing assistance contracts ("opting out") due to market pressures. The new study reveals that the HUD Section 8 portfolio had attained a high degree of stability by 2014, while most of the Section 236/Below-Market Interest Rate mortgage programs had terminated due to prepayment or maturity. Opt-outs continued to be more likely among properties that had low rent-to-Fair Market Rent ratios, were owned by for-profits, and were designated for family occupancy. This study also looked at the Section 202 elderly housing program and RAD conversions. The Section 202 inventory was especially stable, with a large portion of the inventory undergoing transition to new forms of financing and recapitalization. A distinct subset of Section 202 properties characterized Section 8 opt-outs: small, 1980s-era developments serving individuals with chronic mental illness or developmental disabilities. Of 321 properties eligible for conversion under RAD, 63 were converted as of 2014. Many RAD participants added assisted units in the conversion process, resulting in a net gain in deeply affordable units.

Understanding Whom the LIHTC Program Serves: Tenants in LIHTC Units as of December 31, 2012. This report marks the first release of demographic and economic data on tenants of Low-Income Housing Tax Credit (LIHTC) properties mandated by the Housing and Economic Recovery Act (HERA) of 2008. Reporting of data was far from complete in some states and for some variables, so summary statistics should be interpreted with caution. With respect to race and ethnicity, reported LIHTC heads of household were approximately one-fourth non-Hispanic White, one fifth non-Hispanic Black, and one-tenth Hispanic. Of reported LIHTC households, 6.4 percent had at least one disabled member, 36.4 percent had at least one member under 18 years old, and nearly 33 percent had an elderly member. The program serves many households at income levels well below the federal maximum of 60 percent of area median family income, and the median household income was \$17,066. Three-fourths spend no more than 40 percent of their

income on rent, but 10 percent are severely burdened. Slightly more than one half of tenants receive some other rental assistance, revealing the important connections between the Treasury Department's LIHTC program and HUD programs.

Worst Case Housing Needs: 2015 Report to Congress. HUD periodically reports to Congress on the extent of severe housing problems affecting very low-income renters. The 2015 report used the most recent 2013 American Housing Survey data to examine trends during the recovery from the housing crisis and Great Recession. In 2013, 7.7 million households had worst case needs, down from the record level of 8.5 million in 2011. Modest gains in household incomes and demographic factors reduced the number of very low-income renters and thereby played a major role in reducing worst case needs. Despite the improvements, the number of worst case needs in 2013 remained 9 percent greater than in 2009 and 49 percent greater than in 2003. Modest increases in the rental housing stock also helped restrain increases in rents between 2011 and 2013. Nevertheless, affordable rental units remain scarce at the lowest income levels. Only 65 affordable units are available per 100 very low-income renters, and only 39 units are available per 100 extremely low-income renters. The unmet need for decent, safe, and affordable rental housing continues to outpace the ability of federal, state, and local governments to supply housing assistance.

Upcoming Research and Evaluations

Assessment of Native American, Alaska Native, and Native Hawaiian Housing Needs. At the request of Congress, HUD is assessing housing quality and affordability for Native Americans, Alaska Natives, and Native Hawaiians and evaluating how the Native American Housing Assistance and Self-Determination Act (NAHASDA) has addressed those needs. An interim report released in 2014, "Continuity and Change: Demographic, Socioeconomic, and Housing Conditions of American Indians and Alaska Natives," describes trends in social, economic, and housing circumstances of these populations by using secondary sources. A final report on housing needs based on in-depth surveys of properties in Indian Country and interviews with housing providers is expected to be completed in 2016.

Evaluation of the Section 811 Project Rental Assistance Demonstration. The Section 811 Project Rental Assistance (PRA) Demonstration evaluation will assess the implementation and preliminary outcomes of a newly authorized program that provides project rental assistance to state housing agencies to house extremely low-income people with disabilities in units within new or existing affordable housing developments funded by LIHTC, HOME, or other sources. State housing agencies must have entered into partnerships with state health and human services and Medicaid agencies to offer long-term services and supports to participant households. Two evaluation reports are expected to be released during 2016 and 2017.

Quality Control for Rental Assistance Subsidy Determinations. These annual studies provide national estimates of the extent, severity, costs, and sources of rent errors in tenant subsidies for the public housing, Housing Choice Voucher, and project-based assistance programs. Typically released in October, the studies are used to assess HUD's performance in reducing improper payments, an important legal obligation of the Department, and are part of HUD's Annual Financial Report. By revealing the sources of errors,

these studies also enable HUD to target areas for further improvement.

Rental Assistance Demonstration (RAD) Evaluation. The Rental Assistance Demonstration (RAD) is a central part of HUD's strategy to preserve and improve affordable rental housing. RAD is designed to provide stable public funding to assisted housing projects, increase the ability of those projects to access private capital, and enhance the long-term viability of converted projects. The evaluation, focusing on conversions of public housing projects, will describe the types of projects that participate in RAD and associated activities, such as the level of rehabilitation activity, the extent of resident relocation, and the reliance on various financing sources. The evaluation will also measure outcomes for RAD projects and seek to compare those outcomes to similar projects that do not participate in RAD. PD&R also recently published a Notice of Funding Availability for research grants related to the Rental Assistance Demonstration. An interim report on the first wave of projects selected and the earliest stages of their implementation is nearing completion early in FY 2016. The final evaluation report is scheduled for completion by the end of 2018.

RESEARCH AND EVALUATIONS INFORMING GOAL 3: UTILIZE HOUSING AS A PLATFORM FOR IMPROVING QUALITY OF LIFE

Recently Completed Research and Evaluations

Effect of QAP Incentives on the Location of LIHTC Properties. This study found evidence suggesting that state Qualified Allocation Plans (QAPs) for the Low Income Housing Tax Credit program matter; there were statistically significant relationships between changes in the criteria used in QAPs and the locations of tax credit allocations. States that increased priorities toward higher opportunity areas exhibited increases in the share of tax credits allocated for projects in low poverty areas, decreases in the share allocated for projects in high poverty areas, and decreases in the overall exposure to poverty of projects allocated tax credits.

Family Options Study: Short-Term Impacts of Housing and Services Interventions for Homeless Families. The ongoing Family Options study is systematically testing four different approaches to serving homeless families with children. This second report describes relative intervention costs and presents the short-term impacts of interventions in five domains related to family well-being at the study's 18-month follow-up period: housing stability, family preservation, adult well-being, child well-being, and self-sufficiency. Eighteen months after random assignment, families assigned to a permanent housing subsidy intervention were doing better than the families assigned to community-based rapid rehousing, project-based transitional housing, and usual care. The benefits of priority access to housing subsidies have been achieved at a cost comparable to usual care, slightly higher costs than community-based rapid rehousing, and at substantially lower cost than project-based transitional housing. Compared with those assigned to usual care, families given priority access to subsidies had fewer negative experiences (homelessness, child separations, and intimate partner violence), were more likely to live in their own place, moved children among schools less, and had greater food security and less economic stress. On the negative side, heads of these families exert less work effort. A final report in late 2016 will document the impacts of the four interventions at the 36-month follow-up period.

Prevention Programs Funded by the Homelessness Prevention and Rapid Re-Housing Program. The Homelessness Prevention Study was a process study that documented the first two years of the Homelessness Prevention and Rapid Re-Housing Program (HPRP) experiences. It provided both a national-level overview of HPRP programs and detailed insight into community-level implementation of homelessness prevention programs based on a nationally representative sample of 500 HPRP grantees and sub-grantees, 17 in-depth case studies, and analysis of HUD-required Annual Performance Reports data. In addition, this report begins with a useful overview of literature on homelessness prevention and concludes with lessons of HPRP prevention programs, outlining key questions and research approaches for answering them.

Upcoming Research and Evaluations

Aging in Place: Managing the Use of Reverse Mortgages to Enable Housing Stability. The overall objective of this research is to provide a better understanding of whether, and under what circumstances, reverse mortgages lead to increased financial security, well-being, and independence among older homeowners who wish to age in place. The decision to obtain a reverse mortgage is influenced by a variety of factors, including individual, market, and household characteristics, but also by the ability of the senior householder to appropriately evaluate the decision, as moderated by decision frames and access to information. Some policy advocates promote reverse mortgages as a means of reducing government expenditures, including health care costs. Others express concerns that the complexity of the product and vulnerability of seniors creates opportunities for ill-informed decisions that can erode housing and financial stability. This research will inform policy related to regulations, reverse mortgage underwriting standards, and counseling protocols for reverse mortgage clients.

Evaluation of the Rapid Rehousing for Homeless Families Demonstration Program. The Rapid Rehousing for Homeless Families Demonstration program, first funded in FY 2008, is based on the notion that families with minimal barriers to housing could be stabilized with a limited amount of housing assistance and services. HUD invited grantees to develop their own assessment tools to identify eligible families and match them to the appropriate intervention, and to offer short-term assistance (3 to 6 months), long-term assistance (12 to 15 months), or both. All twenty-three grantees are participating in both a process evaluation and an outcomes evaluation. The process evaluation focuses on describing the rapid rehousing programs established by each grantee, including the target population, the package of housing and services offered, and the challenges faced in establishing the program. For the outcomes evaluation, the research team is tracking 500 households served through the demonstration program, and interviewing each household 12 months after their rapid rehousing assistance ends. The evaluation report is forthcoming early in 2016.

Expanding Social Networks through Mixed-Income Housing: A Regression Discontinuity Study of the Impact on Low-Income Households. The New York City Department of Housing Preservation and Development (DHPD) is conducting an evaluation, Expanding Social Networks through Mixed-Income Housing, of the impact of moving to a newly constructed mixed-income subsidized housing development in New York

City upon the social networks of recipient households. This study will test whether moving to this type of housing produces measurable differences in bonding and bridging ties within social networks. This evidence will help to test assumptions regarding social interaction in these types of buildings that is believed to help improve well-being across multiple domains.

Family Self-Sufficiency Program Demonstration. The Family Self-Sufficiency (FSS) program serves voucher holders and residents of public housing, and aims to increase a family's income and savings. Case managers work with families to connect them with services and employment opportunities while money accumulates in an escrow account. The intent of the FSS program demonstration is to gain a deeper understanding of FSS and to illustrate strategies that assist participants in obtaining greater economic independence. The demonstration requires a random-assignment model because participant self-selection into FSS limits the ability to assess whether program features (rather than the characteristics of the participating families) lead to tenant income gains. Random assignment will limit the extent to which selection bias drives observed results. The demonstration will document the progress of a group of FSS participants from initial enrollment to program completion (or exit). The study is underway and currently enrolling subjects.

HUD-VASH Evaluation and Exit Study. The Department of Veterans Affairs (VA) and HUD joined in a collaboration to study program exits from the HUD-VA Supportive Housing (HUDVASH) program for homeless veterans. The multi-site study uses one-on-one interviews with veterans who have participated in the program to identify: 1) barriers for accessing housing; 2) frequent causes of participant exits from the program; 3) housing destinations of veterans who exit the program; 4) practices that lead to the long-term housing stabilization and well-being of participants; and 5) patterns of exit that could improve program efforts to prevent future exits. In addition to collecting veteran-level data, the study included interviews with PHAs and HUDVASH case management teams at each site to learn more about local characteristics that may impact the participation of veterans in the program. A final report of the study's findings is expected to be released in early 2016.

Jobs Plus Evaluation. This study, launched in 2015, will provide an implementation and baseline assessment at up to 8 PHAs implementing Jobs Plus, the new \$24 million place-based program designed to increase work and earnings among public housing residents. Jobs Plus includes three core components: employment-related services; financial incentives—in particular, the Jobs Plus Earned Income Disregard; and community supports for work. This cooperative agreement is expected to support the first phase of a multiphase evaluation.

Moving To Work (MTW) Evaluation. This comprehensive evaluation is intended to determine what MTW initiatives can tell us about how to deliver federal housing assistance to achieve cost efficiency, client self-sufficiency, and increased housing choice, and what risks and opportunities are inherent in MTW flexibilities (that is, the specific exceptions from the Housing Act of 1937 that allow MTW innovations)? HUD awarded the research contract to the Urban Institute in August 2015, and the study is now underway.

Rapid Employment Model in Assessment (REMA) Pilot. The New York City Department of Homeless Services is evaluating the Rapid Employment Model in Assessment (REMA), a work-first employment model targeted to single men entering NYC’s municipal shelter system. The REMA pilot is a test of both enhanced services and a participation requirement. Pilot employment services include intensive recruitment, close coordination, and case management to foster participation. Employable clients from the pilot shelter are required to apply for Cash Assistance and participate in the program; clients who fail to comply without good cause can be excluded from services until they resume participation.

Rent Reform Demonstration. The HUD Rent Reform Demonstration project is designed to test alternatives to a rent structure based solely on income. Rent reform may affect the rents, savings, and earnings of assisted housing residents, as well as the rental income stream to the housing agency. The demonstration will be undertaken at select Moving to Work (MTW) sites, because these sites provide a natural laboratory for experimentation and observation of rent reform strategies. The research team and MTW sites will work with HUD to decide on an intervention that can be implemented at all sites in substantially the same manner.

Small Area Fair Market Rent (SAFMR) Demonstration Evaluation. Fair Market Rents (FMRs) are used to define payment standards that govern the amount of assistance that Housing Choice Voucher tenants participants receive. HUD currently publishes a single FMR for each HUD metropolitan area. To provide program participants with wider access to opportunity areas, the Department has developed SAFMRs at the ZIP Code level. Because SAFMRs represent a fundamentally different way of operating the HCV program, HUD is testing them through a demonstration program to better understand the effects. Five PHAs are participating in this voluntary demonstration program, which is slated to run through September 2016. The Dallas, Texas, FMR area was subsequently added. The evaluation study, launched in 2015, will assess the impact of SAFMRs on where tenants locate and lease units, and the program’s impact on PHA program management and costs.

Support and Services at Home Evaluation. Support and Services at Home (SASH) is a program being implemented in Vermont as part of the state’s comprehensive health care reform. It coordinates services to support aging in place and health care services in affordable housing developments. HUD is supporting an evaluation of SASH through an interagency agreement with the Assistant Secretary for Planning and Evaluation and the Administration on Aging (both of the Department of Health and Human Services). The Research Triangle Institute is conducting the study, which will compare characteristics of housing properties that participate in SASH and those that do not, and provide a comprehensive statistical comparison between SASH participants, nonparticipants, and comparison beneficiaries in terms of acute care utilization, Medicare expenditures, transfers to nursing homes, and adverse medical events.

Veterans Homelessness Prevention Demonstration. Congress set aside \$10 million in HUD’s FY 2009 budget to test the effectiveness of strategies to prevent veterans from becoming homeless. HUD collaborated with VA and the U.S. Department of Labor to design the Veterans Homelessness Prevention Demonstration and awarded grants to five sites in February 2011. The evaluation includes site visits, base-

line and follow-up surveys, and use of administrative data to create comparison groups. The VA's National Center on Veteran Homelessness is collaborating with Silber & Associates and the Urban Institute to conduct the data analysis needed to complete the study.

RESEARCH AND EVALUATIONS INFORMING GOAL 4: BUILD INCLUSIVE AND SUSTAINABLE COMMUNITIES FREE FROM DISCRIMINATION

Recently Completed Research and Evaluations

Choice Neighborhoods: Baseline Conditions and Early Progress. The Choice Neighborhoods Initiative provides funds for planning and implementing neighborhood revitalization activities in high-poverty neighborhoods with severely distressed subsidized housing. This interim report provides an implementation analysis and baseline data on the first round of implementation grantees (in Boston, Chicago, New Orleans, San Francisco, and Seattle). A long-term outcomes evaluation will include a survey of neighborhood residents and follow-up after the Choice Neighborhoods transformation plans have been substantially implemented (approximately 2017 to 2020).

Discrimination in the Rental Housing Market Against People Who Are Deaf and People Who Use Wheelchairs: National Study Findings. This study based on paired testing shows that rental housing providers are less likely to respond to queries about recently advertised rental housing from well-qualified home seekers if the individuals are deaf or hard of hearing and use assistive communication technologies to make the inquiries. Housing providers tell these home seekers about fewer available housing options than comparable hearing home seekers. Likewise, well-qualified home seekers who use wheelchairs are more likely than comparably qualified ambulatory home seekers to be denied an appointment to view recently advertised rental housing in buildings with accessible units. Those who do receive an appointment are less likely than their ambulatory counterparts to be told about and shown suitable housing units. When these home seekers ask about modifications that would make the available housing more accessible, housing providers either fail to provide a clear response or explicitly deny more than one-fourth of the requests.

Durability by Design 2nd Edition: A Professional's Guide to Durable Home Design. This new edition of a widely used 2002 publication provides updated information about issues that result in decreased performance, deterioration, or other damage to homes. The integration of current knowledge and performance strategies will increase its relevance for the construction industry and will promote wider adoption of the critical concepts affecting durability.

Evaluation of the Neighborhood Stabilization Program. The Neighborhood Stabilization Program was designed to assist communities in addressing the neighborhood effects of the wave of foreclosures that followed the end of the housing boom. The second round, NSP2, was distinguished by a competitive selection of grantees, designed to encourage explicit local strategies and concentrated efforts so as to increase the impact of the funded efforts through a spillover effect from the properties treated by the program.

The evaluation found that 50 percent of NSP2 funds supported acquisition and rehabilitation. Forty-seven percent of all NSP2 properties were demolished, which accounted for 2 percent of all spending. Financing, land banking, and redevelopment were other major activities in certain markets. Properties in financial distress tended to show more signs of damage, disrepair, and blight. This study found limited average impacts of NSP2 on housing market outcomes between NSP2 tracts and nearby control tracts. However, these results should be interpreted with caution since many properties being rehabilitated were not yet finished and occupied at the end of study period. Further, the NSP2 intervention was relatively small compared to the number of tract foreclosures and grantees often invested in neighborhoods that had revitalization needs predating the foreclosure crisis. Successes include significant reductions in property and violent crime due to demolition, land banking, rehabilitation, and redevelopment in Cleveland. Grantees also reported that the program delivered critical economic stimulus to local governments, nonprofits, and contractors.

Upcoming Research and Evaluations

Effects of Housing on Young Children. HUD entered into an interagency agreement with the National Institute of Child Health and Human Development to co-fund a rigorous study titled “Housing Trade-Offs as They are Perceived and as They Affect Children’s Well-Being.” The study investigates how housing options, in the form of Housing Choice Vouchers, and their links to neighborhoods and schools jointly affect the socio-emotional development, academic achievement, and health of children ages 3 to 8. Over a period of 40 months, researchers will survey three groups of study participants—those receiving a voucher, those not receiving a voucher, and similar families who did not apply for a housing choice voucher. Data collected will include family demography, housing quality, cognitive and health outcomes, residential preferences and tradeoffs (including data from a vignette study), and interviewer rating of neighborhood features thought to be key to child development. The study will advance knowledge by producing strong evidence about how families make housing choices, the impact of those choices on children, and the impact of receiving a Housing Choice Voucher on families’ choices and children’s outcomes.

Green and Energy Retrofit Assessment. The American Recovery and Reinvestment Act of 2009 appropriated \$3.5 billion for public housing agencies and \$235 million for assisted multifamily housing owners to perform green and energy retrofits. The expected benefits of these funds were to enhance the quality, longevity, and energy efficiency of HUD’s existing housing stock, and to assist in the creation and preservation of jobs. This initiative was also intended to support the nation’s economic recovery, reduce greenhouse gas emissions and consumer energy costs, and expand the stock of green and energy-efficient affordable housing. PD&R developed an evaluation to assess the effectiveness of the distributed funds. The four-year evaluation will assess the short- and long-term performance of the energy investments by analyzing the cost, implementation, and energy savings associated with the completed retrofits.

Housing Discrimination—Measuring Discrimination Against Families With Children in Rental Housing. This research will use paired testing methods to estimate the extent of rental housing discrimination on the basis of familial status, which is prohibited by the Fair Housing Act (as amended in 1988). To date there

are no statistically valid studies estimating the incidence in the United States of discrimination in rental housing markets against families with children. This study will build the empirical and conceptual foundation for producing such an estimate.

Housing Discrimination—On the Basis of Source of Income. The purpose of this study is to increase the Department's understanding of housing discrimination on the basis of source of income in U.S. rental housing markets. The research will explore and summarize what is known about the nature and extent of source of income discrimination, determine whether the incidence of source of income discrimination can be reliably measured, and define and test a promising methodology for identifying and measuring source of income discrimination.

Housing Search Process of Racial and Ethnic Minorities. This housing discrimination research is focusing on developing knowledge of differences in rental housing search patterns by race and ethnicity. The objectives are to expand knowledge of rental housing search methods used by racial and ethnic minorities, explore the implications for future discrimination testing research, and document the findings for both researchers and the fair housing enforcement community.

Innovative Building Technology Integration Guide. This research is developing a guide for evaluating and choosing appropriate building technology products and systems during new construction and renovation of single- and multi-family housing. The guide will include simplified best practices and tools to strengthen economic decision making, performance expectations, and application feasibility.

Interface of Mobility and Sustainability: Thompson Study. This study is assessing achievement of the goals of the partial settlement agreement in *Thompson v. HUD*, which African American residents of public housing in the city of Baltimore initiated in 1995. In 1996, HUD agreed to a partial consent decree that provided significant desegregation opportunities to the plaintiff class families. The study involves research and analysis related to expanding housing opportunity through a program of sustainable mobility using remedial vouchers, and will inform the Department on the outcomes of that case and explore the broader application of lessons learned to reduce racial isolation and concentration of poverty. The research includes analysis of neighborhood conditions of families using Thompson vouchers; assessment of choices to move to opportunity areas in the region; and analysis of impediments to meeting the settlement's objectives.

Pilot for an Estimate of Housing Discrimination Against Lesbian, Gay, Bisexual, and Transgender (LGBT) People. The purpose of this study is to pilot techniques designed to obtain a baseline in-person measurement of housing discrimination faced by same-sex couples in at least two metropolitan rental markets. The study will also include a pilot test of discrimination against transgender people in a single metropolitan market. The study will build upon recent work that generated a national estimate of discrimination against same-sex couples using a paired-testing methodology via email. The current project will expand to in-person testing, and will also include a side-by-side comparison of stand-alone email tests in one market. The goal is to compare the utility of email-only testing to testing that culminates in an in-person visit.

Rental Housing Discrimination on the Basis of Mental Disability. Housing discrimination on the basis of disability is currently the most common basis for housing discrimination complaints submitted to HUD or Fair Housing Assistance Program (FHAP) agencies. In 2010, 48 percent of all complaints submitted were based on disability, and an analysis of the complaints submitted in FY 2010 reveals that 40 percent of all disability complaints were categorized as being related to mental disability. The purpose of this research effort is to increase the Department's understanding of housing discrimination on the basis of mental disability, including the forms and prevalence of such housing discrimination.

Rural Innovation Fund Evaluation. The Rural Innovation Fund (RIF) helps to create sustainable communities by addressing "concentrated rural housing distress" and "community poverty." It supports efforts similar to its predecessor, the Rural Housing and Economic Development (RHED) Program but on a larger scale. The evaluation is to determine if the higher levels of resources, in the form of grant amounts and leverage requirements provided under the RIF relative to RHED, have allowed grantee organizations to more effectively leverage the funding provided, work with a larger variety of additional funders with greater program impact, and sustain a higher level of operations over the long term.

Data Sources, Limitations and Advantages, and Validation

This section is organized by strategic goal, measure and program.

Strategic Goal	Strengthen the Nation’s Housing Market to Bolster the Economy and Protect Consumers
Strategic Objective	Establish a sustainable housing finance system that provides support during market disruptions, with a properly defined role for the U.S. government.
Metric	<p>Overall market share of single-family new originations for private capital, Government-sponsored enterprises (GSEs), Federal Housing Administration (FHA), and the Veterans Affairs (VA)</p> <ul style="list-style-type: none"> • Description: This measure will track the share of the mortgage market for private lenders, government-sponsored entities (Fannie Mae and Freddie Mac), FHA, and VA in order to observe FHA’s role in the housing market and the balance of the housing market • Data source: FHA Single Family Data Warehouse, Corelogic TrueStandings; Mortgage Bankers Association of America • Unit of measurement: Share of market • Dimension: Percent • Calculation method: Share of specified mortgage market over share of entire market • Frequency: Quarterly • Direction: Downwards • Data quality (limitations/advantages of the data): We are relying upon CoreLogic TrueStandings loan servicing data for shares by funding source, and MBa for total market origination volumes. CoreLogic coverage of the market has slipped in recent years because subscribing lenders have been selling major servicing portfolios to non-subscribing lenders. CoreLogic is actively recruiting these new non-bank lenders and re-populating its database for 2012 and 2013. The MBa volumes are estimates and subject to error as shares of originations coming through different funding channels changes in real time from what is assumed in the MBa algorithms. Over the last two years, this has led to large revisions in market-size estimates with the release of the annual HMDA LAR data (in September). • Measurement Validation, verification, and improvement of measure: Inside Mortgage Finance publishes its own estimates of agency versus non-agency lending, and we can use that as a reasonability check on our estimates. <p>Sequence: 1</p>
Metric	<p>Share of FHA-insured purchase</p> <ul style="list-style-type: none"> • Description: This measure will track the share FHA originations that are made to first-time home buyers. • Data source: Single-Family Data Warehouse and American Housing Survey • Unit of measurement: Share of FHA originations that belong to first-time home buyers • 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 • Measurement Validation, verification, and improvement of measure: American Housing Survey is available every 2 years <p>Sequence: 2</p>

Strategic Objective	Ensure equal access to sustainable housing financing and achieve a more balanced housing market, particularly in under-served communities.
Metric	<p>Federal Housing Administration share of originations</p> <ul style="list-style-type: none"> • Description: This measure will show the percent of 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: Percent • Calculation method: Share of specified mortgage market over share of entire market • Frequency: Quarterly • Direction: Downwards • Data quality (limitations/advantages of the data): We rely upon the MBa for total volumes and CoreLogic for average loan amounts (used to derive loan counts). See limitations on these sources in SO 1A. • Measurement Validation, verification, and improvement of measure: We discuss data quality with MBa and with CoreLogic, and have open communications to express any concerns. <p>Sequence:3</p>
Metric	<p>Federal Housing Administration number of minority borrowers</p> <ul style="list-style-type: none"> • Description: This indicator measures the number of new originations/ endorsements of minority borrowers (persons of minority races and whites of Hispanic or Latino origin) in FHA’s portfolio. • Data source: Consumer Financial Protection Bureau (CFPB) • Unit of measurement: Number of minority borrowers • Dimension: Count • Calculation method: Total number of new originations/ endorsements of minority borrowers in FHA’s portfolio. • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): Data provided by lending institutions as a requirement to the Home Mortgage Data Act. HMDA allows applicants and co-applicants to list up to 5 race categories each and a separate question on ethnicity. The current entry does not mention ethnicity (Hispanic or not) although it is in the description of the metric. • Measurement Validation, verification, and improvement of measure: This is the most comprehensive database of the overall mortgage market, but has roughly a 9 month lag. To decrease lag time, HUD could use internal FHA data which would be as comprehensive, if not better. <p>Sequence: 4</p>

Metric	<p>Federal Housing Administration percent of minority borrowers</p> <ul style="list-style-type: none"> • Description: This indicator measures the percent of new originations/ endorsements of minority borrowers (persons of minority races and whites of Hispanic or Latino origin) in FHA’s portfolio. • Data source: Consumer Financial Protection Bureau (CFPB) • Unit of measurement: Percent of minority borrowers • Dimension: Percent • Calculation method: Total number of new originations/ endorsements of minority borrowers divided by the total number of new originations in FHA’s portfolio. • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): Data provided by lending institutions as a requirement to the Home Mortgage Data Act. HMDA allows applicants and co-applicants to list up to 5 race categories each and a separate question on ethnicity. The current entry does not mention ethnicity (Hispanic or not) although it is in the description of the metric. • Measurement Validation, verification, and improvement of measure: This is the most comprehensive database of the overall mortgage market, but has roughly a 9 month lag. To decrease lag time, HUD could use internal FHA data which would be as comprehensive, if not better. <p>Sequence: 5</p>
Metric	<p>Federal Housing Administration insured lending as a percent of total purchase activity by Census region</p> <ul style="list-style-type: none"> • Description: This indicator measures FHA’s market share by Census region. • Data source: Consumer Financial Protection Bureau (CFPB) • Unit of measurement: Percent total purchase activity • Dimension: Percent • Calculation method: • Frequency: Annual • Direction: Decrease • Data quality (limitations/advantages of the data): Data provided by lending institutions as a requirement to the Home Mortgage Data Act. • Measurement Validation, verification, and improvement of measure: This is the most comprehensive database of the overall mortgage market, but has roughly a 9 month lag. A more timely report could be generated using McDash, but would not be as comprehensive. The data could be disaggregated and aligned with the HUD regions for better HUD analysis. Currently the Census regions can be found at: http://www2.census.gov/geo/pdfs/maps-data/maps/reference/us_regdiv.pdf <p>Sequence: 6</p>

Metric	<p>Percent of loans endorsed with credit score < 680</p> <ul style="list-style-type: none"> • Description: This measure will track the percent of FHA loans endorsed that have borrowers with a credit score under 680. • Data source: FHA Single Family Data Warehouse (FHA Single-Family Origination Trends Report) • Unit of measurement: Loans endorsed that have borrowers with a credit score less than 680 • Dimension: Percent • Calculation method: Number of FHA loans endorsed with a credit score less than 680 divided by the total number of FHA loans with a credit score (those with no score excluded) • Frequency: Quarterly • Direction: Increased • Data quality (limitations/advantages of the data): Quality is good; Credit score data comes to HUD via the TOTAL Scorecard, which leverages various private AUS platforms which pull credit scores directly from the credit repositories. • Measurement Validation, verification, and improvement of measure: “Equal access” should not be defined solely by borrower credit score. Lower credit scores mean higher risk of not being able to manage the financial responsibility of large fixed debt payments and other requirements of homeownership. The goal could rather be defined by income level or minority concentrations in geographic areas. <p>Sequence: 7</p>
Metric	<p>Percent of loans endorsed with credit score < 680 without a 90 day delinquency during the first three years</p> <ul style="list-style-type: none"> • Description: This measure will track the percent of loans endorsed with credit score < 680 without a 90 day delinquency during the first three years • Data source: FHA Single Family Data Warehouse • Unit of measurement: Loans with specified credit score conditions • Dimension: Percent • Calculation method: by age/seasoning of loans, show percent that have NOT resulted in claim nor are in the process of borrowers losing their homes through short sale, DIL, or foreclosure. We need to be careful to treat a streamline refinance as-if it were a continuation of the original home-purchase loan for this exercise. • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): Data comes from FHA systems and is solid. • Measurement Validation, verification, and improvement of measure: We will likely see ways to improve this over time. <p>Sequence: 8</p>

Metric	<p>HUD's Housing Counseling Program clients served</p> <ul style="list-style-type: none"> • Description: This measure will track the number of clients counseled through the HUD Housing Counseling program. • Data source: 9902 • Unit of measurement: Number of clients counseled • Dimension: Count • Calculation method: Number of clients counseled as aggregated by agency reporting into 9902. • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): Housing Counseling Agencies submit the data to HUD's Housing Counseling System (HCS). • Measurement Validation, verification, and improvement of measure: No data limitations are known to affect this indicator. The Housing Counseling Agencies enter the data, and the Office of Housing Counseling monitors the data entry. <p>Sequence: 9</p>
Metric	<p>Percent of housing counseling clients that gain access to resources to improve their housing situation</p> <ul style="list-style-type: none"> • Description: This measure will track the percent of housing counseling clients who gain access to resources to help them improve their housing situation (e.g., down payment assistance, rental assistance) as a direct result of receiving Housing Counseling Services. • Data source: Revised 9902 to be released October 2014 • Unit of measurement: Clients households counseled that gain access to housing finance resources • Dimension: Percent • Calculation method: Total number of clients that gain access to resources, divided by clients counseled. • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): Housing Counseling Agencies submit the data to HUD's Housing Counseling System (HCS). • Measurement Validation, verification, and improvement of measure: This is a new measure to be collected beginning in FY 2015. No data limitations are known to affect this indicator. The Housing Counseling Agencies enter the data, and the Office of Housing Counseling monitors the data entry. <p>Sequence: 10</p>

Metric	<p>Percent of housing counseling clients with whom a counselor developed a sustainable household budget</p> <ul style="list-style-type: none"> • Description: Revised 9902 released October 2014 • Data source: 9902 • Unit of measurement: Households counseled that develop a sustainable household budget • Dimension: Percent • Calculation method: Total number of clients that develop a sustainable household budget, divided by clients counseled. • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): Housing Counseling Agencies submit the data to HUD's Housing Counseling System (HCS). • Measurement Validation, verification, and improvement of measure: This is a new measure to be collected beginning in FY 2015. No data limitations are known to affect this indicator. The Housing Counseling Agencies enter the data, and the Office of Housing Counseling monitors the data entry. <p>Sequence: 11</p>
Strategic Objective	Restore the Federal Housing Administration's financial health, while supporting the housing market recovery and access to mortgage financing.

Metric	<p>Asset disposition recovery rate</p> <ul style="list-style-type: none"> • Description: This is the net recovery rate that FHA realizes on the sale of distressed assets as a percent of unpaid loan balance. • Data source: FHA Single Family Data Warehouse • Unit of measurement: Net recovery rate as a percent of unpaid loan balance of loans that go to claim. • Dimension: Percent of defaulted unpaid principal balance (UPB) • Calculation method: Standard calculations from our monthly Loan Performance Trends Report. Overall Asset Disposition includes Real Estate Owned (REO), Third Party (TPS), Note Sales (DASP) and Pre-Foreclosure Sales (PFS). Fiscal year to date (FYTD) number of permanent Loss Mitigation Actions divided by 90+ day delinquencies FYTD running average. <ul style="list-style-type: none"> • Real Estate Owned (REO). The traditional remedy available to FHA was to use the legal foreclosure process to obtain title to the property as satisfaction for the debt, and then to manage and sell that property via the “real-estate owned” (REO) process. REO sales, however, are typically the most expensive disposition method for FHA. • Distressed Asset Stabilization Program (DASP). Through DASP, FHA sells non-performing mortgages to investors prior to the completion of a foreclosure, potentially providing alternatives to foreclosure for borrowers and enabling FHA to avoid costs associated with managing and marketing the underlying collateral as REO properties. • Third-Party Sales (TPS). A program to encourage sales of foreclosed properties to third-parties at foreclosure auctions. Such sales allow FHA to avoid the costs associated with taking possession of properties and selling them as REO. • Pre-foreclosure Sales (PFS). The Pre-foreclosure Sale (PFS) Program allows the defaulted Borrower to sell his/her home and use the Net Sale Proceeds to satisfy the mortgage debt even though the Proceeds are less than the amount owed. • Frequency: Quarterly • Direction: reduced overall loss rates (increased recovery rates) • Data quality (limitations/advantages of the data): There are timing lags and reporting lags that make this difficult to accurately assess in real time. • Measurement Validation, verification, and improvement of measure: We are constantly reviewing how we calculate net loss and recovery on asset disposition. <p>Sequence: 12</p>
Metric	<p>Percent of modifications resulting in re-defaults within six months of closing</p> <ul style="list-style-type: none"> • Description: This measure will track the percent of borrowers that become 90 days or more delinquent on their loans within six months of receiving a loan modification/FHA HAMP product. • Data source: FHA Single Family Data Warehouse • Unit of measurement: Borrowers • Dimension: Percent • Calculation method: For the current month, determine 1) how many loan mods were paid during the previous 6 months and 2) how many are presently 90+ days down. Divide 2) results by 1) results. • Frequency: Monthly • Direction: Decreased • 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. • Measurement 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. <p>Sequence: 13</p>

<p>Metric</p>	<p>Loss mitigation uptake</p> <ul style="list-style-type: none"> • Description: This is the percent of permanent loss mitigation actions taken as a percent of serious delinquencies. • Data source: FHA Single Family Data Warehouse • Unit of measurement: Borrowers • Dimension: Percent • Calculation method: For the current month, determine 1) how many loan mods were paid during the previous 6 months and 2) how many are presently 90+ days down. Divide 2) results by 1) results. • Frequency: Monthly • Direction: Increased • Data quality (limitations/advantages of the data): For the current month, determine 1) how many loan mods were paid during the previous 6 months and 2) how many are presently 90+ days down. Divide 2) results by 1) results. • Measurement 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. <p>Sequence: 14</p>
<p>Metric</p>	<p>Number of FHA insured mortgages benefitting from housing counseling</p> <ul style="list-style-type: none"> • Description: This is the number of FHA borrowers that receive pre- or post-purchase counseling. • Data source: FHA Single Family Data Warehouse • Unit of measurement: Number of specified mortgages • Dimension: Count • Calculation method: Number of FHA borrowers under specified conditions • Frequency: Quarterly • Direction: Increased • Data quality (limitations/advantages of the data): Loan servicers submit data through TOTAL Scorecard and FHA Connection. • Measurement Validation, verification, and improvement of measure: Loan servicers are required to submit counseling data for HECM loans and HAWK Back to Work loans, and the data is optional for other loan products. Updated guidance on submitting the data for loan products with no counseling requirement will be issued in FY 2015. <p>Sequence: 15</p>

Metric	<p>Capital Reserve Ratio</p> <ul style="list-style-type: none"> • Description: The capital ratio compares the “economic net worth” of the 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: Increased • 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. • Measurement 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. <p>Sequence: 16</p>
Strategic Goal	Meet the Need for Quality Affordable Rental Homes
Strategic Objective	Ensure sustainable investments in affordable rental housing.

Metric	<p>Number of households experiencing “Worst Case Housing Needs”</p> <ul style="list-style-type: none"> • Description: Long-term series of reports designed to measure the scale of critical housing problems facing very low-income, un-assisted renters • Data source: American Housing Survey • Unit of measurement: Number of specified households • Dimension: Count • Calculation method: Biennial survey • Frequency: Annual • Direction: Downwards • Data quality (limitations/advantages of the data): The AHS provides current information on a wide range of housing subjects, including size and composition of the nation’s housing inventory, vacancies, fuel usage, physical condition of housing units, characteristics of occupants, equipment breakdowns, home improvements, mortgages and other housing costs, persons eligible for and beneficiaries of assisted housing, home values, and characteristics of recent movers. In addition to these core indicators, the 2013 AHS includes topical supplements on public transportation, emergency and disaster preparedness, community involvement, neighborhood characteristics, and doubled-up households (movers entering and leaving unit). Topical supplements added in 2011 (health and safety hazards, modifications made to assist occupants with disabilities, and energy efficiency) were dropped, but may rotate back into the questionnaire in subsequent surveys. • Measurement Validation, verification, and improvement of measure: Current plans call for a complete AHS sample redesign beginning with the 2015 survey. As a result, data from the new sample will not be comparable with those from the previous sample. <p>Sequence: 17</p>
Metric	<p>Proportion of very-low income renters facing severe rent burdens</p> <ul style="list-style-type: none"> • Description: Very low income renters have a household income of 50 percent or less of the area median income, with adjustments for household size. • Data source: American Community Survey • Unit of measurement: Specified renters with rent burdens • Dimension: Ratio • Calculation method: Annual Surveys • Frequency: Annual • Direction: Downwards • Data quality (limitations/advantages of the data): All data that are based on samples, such as the ACS and the census long-form samples, include a range of uncertainty. Two broad types of error can occur: sampling error and non-sampling error. Non-sampling errors can result from mistakes in how the data are reported or coded, problems in the sampling frame or survey questionnaires, or problems related to nonresponse or interviewer bias. The Census Bureau tries to minimize non-sampling errors by using trained interviewers and by carefully reviewing the survey’s sampling methods, data processing techniques, and questionnaire design. • Measurement Validation, verification, and improvement of measure: See above. <p>Sequence: 18</p>

Metric	<p>Percentage of rental units built in the preceding four years that are affordable to very low-income renters</p> <ul style="list-style-type: none"> • Description: Indicator tracking the U.S. housing market’s recent performance in providing new affordable rental housing • Data source: American Housing Survey • Unit of measurement: Percentage (affordable rental units divided by all rental units) • Dimension: Ratio • Dimension: Ratio • Calculation method: Tabulation of survey data • Frequency: Biennial • Direction: Increase • Data quality (limitations/advantages of the data): The AHS, which the Census Bureau administers for HUD during odd years, is the most detailed national data source available about characteristics of the housing stock and occupants and changes over time. All survey data are subject to sampling and non-sampling error. • Measurement Validation, verification, and improvement of measure: The AHS drew a new sample of housing units for the 2015 survey, so AHS data for 2015 and future years will not be comparable with preceding surveys. <p>Sequence: 19</p>
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<p>Metric</p>	<p>Production of rental units across affordability levels</p> <ul style="list-style-type: none"> • Description: Includes the production or rehabilitation of rental units to increase the total amount of rental units available in the market. Program units include: FHA new construction and substantial rehabilitation, RAD substantial rehabilitation, and HOME Rental. • Units of Measure: Units • Dimension: Count • Direction: Increase <p>Sequence: 20</p> <p>Multi-family Housing Programs (RAD, FHA New Construction)</p> <ul style="list-style-type: none"> • Description: Units included for Multi-family are, (1) RAD new construction and substantial rehabilitation (“substantial rehabilitation” is defined as a rehabilitation investment of \$25,000 or greater per unit), (2) FHA new construction and substantial rehabilitation endorsements, and (3) • Data source: Development Application Processing (DAP) system; RAD data system • Unit of measurement: Units • Dimension: Count • Calculation method: Sum of (1) RAD new construction and substantial rehabilitation, (2) FHA new construction and substantial rehabilitation endorsements. • Frequency: Annual • Direction: N/A Tracking Only • Data quality (limitations/advantages of the data): Definition of “substantial rehabilitation” varies. Rehabilitation of FHA units qualifies as “substantial rehabilitation” if the rehabilitation cost exceeds a threshold, which varies by property location. For RAD units, Multifamily is defining “substantial rehabilitation” as any rehabilitation of \$25,000 or greater per unit. • Measurement Validation, verification, and improvement of measure: For RAD units, new construction and substantial rehabilitation is determined in the application process in the process of the Development Budget: Sources & Uses of Funds. The estimate is verified by a Physical Conditions Assessment (PCA). DAP data is entered by the Housing staff directly and if self-verified. <p>Sequence: 20a</p>
	<p>Public and Indian Housing Programs</p> <ul style="list-style-type: none"> • Description: Units included for PIH are, Section 8 (non-FHA) substantial rehabilitation Indian Housing Block Grant Funds, HOPEVI, Mixed Finance, Choice Neighborhoods, and traditional development using Capital Funds. For PIH this indicator does not include substantial redevelopment • Data source: ONAP Access databases, HUD’s Inventory Management System/Public and Indian Housing Information Center System, PIH Internal Excel tracking • Unit of measurement: Rental Units • Dimension: Construction • Calculation method: Count • Frequency: Annual • Direction: N/A Tracking Only • Data quality (limitations/advantages of the data): The same limitations and advantages that apply to the Office of Native American Programs (ONAP) and Public Housing Occupied Unit Count ally to this metric • Measurement Validation, verification, and improvement of measure: The same measurement validation, verification, and improvement measures that apply to the Office of Native American Programs (ONAP) and Public Housing Occupied Unit Count ally to this metric <p>Sequence: 20b</p>

	<p>Community Planning and Development Programs</p> <ul style="list-style-type: none"> • Description: Units included for CPD are, HOME Rental. • Data source: IDIS • Unit of measurement: Completed Rental Units • Dimension: Count • Calculation method: Data is derived from grantee accomplishments reported by HOME grantees in the Integrated Disbursement and Information System. • Frequency: Quarterly • Direction: N/A Tracking Only • Data quality (limitations/advantages of the data): System has edit controls that help prevent Grantees from making data entry errors. • Measurement Validation, verification, and improvement of measure: When monitoring grantees, Community Planning and Development field staff verifies program data. <p>Sequence: 20c</p>
Strategic Objective	<p>Preserve quality affordable rental housing, where it is needed most, by simplifying and aligning the delivery of rental housing programs.</p>
Metric	<p>Number of families served through HUD rental assistance</p> <ul style="list-style-type: none"> • Description: Total number of households served through HUD rental assistance • Data source: Multiple • Unit of measurement: Households served through HUD rental assistance • Dimension: Count • Calculation method: Total count of units supported by rental assistance programs serving Households • Frequency: Varied, see below • Direction: Increased • Data quality (limitations/advantages of the data): See sub-metrics below. • Measurement Validation, verification, and improvement of measure: See sub-metrics below. <p>Sequence: 21</p>

Public and Indian Housing

Tenant Based Rental Assistance Vouchers (TBRA) [HCV]

- **Description:** This indicator tracks the number of utilized vouchers within PIH's Housing Choice Vouchers 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:** HUD's Inventory Management System
- **Unit of measurement:** TBRA Utilized Vouchers
- **Dimension:** Count
- **Calculation method:** The Housing Choice Voucher utilized voucher count is based on the number of utilized vouchers entered into PIH's Voucher Management System (VMS) with Moving to Work PHA vouchers counted as 100% utilized.
- **Frequency:** Quarterly
- **Direction:** Flat
- **Data quality (limitations/advantages of the data):** The Voucher Management System captures information related to the leasing and Housing Assistance Payment expenses for the Housing Choice Voucher program. The public housing agencies enter the information, which provides the latest available leasing and expense data. The data, therefore, are subject to human (data-entry) error. The Department, however, has instituted "hard edits" for entries in the system.
- **Measurement 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. When a hard edit is generated, a financial analyst reviews the data and, if necessary, contacts the public housing agency to resolve differences. If the issue 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 Housing Choice Voucher 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 Voucher Management System 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 Voucher Management System to ensure that the data are accurate.

Sequence: 21a

Rental Assistance Demonstration (RAD) units moved to TBRA

- **Description:** Number of units converted from Moderate Rehab to Tenant-Based Rental Assistance (TBRA) using the Rental Assistance Demonstration (RAD).
- **Data Source:** RAD Resource Desk
- **Unit of measurement:** Units
- **Dimension:** Count
- **Calculation method:** The RAD Units converted to TBRA count is selected from and based on the universe of "closed" RAD units that are identified as Project Based Voucher (PBV) with the RAD Resource Desk System. RAD units are assigned with a subsidy type category. The count of units is summed.
- **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 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 RAD Resource Desk.
- **Measurement Validation, verification, and improvement of measure:** Data inconsistencies are identified through periodic data integrity checks by RAD Resource Desk (RRD) systems administrators and RECAP's System Support Manager. Based on the findings data errors are corrected as a collaborated effort between, the Resource Desk system administrators and the Transaction Managers. The corrections are verified by the RRD systems admins. Technical issues or information about the content of the Desk can be submitted online or via email to a mailbox designated for technical issues.

Sequence: 21b

Public Housing

- **Description:** This indicator tracks the number of occupied rental units within PIH's Public Housing stock, which play a significant role in contributing to overall families served by HUD.
- **Data source:** HUD's Inventory Management System/Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Public Housing occupied rental units under an Annual Contribution Contract (ACC)
- **Dimension:** Count
- **Calculation method:** The Public Housing occupied rental units count is based on the universe of Public Housing units that are identified as being under an ACC (Annual Contribution Contract) with HUD. Public Housing units are assigned a unit category and status to note the nature of use within the program. The counts of units within unit statuses of "occupied by assisted tenants", "occupied by non-assisted tenants", and "special use" are summed to produce the Public Housing occupied rental units count.
- **Frequency:** Quarterly
- **Direction:** Decrease
- **Data quality (limitations/advantages of the data):** Public housing agencies self-report inventory and occupancy data in HUD's Inventory Management System/Public and Indian Housing Information Center using the 50058 form. Changes to unit use categories are approved by local HUD field offices. This data is used to calculate Capital Fund and Operating Fund grants. Public housing agencies annually certify to the accuracy of public housing building and unit counts within PIC/IMS system.
- **Measurement Validation, verification, and improvement of measure:** Through the annual Capital Fund certification process errors in physical inventory information are identified in IMS/PIC. Public housing agencies are required to correct errors before certifying to the accuracy of the data for each development. When a public housing agency encounters errors that the public housing agency staff or field office staff cannot correct the public housing agency is required to inform the Real Estate Assessment Center Technical Assistance Center help desk. This center assigns a help ticket number to the public housing agency and the public housing agency enters the number and a comment in their certification.
- The largest data set used in the calculation of Operating Subsidy is unit status data from the IMS/PIC system. Tenant move ins and move outs are captured via Form 50058 submissions and public housing agencies and HUD field offices collaborate to add units to Special Use categories. 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. Furthermore, when the public housing agency encounters errors that the public housing agency or field office staff are unable to correct, the public housing agency is required to inform the Real Estate Assessment Center Technical Assistance Center help desk. This center assigns a help ticket number to the public housing agency and the public housing agency enters the number on the Operating Subsidy form they submit to the field office

Sequence: 21c

Metric

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, public housing agencies provide data to the Public and Indian Housing 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. After funding has been received, the Financial Management Center obligates and disburses funding for Moderate Rehabilitation Renewals or Replacement vouchers with Housing Choice Vouchers funds.
- **Unit of measurement:** Specified available rental 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, Public and Indian Housing field offices, and the Financial Management Center. It is primarily a detailed, time-consuming, manual process.
- **Measurement 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. The Office of Housing Voucher Programs is currently working to develop a more streamlined and automated process to validate and improve the validation.

Sequence: 21d

Mainstream Vouchers

- **Description:** Mainstream program vouchers enable families having a person with disabilities to lease affordable private housing of their choice. Mainstream program vouchers also assist persons with disabilities who often face difficulties in locating suitable and accessible housing on the private market.
- **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.
- **Data source:** HUD's Voucher Management System
- **Unit of measurement:** Mainstream Vouchers utilized
- **Dimension:** Count
- **Calculation method:** The Mainstream utilized voucher count is based on the number of utilized vouchers entered into PIH's Voucher Management System (VMS).
- **Frequency:** Quarterly
- **Direction:** Constant
- **Data quality (limitations/advantages of the data):** The Voucher Management System captures information related to the leasing and Housing Assistance Payment expenses for the Housing Choice Voucher program. The public housing agencies enter the information, which provides the latest available leasing and expense data. The data, therefore, are subject to human (data-entry) error. The Department, however, has instituted "hard edits" for entries in the system.
- **Measurement 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. When a hard edit is generated, a financial analyst reviews the data and, if necessary, contacts the public housing agency to resolve differences. If the issue 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 Housing Choice Voucher Program uses four other means to ensure the accuracy of the data:

1. The Housing Choice Voucher Financial Management Division performs data-validation checks of the Voucher Management System 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 Voucher Management System to ensure that the data are accurate.
2. The Public and Indian Housing Quality Assurance Division, using onsite and remote Voucher Management System 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 the Voucher Management System. REAC also compares VMS to FASS data and rejects it if it is materially different.

Sequence: 21e

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:** ONAP-produced rental units
- **Dimension:** Count
- **Calculation method:** ONAP rental units count is aggregated by ONAP, 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.
- **Measurement Validation, verification, and improvement of measure:** The data are continually reviewed by HUD. When inaccurate data are discovered or suspected, program specialists follow-up with grantees to resolve.

Sequence: 21f

Housing

Project-Based Rental Assistance (PBRA) [Section 8]

- **Description:** This sub-metric tracks the number of families receiving rental assistance through the Section 8 PBRA program
- **Data source:** Tenant Rental Assistance Certificate System (TRACS) and Integrated Real Estate Management System (iREMS)
- **Unit of measurement:** Families receiving rental assistance through the Section 8 Project-Based Rental Assistance program
- **Dimension:** Count
- **Calculation method:** Total count of units receiving rental assistance through the Section 8 Project-Based Rental Assistance 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. The applications are working with clean, accurate, and meaningful data. 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.

- **Measurement 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. The primary data element for the Tenant Rental Assistance Certificate System is the HUD 50059 tenant certification, which originates from owner/agents, performance-based contract administrators, and traditional contract administrators. HUD's 50059 transmissions are processed via secure system access and a predetermined system script. Invalid data are identified by an error code and are returned to the sender with a descriptive message and procedures to correct the error. This electronic process approximates that of the paper Form HUD 50059. The Tenant Rental Assistance Certificate System edits every field, according to the HUD rental assistance program policies.

Sequence: 21g

Rental Assistance Demonstration (RAD) units move to PBRA

- **Description:** Number of units converted to Project-Based Rental Assistance (PBRA) using the Rental Assistance Demonstration (RAD).
- **Data source:** RAD Resource Desk
- **Unit of measurement:** Units
- **Dimension:** Count
- **Calculation method:** The RAD Units converted to PBRA count is selected from and based on the universe of "closed" RAD units that are identified as Project Based Rental Assistance (PBRA) with the RAD Resource Desk System. RAD units are assigned with a subsidy type category. The count of units is summed.
- **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 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 RAD Resource Desk.
- **Measurement Validation, verification, and improvement of measure:** Data inconsistencies are identified through periodic data integrity checks by RAD Resource Desk (RRD) systems administrators and Recap's System Support Manager. Based on the findings data errors are corrected as a collaborated effort between, the Resource Desk system administrators and the Transaction Managers. The corrections are verified by the RRD systems admins. Technical issues or information about the content of the Desk can be submitted online or via email to a mailbox designated for technical issues.

Sequence: 21h

Other Multifamily Subsidies (202, 236 and 221d3 BMIR)

- **Description:** Count of units covered by old 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)
- **Unit of measurement:** Number of families living in units subsidized by the old 202, 236, IRP, and BMIR programs
- **Dimension:** Count
- **Calculation method:** Count of units
- **Frequency:** Quarterly
- **Direction:** Decreasing (as mortgages mature)
- **Data quality (limitations/advantages of the data):** All of these units are assumed to be occupied. There is no assurance that this assumption is correct.

- **Measurement 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: 21i

Project Rental Assistance Contract (Sections 202 Elderly and 811 Persons with Disabilities) [PRAC 202/811]

- **Description:** This sub-metric tracks the number of families receiving rental assistance through the 202/811 Project Rental Assistance program.
- **Data source:** Tenant Rental Assistance Certificate System (TRACS) and Integrated Real Estate Management System (iREMS)
- **Unit of measurement:** Families receiving rental assistance through the 202/811 Project Rental Assistance program
- **Dimension:** Count
- **Calculation method:** Total count of units receiving assistance through a 202/811 PRAC
- **Frequency:** Quarterly
- **Direction:** Increasing
- **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. The applications are working with clean, accurate, and meaningful data. Data fields are required for property and project management purposes.
- **Measurement 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. The primary data element for the Tenant Rental Assistance Certificate System 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. The Tenant Rental Assistance Certificate System edits every field, according to the HUD rental assistance program policies.

Sequence: 21j

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

- **Description:** 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 Tax Credits
- **Dimension:** Count
- **Calculation method:** Total count of commitments with new or existing low-income housing tax credits or 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 posed on the SharePoint site based on data provided by the HUD Project Managers who have worked on these projects. The data are judged to be reliable for this measure.
- **Measurement Validation, verification, and improvement of measure:** HUD field staff provide the data which is reviewed and verified by Multifamily Hub and Headquarters staff.

Sequence: 21k

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:** Families receiving rental assistance through the Rental Assistance Payment (RAP) program
- **Dimension:** Count
- **Calculation method:** Total count of units receiving assistance through the Rental Assistance Payment (RAP) program
- **Frequency:** Quarterly
- **Direction:** Decreasing
- **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. The applications are working with clean, accurate, and meaningful data. Data fields are required for property and project management purposes.
- **Measurement 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. The primary data element for the Tenant Rental Assistance Certificate System 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. The Tenant Rental Assistance Certificate System edits every field, according to the HUD rental assistance program policies.

Sequence: 211

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:** Families receiving rental assistance through Rent Supplement (SUP) program
- **Dimension:** Count
- **Calculation method:** Total count of units receiving assistance through the Rent Supplement (SUP) program
- **Frequency:** Quarterly
- **Direction:** Decreasing
- **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. The applications are working with clean, accurate, and meaningful data. Data fields are required for property and project management purposes.
- **Measurement 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. The primary data element for the Tenant Rental Assistance Certificate System 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. The Tenant Rental Assistance Certificate System edits every field, according to the HUD rental assistance program policies.

Sequence: 21m

Mortgage Insurance for Residential Care Facilities (Sect. 232)

- **Description:** Affordable assisted living facility units for Medicaid-eligible tenants preserved by Section 232 endorsements within a fiscal year.
- **Data source:** DAP; SharePoint
- **Unit of measurement:** Number of Medicaid-eligible assisted living facility units preserved
- **Dimension:** Count
- **Calculation method:** Apply national Medicaid percent table to total actual number of assisted living facilities endorsed within Medicaid-eligible states under Section 232 program within a fiscal year to determine units.
- **Frequency:** Quarterly
- **Direction:** Flat
- **Data quality (limitations/advantages of the data):** The Medicaid percentage utilized for this calculation is based upon best-available independent analysis conducted on national data and tends to be more conservative relative to the FHA portfolio.
- **Measurement Validation, verification, and improvement of measure:** The Office of Residential Care Facilities monitors and verifies actual data quarterly.

Sequence: 21n

Community Planning and Development

HOME Occupied Rental Units

- **Description:** HOME funds may be used for the acquisition, new construction or rehabilitation of affordable rental housing
- **Data source:** IDIS
- **Unit of measurement:** Occupied Rental Units
- **Dimension:** Count
- **Calculation method:** Data is derived from grantee accomplishments reported by HOME grantees in the Integrated Disbursement and Information System.
- **Frequency:** Quarterly
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** System has edit controls that help prevent Grantees from making data entry errors.
- **Measurement Validation, verification, and improvement of measure:** When monitoring grantees, Community Planning and Development field staff verifies program data.

Sequence: 21o

McKinney-Vento Homeless Assistance Units

- **Description:** The number of Continuum of Care (CoC) occupied rental units provided through the McKinney-Vento Act
- **Data source:** 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 HH Units with Children, HH Beds without children and HH Beds with only children. These are annual files and the current total is subtracted from the previous annual performance period to derive the incremental actual reported in the APR.
- **Frequency:** Annually
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** CoCs apply for funding for McKinney-Vento rental assistance
- **Measurement Validation, verification, and improvement of measure:** TBD

Sequence: 21p

Tax Credit Assistance Program

- **Description:** Completed units
- **Data source:** IDIS
- **Unit of measurement:** Completed units
- **Dimension:** Count
- **Calculation method:** Data was derived from grantee accomplishments reported in IDIS
- **Frequency:** Quarterly
- **Direction:** 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.
- **Measurement Validation, verification, and improvement of measure:** Program staff reviewed reports to ensure data validity and resolved identified data issues.

Sequence: 21q

Community Development Block Grants—Disaster Relief (CDBG-DR)

- **Description:** The number of rental units
- **Data source:** DRGR
- **Unit of measurement:** Count of low and moderate income renter households
- **Dimension:** Count
- **Calculation method:** Data is derived from CDBG-DR Sandy grantee projections reported in DRGR
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Sandy grantees are still providing projections
- **Measurement Validation, verification, and improvement of measure:** Sandy grantees are still providing projections

Sequence: 21r

Housing Opportunities for Persons with Aids (HOPWA)

- **Description:** The HOPWA program collects performance outcomes on housing stability, access to care, and prevention of homelessness.
- **Data source:** Integrated Disbursement and Information System (IDIS)
- **Unit of measurement:** Specified persons receiving assistance
- **Dimension:** Count
- **Calculation method:** These performance reports are collected by grantees
- **Frequency:** Annually
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** Data are reported by formula and competitive grantees through the Consolidated Annual Performance and Evaluation Report and the Annual Progress Report, 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 provide the program with insights into client demographics, expenditures for eligible activities, and the number of households served. At this time, the program does not have a client-level data system that provides site-specific information on performance outcomes. Pending enhancements to IDIS, however, will help support data quality and reduce the grantees' burden.
- **Measurement Validation, verification, and improvement of measure:** Performance reporting information is reviewed by HOPWA technical assistance providers and recorded in grant profiles and national summaries on the program's website (HUDHRE.info). HUD guidance and technical assistance assists grantees in verifying data quality and completing reports.

Sequence: 21s

Neighborhood Stabilization Program-ARRA funded

- **Description:** The Neighborhood Stabilization Program was established for the purpose of stabilizing communities that have suffered from foreclosures and abandonment through the purchase and redevelopment of foreclosed and abandoned homes and residential properties.
- **Data source:** Disaster Recovery Grant Reporting System
- **Unit of measurement:** Housing unit
- **Dimension:** Count
- **Calculation method:** Housing unit purchased and redeveloped through NSP programs.
- **Frequency:** Quarterly (retired)
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** As activities are completed, grantees enter the data
- **Measurement Validation, verification, and improvement of measure:** Grantee-entered data are subject to review and verification by HUD staff as part of quarterly performance report reviews.

Sequence: 21t

	<p>HOME TBRA</p> <ul style="list-style-type: none"> • Description: For tenants with incomes at or below 80 percent of area median income. • Data source: IDIS • Unit of measurement: Households assisted with TBRA • Dimension: Count • Calculation method: Data is derived from grantee accomplishments reported by HOME grantees in the Integrated Disbursement and Information System. • Frequency: Quarterly • Direction: Increased • Data quality (limitations/advantages of the data): Current data systems do not capture the length of time or type of assistance (e.g. security deposit) provided to households.
	<ul style="list-style-type: none"> • Measurement Validation, verification, and improvement of measure: When monitoring grantees, Community Planning and Development field staff verifies program data. For FY 2014, presentation of this data was revised. <p>Sequence: 21u</p>
Metric	<p>Number of units converted using the Rental Assistance Demonstration (RAD): First Component</p> <ul style="list-style-type: none"> • Description: Number of public housing and Section 8 Moderate Rehabilitation (Mod Rehab) units converted to PBRA or TBRA. • Data source: Office of Recapitalization data systems (MS Access Database) • Unit of measurement: Units converted through RAD • Dimension: Count • Calculation method: Total units counted through RAD • Frequency: Quarterly • Direction: Increased • Data quality (limitations/advantages of the data): The data is considered to be accurate and reliable. • Measurement Validation, verification, and improvement of measure: Data inconsistencies are identified through periodic data integrity checks by Transaction Reviewers and Recap's System Support Manager. Based on the findings data errors are corrected as a collaborated effort between, the Transaction reviewers and RECAP staff. <p>Sequence: 22</p>

Metric	<p>Number of units converted using the Rental Assistance Demonstration (RAD): Second Component</p> <ul style="list-style-type: none">• Description: Number of projects funded under the Rent Supplement (Rent Supp), Rental Assistance Payment (RAP), and Mod Rehab programs converted to project-based vouchers (PBVs) or project-based rental assistance (PBRA).• Data source: Office of Recapitalization data systems• Unit of measurement: Units converted through RAD• Dimension: Count• Calculation method: Total units counted through RAD• Frequency: Quarterly• Direction: Increased• Data quality (limitations/advantages of the data): The data is considered to be accurate and reliable.• Measurement Validation, verification, and improvement of measure: The data is entered and validated by RECAP staff. <p>Sequence: 23</p>
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Metric

Housing Choice Voucher budget utilization rate

- **Description:** Budget authority expended as a percent of all budget authority for the calendar year.
- **Data source:** VMS
- **Unit of measurement:** Budget authority expended as a percent of all budget authority.
- **Dimension:** Percent
- **Calculation method:** Housing Assistance Payments 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:** Quarterly
- **Direction:** Varies based on budget provided
- **Data quality (limitations/advantages of the data):** The Voucher Management System captures information related to the leasing and Housing Assistance Payment expenses for the Housing Choice Voucher program. The public housing agencies enter the information, which provides the latest available leasing and expense data. The data, therefore, are subject to human (data-entry) error. The Department, however, has instituted “hard edits” for entries in the system.
- **Measurement 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. When a hard edit is generated, a financial analyst reviews the data and, if necessary, contacts the public housing agency to resolve differences. If the issue 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 Housing Choice Voucher 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 Housing Choice Voucher Financial Management Division performs data-validation checks of the Voucher Management System 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 Voucher Management System to ensure that the data are accurate.
 3. The Public and Indian Housing Quality Assurance Division, using onsite and remote Voucher Management System 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 the Voucher Management System. REAC also compares VMS to FASS data and rejects it if it is materially different.

Sequence: 24

Metric	<p>Public Housing occupancy rate</p> <ul style="list-style-type: none"> • Description: Occupancy rate in Public Housing • Data source: HUD’s Inventory Management System/Public and Indian Housing Information Center (IMS/PIC) • Unit of measurement: Percent of occupied Public Housing Units • Dimension: Percent • Calculation method: The APG Occupancy Rate is calculated using the following methodology: <ul style="list-style-type: none"> • Total of Public Housing occupied rental units under an ACC/ (Total Standing ACC Units – Total Uninhabitable Units) • The total Public Housing occupied rental units under an ACC count is the sum of units occupied by assisted tenants, units occupied by non-assisted tenants, and Special Use units. Total Standing ACC Units, refers to the number of standing (i.e. not removed) units under Annual Contributions Contracts with HUD. The number of Uninhabitable Units refers to ACC units that are vacant and approved for removal from inventory. • Frequency: Quarterly • Direction: Constant • Data quality (limitations/advantages of the data): The Public Housing occupancy rate faces the same limitations as the “Public Housing occupied rental units” measure. However, the rate may also fluctuate per the changing denominator of ACC units, while retaining the same count of Public Housing occupied rental units. • Measurement Validation, verification, and improvement of measure: The measurement validation processes applied to the “Public Housing occupied rental units” metric also apply to the Public Housing occupancy rate. <p>Sequence: 25</p>
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Metric	<p>Project Based Rental Assistance (PBRA) occupancy rate</p> <ul style="list-style-type: none"> • Description: Percent of units occupied for PBRA • Data source: Tenant Rental Assistance Certificate System (TRACS) and Integrated Real Estate Management System (iREMS) • Unit of measurement: Percent PBRA units occupied • Dimension: Percent • Calculation method: Occupied Units divided by Total Units • 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. The applications are working with clean, accurate, and meaningful data. Data fields are required for property and project management purposes. • Measurement 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. The primary data element for the Tenant Rental Assistance Certificate System is the HUD 50059 tenant certification, which originates from owner/agents, performance-based contract administrators, and traditional contract administrators. HUD’s 50059 transmissions are processed via secure system access and a predetermined system script. Invalid data are identified by an error code and are returned to the sender with a descriptive message and procedures to correct the error. This electronic process approximates that of the paper Form HUD 50059. The Tenant Rental Assistance Certificate System edits every field, according to the HUD rental assistance program policies. <p>Sequence: 26</p>
Metric	<p>Percent of Section 8 Housing Assistance Payment contracts renewed</p> <ul style="list-style-type: none"> • Description: Percent of Housing Assistance Payment (HAP) contracts renewed • Data source: HEREMS database; TRACS datamart • Unit of measurement: Contracts • Dimension: Percent • Calculation method: $([\text{Expiring Unique contracts}] - [\text{TRACS HAP true Terminations}])/([\text{Expiring Unique contracts}])$. Expiring Unique Contracts data was calculated based on renewal tables from HEREMS database. TRACS HAP true Terminations data is based on data from Voucher_Edit table from TRACS datamart. Contracts terminated due to the following termination reasons: combined (code B), grant funding (code G), conversion (code S), RAD conversion (code V) were excluded. • Frequency: Annual • Direction: Increased • Data quality (limitations/advantages of the data): The data quality is directly related to the data quality of HEREMS database and TRACS datamart • Measurement Validation, verification, and improvement of measure: As currently measured, the data may include a small number of contracts that have expired but were neither terminated nor renewed. The measure could be improved by finding a way to remove these contracts. <p>Sequence: 27</p>

Metric	<p>Number of inspections saved through inspection sharing</p> <ul style="list-style-type: none"> • Description: Number of duplicative inspections for units with multiple funding streams saved through inspection sharing to both federal and state housing partners • Data source: Manual tracking system (SharePoint) • Unit of measurement: Number of duplicative inspections saved through inspection sharing • Dimension: Count • Calculation method: For each property enrolled in the pilot within each year, inspections saved are calculated by taking the sum of inspections that would have taken place per federal programmatic requirements and subtracting the number of physical inspections that have actually taken place, with one inspection ideally serving all needs. The complete metrics is the count of all duplicative inspections saved for each property. • Frequency: Annually (tracking only) • Direction: Increased • Data quality (limitations/advantages of the data): The Physical Inspection Alignment Initiative utilizes several combined sources of information, including HUD-REAC systems, state HFA reports, IRS/Treasury LIHTC compliance reporting, and USDA-RD reports, to create a baseline of properties to be enrolled in and inspected as part of the alignment pilot. Although some information does come directly from systems (PASS, IREMS), and is combined utilizing SQL queries and Access databases, there is manual manipulation of tracking system data by pilot team staff that is unavoidable, as sources for this information are not located elsewhere. Because no defined system exists, nor are there areas to enter relevant pilot data into preexisting systems, manual errors are a risk. • Measurement Validation, verification, and improvement of measure: Inspections completed by REAC inspectors or contracted inspectors are validated per normal processes—the completion of inspections is systematic and relatively error-free. Inspections completed by HFA partners are validated through the same mechanisms as other REAC inspections so that the completion of an inspection is verified. <p>Sequence: 28</p>
Strategic Goal	Use Housing as a Platform to Improve Quality of Life
Strategic Objective	End homelessness for veterans, people experiencing chronic homelessness, families, youth and children.

<p>Metric</p>	<p>Total veterans living on the streets, experiencing homelessness</p> <ul style="list-style-type: none"> • Description: Total veterans living on the streets, experiencing homelessness • Data source: PIT • Unit of measurement: Homeless veterans in specified situation on a single night in January each year • Dimension: Count • Calculation method: A count of homeless persons a single night in January • Frequency: Annual. 24 CFR 578.7(c)(2) only requires that the counts be done “biennially” • Direction: Increased • Data quality (limitations/advantages of the data): HUD establishes Point-in-Time (PIT) guidance annually that states the minimum amount of data that all CoCs must collect and report to HUD as part of its PIT count. There are additional reporting tools that provide guidance on HUD’s reporting requirements and standards. • Measurement 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 is submitted HUD’s contractors analyze the data again and call communities if there are further discrepancies that need to be explained or corrected. <p>Sequence: 29</p>
<p>Metric</p>	<p>Total homeless veterans temporarily living in shelters or transitional housing</p> <ul style="list-style-type: none"> • Description: Total homeless veterans temporarily living in shelters or transitional housing • Data source: PIT • Unit of measurement: Homeless veterans in specified situation on a single night in January each year • Dimension: Count • Calculation method: A count of homeless persons a single night in January. • Frequency: Annual. 24 CFR 578.7(c)(2) only requires that the counts be done “biennially” • Direction: Increased • Data quality (limitations/advantages of the data): HUD establishes Point-in-Time (PIT) guidance annually that states the minimum amount of data that all CoCs must collect and report to HUD as part of its PIT count. There are additional reporting tools that provide guidance on HUD’s reporting requirements and standards. • Measurement 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 is submitted HUD’s contractors analyze the data again and call communities if there are further discrepancies that need to be explained or corrected. <p>Sequence: 30</p>

<p>Metric</p>	<p>Individuals experiencing chronic homelessness</p> <ul style="list-style-type: none"> • Description: Number of Families experiencing homelessness • Data source: PIT • Unit of measurement: Specified groups • Dimension: Count • Calculation method: Each CoC is required to conduct an annual sheltered count and an unsheltered count every other year. This data is aggregated and reported for this metric. • Frequency: Annually • Direction: Decrease • Data quality (limitations/advantages of the data): HUD establishes Point-in-Time (PIT) guidance annually that states the minimum amount of data that all CoCs must collect and report to HUD as part of its PIT Count. There are additional reporting tools that provide guidance on HUD’s reporting requirements and standards. • Measurement 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 is submitted HUD’s contractors analyze the data again and call communities if there are further discrepancies that need to be explained or corrected. <p>Sequence: 31</p>
<p>Metric</p>	<p>Number of new Permanent Supportive Housing beds dedicated to individuals and families experiencing chronic homelessness</p> <ul style="list-style-type: none"> • Description: New permanent supportive housing beds for chronically homeless • Data source: ESNAPS • Unit of measurement: Beds for specified households • Dimension: Count • Calculation method: HUD conducts an annual competition for CoC Program funding. HUD is continuing to encourage CoCs to use new and reallocated funds to create new permanent supportive housing units for the chronically homeless. This measure reflects the sum of all new beds/units funded in the competition that are dedicated to serve individuals and families experiencing chronic homelessness. • Frequency: Annually • Direction: Increase • Data quality (limitations/advantages of the data): CoCs apply for funding for new permanent supportive housing, with dedicated beds for the chronically homeless. • Measurement 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. <p>Sequence: 32</p>

Metric	<p>Percentage of new Permanent Supportive Housing beds dedicated to individuals and families experiencing chronic homelessness</p> <ul style="list-style-type: none"> • Description: New permanent supportive housing beds for chronically homeless • Data source: ESNAPS • Unit of measurement: Beds for specified households • Dimension: Percentage • Calculation method: HUD conducts an annual competition for CoC Program funding. HUD is continuing to encourage CoCs to use new and reallocated funds to create new permanent supportive housing units for the chronically homeless. This measure reflects the proportion of all new beds/units funded in the competition that are dedicated to serve individuals and families experiencing chronic homelessness. • Frequency: Annually • Direction: Increase • Data quality (limitations/advantages of the data): CoCs apply for funding for new permanent supportive housing, with dedicated beds for the chronically homeless. • Measurement 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. <p>Sequence: 33</p>
Metric	<p>Veterans placed in permanent housing</p> <ul style="list-style-type: none"> • Description: Total number of veterans housed permanently • Data source: Veteran’s Affairs Homeless Registry, PIC • Unit of measurement: Specified persons • Dimension: Count • Calculation method: Number of unique veterans who obtain permanent housing divided by the number of placements • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): CoCs apply for funding for permanent supportive housing for veterans • Measurement 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 <p>Sequence: 34</p>

<p>Metric</p>	<p>Homeless veterans served with transitional housing through Continuum of Care resources</p> <ul style="list-style-type: none"> • Description: Homeless veterans served through CoC transitional housing programs • Data source: ESNAPS • Unit of measurement: Specified individuals • 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 for an entire year’s worth of data. • Frequency: Annually • Direction: Decrease • Data quality (limitations/advantages of the data): HUD provides programming specifications to CoCs and grant recipients that are then used by the HMIS programmers. This creates consistency and avoids error. Data is then submitted to HUD via ESNAPS. ESNAPS has several data validations also to ensure consistency. • Measurement 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. <p>Sequence: 35</p>
<p>Metric</p>	<p>Homeless veterans served with permanent supportive housing through Continuum of Care resources</p> <ul style="list-style-type: none"> • Description: Homeless veterans served through CoC permanent supported housing programs • Data source: ESNAPS • Unit of measurement: Count • Dimension: Homeless veterans served in specified manner • 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 for an entire year’s worth of data. • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): 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 for an entire year’s worth of data. • Measurement Validation, verification, and improvement of measure: HUD provides programming specifications to CoCs and grant recipients that are then used by the HMIS programmers. This creates consistency and avoids error. Data is then submitted to HUD via ESNAPS. ESNAPS has several data validations also to ensure consistency. <p>Sequence: 36</p>

Metric	<p>Percentage of permanent supportive housing serving individuals and families experiencing chronic homelessness</p> <ul style="list-style-type: none"> • Description: All permanent supportive housing beds serving chronically homeless • Data source: CoC Application • Unit of measurement: Beds for specified individuals • 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): CoCs apply for funding for permanent supportive housing, with prioritized or dedicated beds for the chronically homeless. • Measurement 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. <p>Sequence: 37</p>
Metric	<p>Families experiencing homelessness</p> <ul style="list-style-type: none"> • Description: Number of Families experiencing homelessness • Data source: PIT • Unit of measurement: Specified groups • Dimension: Count • Calculation method: Each CoC is required to conduct an annual sheltered count and an unsheltered count every other year. This data is aggregated and reported for this metric. • Frequency: Annually • Direction: Decrease • Data quality (limitations/advantages of the data): HUD establishes Point-in-Time (PIT) guidance annually that states the minimum amount of data that all CoCs must collect and report to HUD as part of its PIT Count. There are additional reporting tools that provide guidance on HUD's reporting requirements and standards. • Measurement 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 is submitted HUD's contractors analyze the data again and call communities if there are further discrepancies that need to be explained or corrected. <p>Sequence: 38</p>

Metric

Admissions of new homeless households into HUD-assisted housing

- **Description:** Admissions of new homeless households into Public Housing, Housing Choice Vouchers, or Multi-family programs
- **Data source:** see below
- **Unit of measurement:** New Homeless Admissions
- **Dimension:** Count
- **Calculation method:** Number of families admitted into HUD-assisted housing
- **Frequency:** Quarterly
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** see below
- **Measurement Validation, verification, and improvement of measure:** see below

Sequence: 39

Public Indian Housing

Public Housing

- **Description:** Admissions of new homeless households into Public Housing
- **Data source:** PIC
- **Unit of measurement:** New Homeless Admissions
- **Dimension:** Count
- **Calculation method:** Number of families admitted into HUD-assisted housing
- **Frequency:** Quarterly
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** Public housing agencies self-report the data. Based on a review of PIC reporting on line 4C (homeless at admission) of the Form 50058, PIH found that some PHAs were not reporting in this field accurately, or were reporting “no” for all applicants, whether homeless or not.
- **Measurement 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: 39a

Housing Choice Vouchers (TBRA)

- **Description:** Admissions of new homeless households into Public Housing
- **Data source:** PIC
- **Unit of measurement:** New Homeless Admissions
- **Dimension:** Count
- **Calculation method:** Number of families admitted into HUD-assisted housing
- **Frequency:** Quarterly
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** Public housing agencies self-report the data. Based on a review of PIC reporting on line 4C (homeless at admission) of the Form 50058, PIH found that some PHAs were not reporting in this field accurately, or were reporting “no” for all applicants, whether homeless or not.
- **Measurement 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: 39b

Housing

Multifamily Housing

- **Description:** Admissions of new homeless households into HUD-assisted Multifamily units
- **Data source:** TRACs
- **Unit of measurement:** New Homeless Admissions
- **Dimension:** Count
- **Calculation method:** Number of families admitted into HUD-assisted housing
- **Frequency:** Quarterly
- **Direction:** Increasing
- **Data quality (limitations/advantages of the data):** Data will be collected beginning in late 2014. Some period of time will be needed to improve the quality of data collection, identify and resolve problems, and to establish baselines.
- **Measurement Validation, verification, and improvement of measure:**

Sequence: 39c

Metric	<p>Percentage of Emergency Solutions Grant dollars dedicated to Rapid Re-housing for homeless families</p> <ul style="list-style-type: none"> • Description: Percentage of specified grant dollars for Rapid Re-housing of homeless families • Data source: IDIS • Unit of measurement: Grant Dollars • Dimension: Percentage • Calculation method: Each year, HUD allocates funding to ESG through a formula grant. HUD is encouraging ESG recipients to use funding to rapid rehouse its participants. HUD will look at the percent of its total ESG funds that are expended on RRH activities. • Frequency: Annually • Direction: Increase • Data quality (limitations/advantages of the data): Each year, HUD allocates funding to ESG through a formula grant. HUD is encouraging ESG recipients to use funding to rapid rehouse its participants. • Measurement Validation, verification, and improvement of measure: HUD will look at the percent of its total ESG funds that are expended on RRH activities. <p>Sequence: 40</p>
Strategic Objective 3B	Promote advancements in economic prosperity for residents of HUD-assisted housing.
Metric	<p>Percentage of participants enrolled in the Family Self Sufficiency program that have sustained wage increases</p> <ul style="list-style-type: none"> • Description: Percent of participants enrolled in FSS program with positive wages • Data source: National Directory of New Hires database • Unit of measurement: Sample of specified individuals with sustained wage increases • Dimension: Percentage • Calculation method: Percentage of individuals enrolled in FSS with increased wages divided by total participants • Frequency: Quarterly • Direction: Increasing • Data quality (limitations/advantages of the data): Match of representative sample of FSS participants to HHS's National Directory of New Hires database provides a more reliable measure of wage changes than previously used self-reports, but does not cover all participants. • Measurement Validation, verification, and improvement of measure: <p>Sequence: 41</p>

Metric	<p><u>Section 3</u></p> <p>Percent 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 Section 3 Residents hired • Data source: Section 3 Performance Evaluation and Registry System (SPEARS) • Unit of measurement: Specified individuals hired • Dimension: Percentage • Calculation method: Number of Section 3 residents hired divided by total of all new hires for all agencies that reported during the period • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): Recipients of HUD funding enter the data for their programs so it is dependent on their understanding of Section 3 and the accuracy of the data entered. • Measurement Validation, verification, and improvement of measure: Sample auditing will be done <p>Sequence: 42</p>
Metric	<p>Percent of total dollar amount of construction contracts awarded to Section 3 businesses by covered HUD funding</p> <ul style="list-style-type: none"> • Description: Percent of total dollar amount of construction contracts awarded to Section 3 businesses by covered HUD funding • Data source: SPEARS • Unit of measurement: Percentage of specified dollars used • Dimension: Ratio • Calculation method: Dollars awarded to Section 3 businesses for construction contracts divided by the total dollars awarded to Section 3 businesses for such use • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): Recipients of HUD funding enter the data for their programs so it is dependent on their understanding of Section 3 and the accuracy of the data entered. • Measurement Validation, verification, and improvement of measure: Sample auditing will be done <p>Sequence: 43</p>

Metric	<p>Percent of total dollar amount of non-construction contracts awarded to Section 3 businesses by covered HUD funding</p> <ul style="list-style-type: none"> • Description: Percent of total dollar amount of non-construction contracts awarded to Section 3 businesses by covered HUD funding • Data source: SPEARS • Unit of measurement: Percentage of specified dollars used • Dimension: Percentage • Calculation method: Dollars awarded to Section 3 businesses for non-construction contracts divided by the total the dollars awarded to Section 3 businesses for such use • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): Recipients of HUD funding enter the data for their programs so it is dependent on their understanding of Section 3 and the accuracy of the data entered. • Measurement Validation, verification, and improvement of measure: Sample auditing will be done <p>Sequence: 44</p>
Metric	<p>Number of self-certified Section 3 businesses in HUD's registry nationwide</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 certified Section 3 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. • Measurement Validation, verification, and improvement of measure: Data is reviewed periodically for obvious issues. <p>Sequence: 45</p>
Metric	<p>Number of states with Section 3 certified businesses in HUD's registry</p> <ul style="list-style-type: none"> • Description: Number of states with Section 3 certified businesses in HUD's registry • Data source: Section 3 Business Registry System • Unit of measurement: Number of states • Dimension: Count • Calculation method: Count number of states with business listed in the registry • Frequency: Annual • Direction: Increasing • Data quality (limitations/advantages of the data): Businesses are self-certifying and all data is entered by registrant. • Measurement Validation, verification, and improvement of measure: Data is reviewed periodically for obvious issues. <p>Sequence: 46</p>

Percent of target resident students who are at or above grade level according to state mathematics assessments in Choice Neighborhood communities

- **Description:** Weighted average reported math performance of students in Choice Neighborhood communities in the previous academic year.
- **Data source:** Choice Neighborhood Implementation grantee performance reports
- **Unit of measurement:** Percentage of target resident students at or above grade level in math
- **Dimension:** Percentage
- **Calculation method:** [Percentage of target resident students at or above grade level in math] / [Percentage of target resident students]
- **Frequency:** Annual
- **Direction:** Increasing
- **Data quality (limitations/advantages of the data):** Includes data from 5 of 12 implementation grantees.
- **Measurement Validation, verification, and improvement of measure**

Sequence: 52

Metric	<p>Percent of HUD-assisted tenants who are currently enrolled in college</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): • Measurement Validation, verification, and improvement of measure <p>Sequence: 47</p>
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Metric

Percent of HUD-assisted tenants ages 16-34 who have completed a FAFSA application

- **Description:** Percentage of all HUD-assisted residents aged 16-34 in Public Housing, Housing Choice Vouchers, and Multifamily Housing Programs 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
- **Unit of measurement:** Percentage of residents
- **Dimension:** Percentage
- **Calculation method:** $[\text{Number of HUD-assisted residents aged 16-34 completing FAFSA application}] / [\text{Number of HUD-assisted residents aged 16-34}]$
- **Frequency:** Annual
- **Direction:** Increasing
- **Data quality (limitations/advantages of the data):**
- **Measurement Validation, verification, and improvement of measure**

Sequence: 48

Percent of HUD-assisted tenants ages 16-34 who completed a FAFSA application and then received aid to attend college

- **Description:** Percentage of all HUD-assisted residents aged 16-34 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
- **Unit of measurement:** Percentage of residents
- **Dimension:** Percentage
- **Calculation method:** $[\text{Number of HUD-assisted residents aged 16-34 enrolled in school with federal aid}] / [\text{Number of HUD-assisted residents aged 16-34 completing FAFSA application}]$
- **Frequency:** Annual
- **Direction:** Increasing
- **Data quality (limitations/advantages of the data):**
- **Measurement Validation, verification, and improvement of measure**

Sequence: 49

<p>Metric</p>	<p>Percent of Housing Choice Voucher households who are proximate to proficient schools</p> <ul style="list-style-type: none"> • Description: Vouchers are grouped by block-group, and “proximate” elementary schools are identified by mapping attendance zones from School Attendance Boundary Information System (SABINS), where available, or by generating within-district proximity matches of up to 3 of the closest schools within 1.5 miles. “Proficient” is defined as the schools whose 4th graders are performing in the top half of their state on annual assessments, standardized across the nation by Great Schools data. • Data source: Great Schools data • Unit of measurement: Percentage of households • Dimension: Percentage • Calculation method: • Frequency: Annual • Direction: Increasing • Data quality (limitations/advantages of the data): Data merely informs us of household proximity, but does not tell us of access or actual enrollment. • Measurement Validation, verification, and improvement of measure: Client-level data on school enrollment would be a more informative measure of student access to high quality schools. <p>Sequence: 50</p>
<p>Metric</p>	<p>Rating of public schools in Choice Neighborhoods communities</p> <ul style="list-style-type: none"> • Description: These ratings are an average of the available Great Schools ratings for schools designated by Choice Neighborhood grantees as “neighborhood schools.” • Data source: Choice Neighborhood Implementation grantee performance reports • Unit of measurement: Weighted average rating, on a scale of 1-10 • Dimension: Number • Calculation method: • Frequency: Annual • Direction: Increasing • Data quality (limitations/advantages of the data): Students of grantee communities may attend these or several other schools in the area. Includes data from 8 of 12 implementation grantees. • Measurement Validation, verification, and improvement of measure: <p>Sequence: 51</p>

Metric	<p>Percent of target resident students who are at, or above, grade level; according to state reading or language arts assessments in Choice Neighborhoods communities</p> <ul style="list-style-type: none"> • Description: Weighted average reported reading performance of students in Choice Neighborhood communities in the previous academic year. • Data source: Choice Neighborhood Implementation grantee performance reports • Unit of measurement: Percentage of target resident students at or above grade level in reading • Dimension: Percentage • Calculation method: [Percentage of target resident students at or above grade level in reading] / [Percentage of target resident students] • Frequency: Annual • Direction: Increasing • Data quality (limitations/advantages of the data): Includes data from 5 of 12 implementation grantees. • Measurement Validation, verification, and improvement of measure <p>Sequence: 53</p>
Metric	<p>Percent of target resident children, from birth to kindergarten entry, participating in center-based or formal home-based early learning settings or programs in Choice Neighborhoods communities</p> <ul style="list-style-type: none"> • Description: Weighted average reported reading participation of children in Choice Neighborhood communities in the previous academic year. • Data source: Choice Neighborhood Implementation grantee performance reports • Unit of measurement: Percentage of target resident children a in early learning programs Dimension: Percentage • Calculation method: [Percentage of target resident children from birth to kindergarten entry enrolled in early learning programs] / [Percentage of target resident children from birth to kindergarten entry] • Frequency: Annual • Direction: Increasing • Data quality (limitations/advantages of the data): Includes data from 7 of 12 implementation grantees. • Measurement Validation, verification, and improvement of measure <p>Sequence: 54</p>
Metric	<p>Percent of target resident youth involved in formal positive youth development activities in Choice Neighborhoods communities</p> <ul style="list-style-type: none"> • Description: Weighted average reported reading participation of children in Choice Neighborhood communities in the previous academic year. • Data source: Choice Neighborhood Implementation grantee performance reports • Unit of measurement: Percentage of target resident youth in formal youth development • Dimension: Percentage • Calculation method: [Percentage of target resident youth in formal positive youth development programs] / [Percentage of target resident youth] • Frequency: Annual • Direction: Increasing • Data quality (limitations/advantages of the data): Includes data from 8 of 12 implementation grantees. • Measurement Validation, verification, and improvement of measure <p>Sequence: 55</p>

Strategic Objective	Promote the health and housing stability of vulnerable populations.
Metric	<p>Number of successful transitions through Section 811 Project Rental Assistance program</p> <ul style="list-style-type: none"> • Description: Number of successful PRAC 811 transitions • Data source: TRACS • Unit of measurement: Successful program transitions • Dimension: Count • Calculation method: Total number of residents of Section 811 Project Rental Assistance units • Frequency: Annually • Direction: Increase • Data quality (limitations/advantages of the data): TRACS will be the most current information on Section 811 PRA residents. It will provide information on previous housing settings (whether resident came from an institution, for example) and reasons for leaving the program (returning to an institution, death or other). • Measurement Validation, verification, and improvement of measure: Once the Section 811 PRA quarterly reporting tool is finalized and adopted, it is expected that this report will provide aggregate information about the subset of Section 811 PRA residents who came from an institution (or were at risk of moving to an institution) and the number of Section 811 PRA residents who left the program because they returned to an institution, their health status changed, they died, or other reason. This metric can be complemented as soon as the reporting tool is adopted. <p>Sequence: 56</p>

Metric	<p>Percent of public housing agencies with smoke-free housing policies</p> <ul style="list-style-type: none"> • Description: This metric tracks the percentage of public housing agencies that have public housing developments and that have implemented smoke-free housing policies in all or some of their public housing units • Data source: Published public housing agency notices, state public health agency data sources, news articles, and tracking summaries by smoking cessation groups • Unit of measurement: Percentage of public housing agencies with smoke-free policies • Dimension: Percent • Calculation method: Number of public housing agencies that have implemented smoke-free policies in all or some of their public housing units divided by number of public housing agencies with public housing developments • Frequency: Quarterly • Direction: Increased • Data quality (limitations/advantages of the data): Using published public housing agency notices, news articles, and tracking summaries by smoking cessation groups avoids burdening public housing agencies, but is an indirect source of data • Measurement Validation, verification, and improvement of measure: Reports are cross-checked for consistency re validation and verification; shifting to direct reporting by public housing agencies (into PIH’s Next Grants Management System, as proposed) will increase the reliability and timeliness of the data, while having a lower burden than would collecting the data separately <p>Sequence: 57</p>
Metric	<p>Average CMS STAR rating of Section 232 nursing home commitments</p> <ul style="list-style-type: none"> • Description: CMS STAR rating of nursing homes at the point of Section 232 mortgage insurance commitment • Data Source: Data is collected from external CMS reports and tracked in Sharepoint • Unit of measurement: CMS STAR rating score between 0.0 to 5.0 • Dimension: Average • Calculation Method: Calculate average of scores for commitments issued within a fiscal year • Frequency: Quarterly • Direction: Maintain • Data quality (limitations/advantages of the data): CMS conducts periodic recalibrations to their rating scale to ensure balanced distribution of scores across its national portfolio. This affects our data depending on the time relationship to the last recalibration event. • Measurement Validation, verification, and improvement of measure: Data from CMS are cross-checked for consistency revalidation and verification <p>Sequence: 58</p>
Strategic Goal	Build Strong, Resilient, and Inclusive Communities
Strategic Objective	Reduce housing discrimination, affirmatively further fair housing through HUD programs, and promote diverse, inclusive communities.

<p>Metric</p>	<p>Number of people receiving remedies through Fair Housing Act enforcement work</p> <ul style="list-style-type: none"> • Description: Number of people receiving remedies and the number of people per case receiving remedies through Fair Housing Act enforcement work • Data source: HEMS • Unit of measurement: Individuals • Dimension: Count • Calculation method: Measurement is calculated based on total of complainants, other aggrieved parties, additional victims receiving relief, and OGC additional victims receiving relief for HUD processed cases closed during the period that favored the complainant (conciliations, settlements, decisions in favor of the complainant, etc. i.e. with closure codes 16, 33, 35, 37, 40, 41, 43, 50, 52, or 55). • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): The number of ‘additional victims’ is often an estimate so it may not be accurate. • Measurement Validation, verification, and improvement of measure: Under evaluation and consideration for future remedies. <p>Sequence: 59</p>
<p>Metric</p>	<p>Average number of people receiving remedies through Fair Housing Act enforcement per case</p> <ul style="list-style-type: none"> • Description: The average number of people per case receiving remedies through Fair Housing Act enforcement work • Data source: HEMS • Unit of measurement: Individuals per case • Dimension: Ratio • Calculation method: Measurement is calculated based on total of complainants, other aggrieved parties, additional victims receiving relief, and OGC additional victims receiving relief for HUD processed cases closed during the period that favored the complainant (conciliations, settlements, decisions in favor of the complainant, etc. i.e. with closure codes 16, 33, 35, 37, 40, 41, 43, 50, 52, or 55). The ratio divides this number by the number of cases closed for the above mentioned reasons. • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): The number of ‘additional victims’ is often an estimate so it may not be accurate. • Measurement Validation, verification, and improvement of measure: Under evaluation and consideration for future remedies. <p>Sequence: 60</p>

Metric	<p>Number of cases with monetary relief exceeding \$25,000</p> <ul style="list-style-type: none"> • Description: Number of cases closed with resolutions that include relief in excess of specified threshold • Data source: HEMS • Unit of measurement: Number of qualifying closed cases • Dimension: Count • Calculation method: Number of closed Title VIII investigations with relief that exceeds threshold • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): Metric can be readily verified from source data. • Measurement Validation, verification, and improvement of measure: TBD <p>Sequence: 61</p>
Metric	<p>Number of cases open more than 300 days at the end of the fiscal year.</p> <ul style="list-style-type: none"> • Description: Number of cases open more than 300 days at the end of the fiscal year. • Data source: HEMS • Unit of measurement: Number of qualifying open cases • Dimension: Number • Calculation method: Count • Frequency: Quarterly • Direction: Decrease • Data quality (limitations/advantages of the data): This will be a new process and new system, so there will be a learning curve for all users. • Measurement Validation, verification, and improvement of measure: TBD <p>Sequence: 62</p>
Metric	<p>Percent of jurisdictions that receive training or technical assistance from HUD within 12 months of Assessment of Fair housing (AFH) submission due dates</p> <ul style="list-style-type: none"> • Description: Proportion of jurisdictions required to submit AFH documentation who receive specified assistance prior to expected date of AFH submission to HUD. • Data source: SharePoint tracking system • Unit of measurement: Percent of jurisdiction • Dimension: Ratio • Calculation method: Number of jurisdictions submitting AFH documentation during the period divided into the number of these jurisdictions who received assistance prior to submission. • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): The AFH is a new process, so systems for data capture are still being established. Jurisdictions are not required to accept offered assistance, so measure may not reflect all HUD efforts to render assistance. • Measurement Validation, verification, and improvement of measure: TBD <p>Sequence: 63</p>

Office of Native American Programs (ONAP) — ARRA Funded (retired)

- **Description:** This indicator tracks the number of rental units in PIH's Office of Native American Programs (ONAP) housing stock built to a green standard. This metric has been retired since the expiration of ARRA funds.
- **Data source:** ONAP Access databases
- **Unit of measurement:** ONAP rental units built to a green standard
- **Dimension:** Count
- **Calculation method:** Based on each grantee's report of the number of affordable units built or acquired using Indian Housing Block Grant Funds built to a green standard.
- **Frequency:** Quarterly (retired)
- **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.
- **Measurement Validation, verification, and improvement of measure:** The data are continually reviewed by HUD. When inaccurate data are discovered or suspected, program specialists follow-up with grantees to resolve

Sequence: 66d

Community Planning Development

HOME Energy STAR

- **Description:** The number of newly constructed units in the HOME program which have been identified by grantees as Energy Star.
- **Data source:** IDIS
- **Unit of measurement:** Housing units
- **Dimension:** Count
- **Calculation method:** Data is derived from grantee accomplishments reported by CDBG grantees in the Integrated Disbursement and Information System.
- **Frequency:** Quarterly
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** Data reliability has been enhanced by the re-engineering of the system at the end of FY 2009 into FY 2010.
- **Measurement Validation, verification, and improvement of measure:** When monitoring grantees, Community Planning and Development field staff verifies program data.

Sequence: 66e

Community Development Block Grant (CDBG) — Energy STAR

- **Description:** The number of newly constructed units in the CDBG program which have been identified by grantees as Energy STAR
- **Data source:** Aggregated (summed) raw data on accomplishments reported by Community Development Block Grant grantees in the Integrated Disbursement and Information System.
- **Unit of measurement:** Housing Units
- **Dimension:** Count
- **Calculation method:** Data is derived from grantee accomplishments reported by CDBG grantees in the Integrated Disbursement and Information System.
- **Frequency:** Quarterly
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** System has edit controls that help prevent Grantees from making data entry errors.
- **Measurement Validation, verification, and improvement of measure:** When monitoring grantees, Community Planning and Development field staff verifies program data.

Sequence: 66f

Community Development Block Grant – Disaster Relief (CDBG-DR Sandy)

- **Description:** The number of new construction units and substantially rehabilitated units (including reconstruction) funded by the CDBG-DR Sandy allocation. All of these types of units are required to meet one of the green building certification standards identified by Notice.
- **Data source:** DRGR
- **Unit of measurement:** Number of substantially rehabilitated units
- **Dimension:** Count
- **Calculation method:** Data is derived from CDBG-DR Sandy grantee projections reported in DRGR.
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Sandy grantees are still providing projections
- **Measurement Validation, verification, and improvement of measure:** Sandy grantees are still providing projections

Sequence: 66g

Tax Credit Assistance Program (TCAP) — ARRA Funded (retired)

- **Description:** Through funds made available by the Recovery Act, HUD awarded Tax Credit Assistance Program (TCAP) formula grants to state housing credit agencies to finance developments that received Low Income Housing Tax Credit (LIHTC) funds. This metric has been retired since the expiration of ARRA funds.
- **Data source:** IDIS
- **Unit of measurement:** TCAP units that met the Energy STAR for New Homes standard
- **Dimension:** Count
- **Calculation method:** Data is derived from grantee accomplishments reported by CDBG grantees in IDIS.
- **Frequency:** Quarterly (Retired)
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** System had edit controls that help prevent Grantees from making data entry errors.
- **Measurement Validation, verification, and improvement of measure:** Program staff reviewed reports to ensure data validity and resolved identified data issues.

Sequence: 66h

Multifamily

FHA Endorsements

- **Description:** Finally endorsed FHA-insured units that are retrofitted with energy efficient features
- **Data source:** DAP and SharePoint site for MAP goals for insured production as reported for MAP goal 4C
- **Unit of measurement:** Number of units
- **Dimension:** Count
- **Calculation method:** Total count of finally endorsed FHA-insured units that are retrofitted with energy efficient features
- **Frequency:** Monthly
- **Direction:** Increasing
- **Data quality (limitations/advantages of the data):** Newly constructed or substantially rehabilitated properties with tax credits or tax-exempt bond financing are tracked in DAP. Other properties with certified green design, Energy Star appliances, Energy Star systems, or Water Sense must be entered post-endorsement into a SharePoint site developed specifically to track this goal. Since the site is updated independently of DAP, there is no assurance that all applicable units are reported in SharePoint.
- **Measurement Validation, verification, and improvement of measure:** The purpose of a loan (for example, new construction, substantial rehabilitation) and special characteristics (for example, LIHTC, tax exempt bonds) which were entered in DAP by technical staff in insured production are displayed on DAP Form HUD-290 which is reviewed and signed by Hub and Program Center Directors and so are considered to be reliable.

Sequence: 66i

Green Retrofit Program — ARRA Funded (retired)

- **Description:** The ARRA-funded Green Retrofit Program provided grants and loans to reduce energy costs, decrease water consumption, and improve indoor air quality in older federally assisted multifamily apartment developments by helping private landlords and property management companies with conservation measures such as installing more efficient heating and cooling systems and replacing faucets and toilets. This metric has been retired since the expiration of ARRA funds.
- **Data source:** The Rehabilitation Escrow Administration database, a system maintained to track and approve retrofit schedules, costs, and specifications and used to review and approve funding, draws on completion and verification of work completion.
- **Unit of measurement:** Energy and green retrofits of assisted multifamily units.
- **Dimension:** Count
- **Calculation method:** Basic transaction parameters are derived from official record sources—Mark-to-Market system and Rehabilitation Escrow Administrations database—and locked down in the independently maintained database.
- **Frequency:** Quarterly (retired)
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** The Agency has a high degree of confidence in the accuracy of the data.
- **Measurement Validation, verification, and improvement of measure:** Limited and finite number of properties being tracked; independently maintained database; accessible only by a limited number of highly trained professionals, minimizing the opportunity for user input errors or data corruption; regular reports from the database allow for a reality check period over period; Approved Funds Control Plans and Front End Risk Assessments require high degree of review and approval for accuracy (that is, the process ensures quality data); expenditure information is cross-checked to another official source—LOCCS—at the time of each disbursement for grants. The greatest potential exposure regarding erroneous reporting is likely to be contained in RA/PAE reporting of loan disbursements. See clause 3 above, plus strict procedural requirements for regular updating by our highly trained professional staff and contractors. Database reports contain mathematical checks of PAE-provided numbers. Management review of those reports provides logical check

Sequence: 66j

Green Preservation Plus (formerly Green Refinance Plus)

- **Description:** The number of QPE green risk sharing applications that have been finally endorsed.
- **Data source:** DAP
- **Unit of measurement:** The number of applications that have been finally endorsed.
- **Dimension:** Count
- **Calculation method:** Total count of applications under the QPE risk sharing program that have been finally endorsed
- **Frequency:** Quarterly
- **Direction:** Increasing
- **Data quality (limitations/advantages of the data):** The Agency has a high degree of confidence in the accuracy of the data that has been entered in DAP.
- **Measurement Validation, verification, and improvement of measure:** The purpose of a loan (for example, refinancing) and the section of the act (which identifies risk sharing) which were entered in DAP by technical staff in insured production are displayed on DAP Form HUD-290 which is reviewed and signed by Hub and Program Center Directors and so are considered to be reliable.

Sequence: 66k

Mark to Market (M2M)

- **Description:** The Rehabilitation Escrow Administration database, a system maintained to track and approve retrofit schedules, costs, and specifications, and used to review and approve funding draws on completion and verification of work completion.
- **Data source:** Office of Recapitalization data system
- **Unit of measurement:** The number of units retrofitted with energy efficient features through the Mark to Market program
- **Dimension:** Count
- **Calculation method:** Total number of units retrofitted through the M2M Green Initiative program with energy efficient features.
- **Frequency:** Monthly
- **Direction:** Increasing
- **Data quality (limitations/advantages of the data):** The Agency has a high degree of confidence in the accuracy of the data. Basic transaction parameters are derived from official record sources—Mark-to-Market system and Rehabilitation Escrow Administrations database—and locked down in the independently maintained database.
- **Measurement Validation, verification, and improvement of measure:** Limited and finite number of properties being tracked; independently maintained database; accessible only by a limited number of highly trained professionals, minimizing the opportunity for user input errors or data corruption; regular reports from the database allow for a reality check period over period; Approved Funds Control Plans and Front End Risk Assessments require a high degree of review and approval for accuracy (that is, the process ensures quality data).

Sequence: 66l

Rental Assistance Demonstration (RAD)

- **Description:** Number of units completed in the Rental Assistance Demonstration Program First Component with Low Income Housing Tax Credits (LIHTC).
- **Data source:** RAD Resource Desk
- **Unit of measurement:** Units
- **Dimension:** Count
- **Calculation method:** The RAD Units are selected from and based on the universe of “closed” RAD units that are identified as “4% LIHTC” or “9% LIHTC” with the RAD Resource Desk System. The count of units is summed.
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Public housing agencies (PHAs) apply for tax credits 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 RAD Resource Desk
- **Measurement Validation, verification, and improvement of measure:** Data inconsistencies are identified through periodic data integrity checks by RAD Resource Desk (RRD) systems administrators and Recap’s System Support Manager. Based on the findings data errors are corrected as a collaborated effort between, the Resource Desk system administrators and the Transaction Managers. The corrections are verified by the RRD systems admins. Technical issues or information about the content of the Desk can be submitted online or via email to a mailbox designated for technical issues.

Sequence: 66m

Section 202/811

- **Description:** The number of units retrofitted with energy efficient features through the 202/811 program
- **Data source:** Multifamily Portfolio Reporting Database (MPRD) as reported for MAP goal 4B
- **Unit of measurement:** Number of units retrofitted with energy efficient features
- **Dimension:** Count
- **Calculation method:** Total number of units retrofitted with energy efficient features through the 202/811 program
- **Frequency:** Monthly
- **Direction:** Increasing
- **Data quality (limitations/advantages of the data):** 202/811 program data is drawn from the Multifamily Portfolio Reporting Database which is populated by the integrated Real Estate Management System (iREMS). iREMS is the official source of data on Multifamily Housing's portfolio of insured and assisted properties. iREMS obtains its data from interfacing systems as well as user entry. iREMS uses the HEREMS database, which serves as Housing's and DEC's centralized database. For 202/811 development purposes HEREMS obtains its data from the Development Application Processing (DAP) system.
- **Measurement Validation, verification, and improvement of measure:** The activity indicator used to calculate the 202/811 energy efficiency measure is "dap_construction_completion_dt". The energy efficiency requirement was incentivized in the FY2009 NOFA selection process and was mandated in the FY 2010 NOFA. Therefore every 202/811 project funded in FY 2010 and virtually every one funded in FY 2009 that have completed construction count towards the goal. Thus, the information is considered to valid and reliable.

Sequence: 66n

Single Family

Energy Efficient Mortgages (EEMs)

- **Description:** Total number of Energy Efficient Mortgages
- **Data source:** Single Family Data Warehouse
- **Unit of measurement:** Number of Energy Efficient Mortgages
- **Dimension:** Count
- **Calculation method:** Excel Count
- **Frequency:** Quarterly
- **Direction:** Reduction of trending decline
- **Data quality (limitations/advantages of the data):** Dependent on lender's input of info.
- **Measurement Validation, verification, and improvement of measure:** None

Sequence: 66o

PowerSaver 203(k)

- **Description:** Total number of PowerSaver 203(k) loans
- **Data source:** Single Family Data Warehouse
- **Unit of measurement:** Number of PowerSaver 203(k) loans
- **Dimension:** Count
- **Calculation method:** Excel Count
- **Frequency:** Quarterly
- **Direction:** Stable
- **Data quality (limitations/advantages of the data):** Lender supplied is good as reporting is connected to grant funds.

Sequence: 66p

PowerSaver (Title 1)

- **Description:** Total number of PowerSaver Title 1 loans
- **Data source:** Single Family Data Warehouse
- **Unit of measurement:** Number of PowerSaver Title 1 loans
- **Dimension:** Count
- **Calculation method:** Excel Count
- **Frequency:** Quarterly
- **Direction:** Stable
- **Data quality (limitations/advantages of the data):** Lender supplied is good as reporting is connected to grant funds.
- **Measurement Validation, verification, and improvement of measure:** None

Sequence: 66q

203(k) non-PowerSaver

- **Description:** Total number of 203(k) non-PowerSaver loans
- **Data source:** Single Family Data Warehouse
- **Unit of measurement:** Number of 203(k) non-PowerSaver loans
- **Dimension:** Count
- **Calculation method:** Excel Count
- **Frequency:** Quarterly
- **Direction:** Stable
- **Data quality (limitations/advantages of the data):** Lender supplied is good as reporting is connected to grant funds.

Sequence: 66r

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:** Increased
- **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
- **Measurement 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: 66s

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:** Increased
- **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
- **Measurement 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: 66t

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:** Increased
- **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.
- **Measurement 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: 66u

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 CPD's 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:** Increased
- **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 quality control checking for lead results by HUD lead program enforcement and/or its lead enforcement partners is not conducted.
- **Measurement 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: 66v

Metric	<p><i>Number of properties participating in utility data benchmarking</i></p> <ul style="list-style-type: none"> • Description: Measurement of the number of public housing and multifamily building units who have entered utility data into EPA’s Portfolio Manager or another compatible data collection tool • Data source: EPA’s Portfolio Manager • Unit of measurement: Public housing and multifamily building units • Dimension: Count • Calculation method: Number of public housing and multifamily building units utilizing EPA’s Portfolio Manager. • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): Participation in benchmarking program is self-reported. • Measurement Validation, verification, and improvement of measure: HUD staff work with building owners and managers to ensure accuracy of data. <p>Sequence: 67</p>
Metric	<p><i>Installed megawatts toward federal renewable energy target</i></p> <ul style="list-style-type: none"> • Description: Measurement of the number of megawatts of installed renewable energy capacity and the number of megawatts of renewable energy committed to within the HUD-assisted portfolio • Data source: PD&R survey • Unit of measurement: Number of megawatts of installed renewable energy capacity plus the number of megawatts of renewable energy committed • Dimension: Count • Calculation method: Add number of megawatts of installed renewable energy capacity plus the number of megawatts of renewable energy committed within the HUD-assisted portfolio • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): Currently self-reported and reliant upon the responder for accuracy. • Measurement Validation, verification, and improvement of measure: HUD is working to develop IT and policy solutions to improve data gathering. <p>Sequence: 68</p>

<p>Metric</p>	<p><i>Number of properties participating in utility data benchmarking</i></p> <ul style="list-style-type: none"> • Description: Measurement of the number of public housing and multifamily building units who have entered utility data into EPA’s Portfolio Manager or another compatible data collection tool • Data source: EPA’s Portfolio Manager • Unit of measurement: Public housing and multifamily building units • Dimension: Count • Calculation method: Number of public housing and multifamily building units utilizing EPA’s Portfolio Manager. • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): Participation in benchmarking program is self-reported. • Measurement Validation, verification, and improvement of measure: HUD staff work with building owners and managers to ensure accuracy of data. <p>Sequence: 67</p>
<p>Metric</p>	<p><i>Installed megawatts toward federal renewable energy target</i></p> <ul style="list-style-type: none"> • Description: Measurement of the number of megawatts of installed renewable energy capacity and the number of megawatts of renewable energy committed to within the HUD-assisted portfolio • Data source: PD&R survey • Unit of measurement: Number of megawatts of installed renewable energy capacity plus the number of megawatts of renewable energy committed • Dimension: Count • Calculation method: Add number of megawatts of installed renewable energy capacity plus the number of megawatts of renewable energy committed within the HUD-assisted portfolio • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): Currently self-reported and reliant upon the responder for accuracy. • Measurement Validation, verification, and improvement of measure: HUD is working to develop IT and policy solutions to improve data gathering. <p>Sequence: 68</p>

<p>Metric</p>	<p><i>Estimated impact of energy efficiency programs on HUD-assisted portfolio</i></p> <ul style="list-style-type: none"> • Description: Cumulative estimate of the percent of energy savings in the HUD-assisted portfolio and the proportion of the HUD-assisted portfolio made more energy efficient since FY 2010. • Data source: Energy Model tool • Unit of measurement: 1) Increase in HUD’s estimated (modeled) energy savings; 2) increase in number of units impacted by relevant energy efficient programs. • Dimension: Count • Calculation method: 1) Decrease in HUD’s estimated (modeled) energy use due to energy efficient construction and retrofits from pre-intervention (non-energy efficient new construction and rehabilitation) development projections, represented as an increase in percent saved; 2) proportion of HUD-assisted units impacted by relevant energy efficient programs relative to non-energy efficient HUD-assisted major rehabilitations and new construction. • Frequency: Quarterly • Direction: Increasing • Data quality (limitations/advantages of the data): Energy savings are based upon pre-populated assumptions grounded in industry research and not actual utility usage data. • Measurement Validation, verification, and improvement of measure: As HUD expands its utility benchmarking efforts, the amount to actual utility usage data in the Energy Model tool will increase. <p>Sequence: 69a and 69b</p>
<p>Metric</p>	<p><i>Estimated cumulative reduction in carbon emissions (metric tons)</i></p> <ul style="list-style-type: none"> • Description: Cumulative estimate of metric tons of reduced greenhouse gas (carbon) emissions since 2010 • Data source: Energy Model tool • Unit of measurement: Metric tons of reduced greenhouse gas (carbon). • Dimension: Count • Calculation method: Decrease in HUD’s estimated (modeled) carbon emissions due to energy efficient construction and retrofits from pre-intervention (non-energy efficient new construction and rehabilitation) development projections. • Frequency: Quarterly • Direction: Increasing • Data quality (limitations/advantages of the data): Carbon emission estimates are based upon pre-populated assumptions grounded in industry research and not actual utility usage data, nor have the assumptions been updated based upon changes in policies and technology since 2013. • Measurement Validation, verification, and improvement of measure: As HUD expands its utility benchmarking efforts, the amount to actual utility usage data in the Energy Model tool will increase. <p>Sequence: 70</p>

<p>Metric</p>	<p><i>Estimated cumulative water saved (gallons)</i></p> <ul style="list-style-type: none"> • Description: Cumulative estimate of utility water saved since 2010 • Data source: Energy Model tool • Unit of measurement: Gallons of water • Dimension: Count • Calculation method: Decrease in HUD’s estimated (modeled) usage of water due to energy efficient construction and retrofits from pre-intervention (non-energy efficient new construction and rehabilitation) development projections. • Frequency: Quarterly • Direction: Increasing • Data quality (limitations/advantages of the data): Water-usage estimates are based upon pre-populated assumptions grounded in industry research and not actual utility usage data, nor have the assumptions been updated based upon changes in policies and technology since 2013. • Measurement Validation, verification, and improvement of measure: As HUD expands its utility benchmarking efforts, the amount to actual utility usage data in the Energy Model tool will increase. <p>Sequence: 71</p>
<p>Metric</p>	<p><i>Better Buildings Challenge Multi-family housing partners energy use</i></p> <ul style="list-style-type: none"> • Description: Better Buildings Challenge Multi-family housing partners energy use intensity as measured in BTUs/sq. ft. • Data source: EPA’s Portfolio Manager • Unit of measurement: BTUs/sq. ft. • Dimension: Count • Calculation method: Energy use in BTUs as reported in EPA’s Portfolio Manager divided by the square footage of the building. • Frequency: Quarterly • Direction: Decreasing • Data quality (limitations/advantages of the data): Dependent upon end-user accurately and consistently entering utility data into EPA’s Portfolio Manager. • Measurement Validation, verification, and improvement of measure: Future HUD benchmarking requirements will improve consistency of process. <p>Sequence: 72</p>

Metric	<p><i>Percent of Better Building Challenge multifamily housing partners reporting energy use data</i></p> <ul style="list-style-type: none"> • Description: Tracks the percent of all Better Building Challenge multifamily partners that report energy use data to HUD • Data source: Better Building Challenge Tracking Database • Unit of measurement: Partners that report energy use data to HUD • Dimension: Percent • Calculation method: Count of partners reporting energy use data to HUD divided by the total count of partners that are participating in the Better Building Challenge. • Frequency: Quarterly • Direction: Increasing • Data quality (limitations/advantages of the data): Dependent upon partners accurately and consistently reporting information to HUD. • Measurement Validation, verification, and improvement of measure: Hub office staff review the tracking database to check accuracy of data on a regular basis. Future HUD benchmarking requirements will improve consistency of process. <p>Sequence: 73</p>
Metric	<p><i>Number of Better Buildings Challenge multifamily units</i></p> <ul style="list-style-type: none"> • Description: Track the number of Multi-family housing units in a participating Better Buildings Challenge partner's portfolio • Data source: Better Building Challenge Tracking Database • Unit of measurement: Partners that are participating in the Better Building Challenge • Dimension: Count • Calculation method: Total count of partners that are participating in the Better Building Challenge • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): Dependent upon partners accurately and consistently reporting information to HUD. • Measurement Validation, verification, and improvement of measure: Hub office staff review the tracking database to check accuracy of data on a regular basis. Future HUD benchmarking requirements will improve consistency of process. <p>Sequence: 74</p>
Strategic Objective	<p>Support the recovery of communities from disasters by promoting community resilience, developing state and local capacity, and ensuring a coordinated federal response that reduces risk and produces a more resilient built environment.</p>
Metric	<p><i>Percent of HUD Climate Change Adaption Plan action completed</i></p> <ul style="list-style-type: none"> • Description: • Data source: • Unit of measurement: • Calculation method: • Direction: Increase • Data quality (limitations/advantages of the data): • Measurement Validation, verification, and improvement of measure: <p>Sequence: 75</p>

Metric	<p><i>Number of FHA 203(k) single-family rehabilitation loans that incorporate hazard mitigation</i></p> <ul style="list-style-type: none"> • Description: • Data source: • Unit of measurement: • Calculation method: • Direction: Increase • Data quality (limitations/advantages of the data): • Measurement Validation, verification, and improvement of measure: <p>Sequence: 76</p>
Metric	<p><i>Percent of CDBG grantees that incorporate climate-related risk and actions into their Consolidated Plans</i></p> <ul style="list-style-type: none"> • Description: • Data source: • Unit of measurement: • Calculation method: • Direction: Increase • Data quality (limitations/advantages of the data): • Measurement Validation, verification, and improvement of measure: <p>Sequence: 77</p>
Metric	<p><i>Number of CDBG grantees that accessed or sought technical assistance on how to incorporate climate-related risk into Consolidated Plans</i></p> <ul style="list-style-type: none"> • Description: • Data source: • Unit of measurement: • Calculation method: • Direction: Increase • Data quality (limitations/advantages of the data): • Measurement Validation, verification, and improvement of measure: <p>Sequence: 78</p>
Strategic Objective	<p>Strengthen communities' economic health, resilience, and access to opportunity.</p>

	<p><u>ConnectHome</u></p> <p>Percentage of public housing households with school-age children in ConnectHome communities with at-home high-speed Internet</p> <ul style="list-style-type: none"> • Description: Percentage of additional public housing households with children age 4 to 19 in ConnectHome communities' initial targeted developments with at-home high-speed Internet • Data source: PDR designed and PHA administered survey • Unit of measurement: Household • Dimension: Count • Calculation method: Adding projected households local PHAs will attempt to get connected as stated in their plans • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): This is a pilot program, so there will be a learning curve. There is currently no accurate accounting of connectivity in our PHAs. • Measurement Validation, verification, and improvement of measure: HUD HQ PIH staff members will serve as desk officers and work with PHA officials in the ConnectHome cities to obtain regular reports on their progress to accomplish the goals for their project plans. <p>Sequence: 79</p>
Metric	<p>Number of HUD-assisted households that gain high-speed internet access through ConnectHome</p> <ul style="list-style-type: none"> • Description: Number of HUD-assisted households that gain high-speed internet access through ConnectHome in the 28 pilot cities • Data source: ConnectHome Community Project Plans • Unit of measurement: Household • Dimension: Count • Calculation method: Adding projected households local PHAs will attempt to get connected as stated in their plans • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): This is a pilot program, so there will be a learning curve. There is currently no accurate accounting of connectivity in our PHAs. • Measurement Validation, verification, and improvement of measure: HUD HQ PIH staff members will serve as desk officers and work with PHA officials in the ConnectHome cities to obtain regular reports on their progress to accomplish the goals for their project plans. <p>Sequence: 80</p>

Metric	<p>Percent of new residential construction and substantial rehabilitation projects that support broadband internet connectivity in individual housing units</p> <ul style="list-style-type: none"> • Description: Percent of new residential construction and substantial rehabilitation projects that support broadband internet connectivity in individual housing units. • Data source: TBD • Unit of measurement: TBD • Dimension: Percent • Calculation method: Percent of new residential construction and substantial rehabilitation • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): TBD • Measurement Validation, verification, and improvement of measure: TBD <p>Sequence: 81</p>
Metric	<p><u>Choice Neighborhoods (Implementation grantees only)</u></p> <p>Number of replacement housing units developed</p> <ul style="list-style-type: none"> • Description: Total number of units developed replacing previously removed Public Housing or HUD-Assisted Multifamily Housing inventory • Data source: Choice Neighborhoods Inform system • Unit of measurement: Housing Units • Dimension: Count • Calculation method: Sum of grantee-reported replacement housing units • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data):Grantee-reported data • Measurement Validation, verification, and improvement of measure: HUD Grant Management Team validates data with Grantee <p>Sequence: 82</p>
	<p>Number of non-replacement housing units developed</p> <ul style="list-style-type: none"> • Description: Total number of new construction units developed. • Data source: Choice Neighborhoods Inform system • Unit of measurement: Housing units • Dimension: Count • Calculation method: Sum of grantee-reported non-replacement housing units • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data):Grantee-reported data • Measurement Validation, verification, and improvement of measure: HUD Grant Management Team validates data with Grantee <p>Sequence: 83</p>

Cumulative total dollars leveraged by grantees

- **Description:** Grantees report on Choice Neighborhood and other funds (private funds, philanthropic funds, state government funds, local government funds, other federal funds, and other funds).
- **Data source:** Choice Neighborhoods Inform system
- **Unit of measurement:** Dollars
- **Dimension:** Count
- **Calculation method:** Cumulative total of non-Choice Neighborhood funds
- **Frequency:** Annually
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Dependent upon mechanism for tracking partner expenditures
- **Measurement Validation, verification, and improvement of measure:** HUD Grant Management Team validates data with Grantee

Sequence: 84

Ratio of total leveraged dollars expended to total grant dollars expended

- **Description:** Grantees report on Choice Neighborhood and other funds (private funds, philanthropic funds, state government funds, local government funds, other federal funds, and other funds).
- **Data source:** Choice Neighborhoods Inform system
- **Unit of measurement:** Dollars
- **Dimension:** Ratio
- **Calculation method:** Ratio of total leveraged dollars expended to total grant dollars expended
- **Frequency:** Annually
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Dependent upon mechanism for tracking partner expenditures
- **Measurement Validation, verification, and improvement of measure:** HUD Grant Management Team validates data with Grantee

Sequence: 85

Number of building permits filed in the neighborhoods

- **Description:** Total number of building permits filed within the Choice Neighborhoods target neighborhood
- **Data source:** Local Municipal Business Permit Offices via Choice Neighborhoods Inform system
- **Unit of measurement:** Permits
- **Dimension:** Count
- **Calculation method:** New building permits reported by local municipal business permit offices.
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** None
- **Measurement Validation, verification, and improvement of measure:** HUD Grant Management Team validates data with Grantee

Sequence: 86

Percent of assisted residents with wage income

- **Description:** Percent of residents of target Public Housing or HUD-Assisted Multifamily Housing between the ages of 15-64 reporting income due to earnings at the end of the reporting year.
- **Data source:** PIC/TRACS
- **Unit of measurement:** Persons
- **Dimension:** Count
- **Calculation method:** Percent of residents of target Public Housing or HUD-Assisted Multifamily Housing with wage income
- **Frequency:** Annually
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Data collected by HUD on quarterly basis and entered into Choice Neighborhoods Inform system by support contractor administrator.
- **Measurement Validation, verification, and improvement of measure:** HUD's Office of Policy Development and Research validates the data, and HUD Grant Management Team validates the data with Grantee

Sequence: 87

Annual variance of assisted resident with wage income vs. baseline

- **Description:** Difference between percent of assisted residents with wage income in current data over baseline.
- **Data source:** PIC/TRACS
- **Unit of measurement:** Persons
- **Dimension:** Percent
- **Calculation method:** Change is calculated using first reporting quarter as a baseline, and for each quarter, the value = the percentage that quarter - percentage the first reporting quarter which is then aggregated across all grantees.
- **Frequency:** Annually
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Dependent upon quality/timeliness of data entered into EIV
- **Measurement Validation, verification, and improvement of measure:** HUD's Office of Policy Development and Research validates the data, and HUD Grant Management Team validates the data with Grantee

Sequence: 88

Metric	<p>Community Development Block Grants (CDBG)</p> <ul style="list-style-type: none"> • Number of jobs created or retained by CDBG grantees • Description: Number of jobs created or retained by CDBG grantees • Data source: IDIS • Unit of measurement: Number of jobs created or retained • Dimension: Count • Calculation method: A minimum of one per field office • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): System has edit controls that help prevent Grantees from making data entry errors. • Measurement Validation, verification, and improvement of measure: When monitoring grantees, Community Planning and Development field staff verifies program data. <p>Sequence: 89</p>
Metric	<p>Number of emergency housing repairs completed with CDBG grants</p> <ul style="list-style-type: none"> • Description: Number of emergency housing repairs completed with CDBG grants • Data source: IDIS • Unit of measurement: Non-rehabilitation repair projects. • Dimension: Count • Calculation method: Number of repair, non-rehabilitation, projects • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): System has edit controls that help prevent Grantees from making data entry errors. • Measurement Validation, verification, and improvement of measure: When monitoring grantees, Community Planning and Development field staff verifies program data. <p>Sequence: 90</p>
Metric	<p>Number of Single-family rehabilitations completed with CDBG grants</p> <ul style="list-style-type: none"> • Description: Number of Single-family rehabilitations completed with CDBG grants • Data source: IDIS • Unit of measurement: Housing unit • Dimension: Count • Calculation method: Single-family housing unit rehabilitations completed with CDBG grants • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): System has edit controls that help prevent Grantees from making data entry errors. • Measurement Validation, verification, and improvement of measure: When monitoring grantees, Community Planning and Development field staff verifies program data. <p>Sequence: 91</p>

Metric	<p>Number of seniors served by senior centers provided by CDBG grantees</p> <ul style="list-style-type: none"> • Description: Number of seniors served by senior centers built or rehabilitated by CDBG grant funds. • Data source: IDIS • Unit of measurement: Persons • Dimension: Count • Calculation method: Number of seniors (65+) that live within the area served by the project • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): System has edit controls that help prevent Grantees from making data entry errors. • Measurement Validation, verification, and improvement of measure: When monitoring grantees, Community Planning and Development field staff verifies program data. <p>Sequence: 92</p>
Metric	<p>Number of water and sewer project initiated</p> <ul style="list-style-type: none"> • Description: Number of public water and sewer project initiated with CDBG funds • Data source: IDIS • Unit of measurement: Project • Dimension: Count • Calculation method: Count of projects initiated through CDBG funds • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): System has edit controls that help prevent Grantees from making data entry errors. • Measurement Validation, verification, and improvement of measure: When monitoring grantees, Community Planning and Development field staff verifies program data. <p>Sequence: 93</p>
Metric	<p>Green infrastructure improvements completed, in square feet</p> <ul style="list-style-type: none"> • Description: Green infrastructure improvements completed by CDBG grant funds, in square feet • Data source: IDIS • Unit of measurement: Square feet • Dimension: Count • Calculation method: Project impact area in square feet • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): System has edit controls that help prevent Grantees from making data entry errors. • Measurement Validation, verification, and improvement of measure: When monitoring grantees, Community Planning and Development field staff verifies program data. <p>Sequence: 94</p>

<p>Metric</p>	<p><u>Community Needs Assessments</u></p> <p>Number of CNA action plans</p> <ul style="list-style-type: none"> • Description: The Community Needs Assessments provide the forum to solve locally identified issues, locally driven community goals; focus resources on issue resolution; and provide a venue for increased collaboration across HUD’s programs, with other federal agencies, and with local partners to deploy resources and expertise. Each Community creates an “Operational Action Plan” with key stakeholders designed to be implemented within two years of establishing the finalized Action Plan. • Data source: FPM’s Operating Plan System • Unit of measurement: The unit of measure is the development of a Plan. • Dimension: Count. • Calculation method: A minimum of one plan per field office. • Frequency: Quarterly • Direction: NA • Data quality (limitations/advantages of the data): Current limitations are provided due to outcome metrics being evaluated. • Measurement Validation, verification, and improvement of measure: Validation and verification will be completed through the quarterly reports <p>Sequence: 95</p>
<p>Metric</p>	<p><u>Promise Zones</u></p> <p>Number of Federal grants received with preference</p> <ul style="list-style-type: none"> • Description: Number of Federal grants received with preference • Data source: PZs and federal agencies • Unit of measurement: Grants • Dimension: Count • Calculation method: Designees report the federal grants they have received; OMB works with Federal Agencies to verify lists, which are then summarized as the total number of grants received that had offered preference points or priority consideration for Promise Zones. • Frequency: Quarterly • Direction: NA • Data quality (limitations/advantages of the data): Because the data are verified by agencies, the data quality is higher than a pure PZ self-report, but the process can be time consuming for agencies. Additionally, using a compiled list of grants awarding PP makes it easier for PZs to report and agencies to verify data by limiting the universe of grants to consider. As this is written, we have not identified the denominator to anchor this measure. It could be the number of grants received w PP out of total grants received or the number of grants received out of total grants with PP that the PZ applied. • Measurement Validation, verification, and improvement of measure: As described above, federal agencies with competitive grants offering PP will participate in a process of verifying PZ-reported data. OMB has initially committed to facilitate this process. HUD and PZs will iteratively revise the reporting system and format. <p>Sequence: 96</p>

Metric	<p>Number of federal grants offering preference points</p> <ul style="list-style-type: none"> • Description: Number of federal grants offering preference points • Data source: Fiscal Year grant list maintained by FPM with support from partner agencies • Unit of measurement: Grants • Dimension: Counts • Calculation method: Total number of federal grant programs offering Promise Zone preference points. • Frequency: Annual • Direction: NA • Data quality (limitations/advantages of the data): Grants are released throughout the year, so some grants may offer preference points or priority consideration even though they are not included in the current year's list. Due to internal reporting errors, i a grant that does not include PP or priority consideration might be included on the list. In these infrequent cases the grant will be removed on an ongoing basis as needed. • Measurement Validation, verification, and improvement of measure: HUD will work with agencies to make the reporting system more seamless and accurate. <p>Sequence: 97</p>
Metric	<p>Federal dollars awarded to Promise Zone communities</p> <ul style="list-style-type: none"> • Description: Federal dollars awarded to Promise Zone communities • Data source: PZs and federal agencies with assistance from OMB • Unit of measurement: Dollars • Dimension: Count • Calculation method: Designees report the federal grants they have received; OMB works with Federal Agencies to verify lists, which are then summarized as the total number of grants received and their total dollar value. • Frequency: Monthly from designees, quarterly from agencies • Direction: Increasing • Data quality (limitations/advantages of the data): A major limitation of the data are reliability of reports from sites, and ability of agencies to verify in a timely and efficient manner. Because the data are verified by agencies, the data quality is higher than a pure PZ self-report, but the process can be time consuming for agencies; it is difficult to determine which grants benefit the PZ communities, since agencies do not currently track grant awards by PZ, and the PZ boundaries do not align perfectly to other data collection boundaries like Census tracts and zip codes. Thus agencies might over or under report grants awarded within a PZ. Additionally, some city, county or statewide grants benefit the PZ, even though the award is not made directly within the PZ, which complicates reporting. • Measurement Validation, verification, and improvement of measure: HUD is working with OMB to streamline the reporting process and establish consistent definitions for what is considered an award to a PZ. <p>Sequence: 98</p>

Metric	<p>Dollars leveraged by Promise Zone communities</p> <ul style="list-style-type: none"> • Description: Dollars leveraged by Promise Zone communities • Data source: Promise Zones report to HUD, as well as phone interview by HUD staff to gather additional information as needed • Unit of measurement: Dollars • Dimension: Count • Calculation method: PZs provide semi-annual reports on the number of non-federal (i.e. private, non-profit, or state) grants received by the PZ or organizations within the PZ, as well as the use of the grants (according to established policy domains), and any matching from the city/state or other entity. • Frequency: semi-annual • Direction: Increasing • Data quality (limitations/advantages of the data): A major limitation of the data are reliability of reports from sites, and ability of agencies to verify in a timely and efficient manner. Because the data are verified by agencies, the data quality is higher than a pure PZ self-report, but the process can be time consuming for agencies; it is difficult to determine which grants benefit the PZ communities, since agencies do not currently track grant awards by PZ, and the PZ boundaries do not align perfectly to other data collection boundaries like Census tracts and zip codes. Thus agencies might over or under report grants awarded within a PZ. Additionally, some city, county or statewide grants benefit the PZ, even though the award is not made directly within the PZ, which complicates reporting. • Measurement Validation, verification, and improvement of measure: HUD is working with OMB to streamline the reporting process and establish consistent definitions for what is considered an award to a PZ. <p>Sequence: 99</p>
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<p>Metric</p>	<p><u>Strong Cities, Strong Communities (SC2)</u></p> <p>Amount of existing federal funds more effectively utilized due to technical assistance and capacity building</p> <ul style="list-style-type: none"> • Description: This measure includes federal expenditures that fall into the following categories: (1) SC2 intervention significantly improved the pace of the specific federal expenditure; (2) SC2 intervention improved the quality of how the resources were being spent, deployed, or otherwise used; (3) SC2 intervention helped the City identify old, unspent/inactive federal dollars that were on the books and as a result the City re-purposed them; (4) SC2 intervention prevented an existing grant from being recaptured or otherwise repurposed; (5) SC2 intervention helped to leverage or access TA that otherwise was not being delivered and was at risk of not being identified by the City, which subsequently helped the grant in one of the four ways above. • Data source: Reported by SC2 Team Leads and/or National Resource Network grantee. • Unit of measurement: dollars (\$) • Dimension: Count • Calculation method: Addition of funds in all the categories above across all SC2 and National Resource Network cities. • Frequency: Annually • Direction: Increasing • Data quality (limitations/advantages of the data): The data is reported and confirmed by SC2 Team Leads and National Resource Network staff working in the field with City staff. This figure may not capture all federal dollars that fall into the above categories. • Measurement Validation, verification, and improvement of measure: SC2 Team Leads and National Resource Network staff provide monthly reports to the SC2 Council at headquarters. These reports document achievement of milestones and measurement data. Definition and calculation of performance measures are discussed in detail with the Team Leads and the Network grantee, operationalized, and standardized across each SC2 site. <p>Sequence: 100</p>
<p>Metric</p>	<p>Number of best practices adopted by SC2 cities</p> <ul style="list-style-type: none"> • Description: SC2 Team Leads draw best practices in a range of subject areas from across the federal government (19 Federal agency partners), the National Resource Network, networking and peer convening with other similarly-situated cities, and through partners in philanthropy, universities and non-profit institutions. Team Leads introduce best practices to their city counterparts and work with them to adapt these practices to the unique needs of each city/region. A best practice is adopted when city staff institute a new operation or policy due to the work of the Team Lead. • Data source: Reported by SC2 Team Leads • Unit of measurement: number (#) • Dimension: Count • Calculation method: Summation of all best practices adopted across all SC2 cities. • Frequency: Annually • Direction: Increasing • Data quality (limitations/advantages of the data): The data is reported and confirmed by SC2 Team Leads working in the field with City staff. This figure may not capture all the best practices that are adopted by City staff due to an SC2 intervention. • Measurement Validation, verification, and improvement of measure: SC2 Team Leads provide monthly reports to the SC2 Council at headquarters. These reports document achievement of milestones and measurement data. Definition and calculation of performance measures are discussed in detail with the Team Leads, operationalized, and standardized across each SC2 site. <p>Sequence: 101</p>

Metric	<p>Number of new local partnerships formed as a result of an SC2 intervention</p> <ul style="list-style-type: none"> • Description: SC2 cities benefit from increases in the number and quality of partnerships to enhance coordination of revitalization efforts. This measure includes new local partnerships with business and industry; local anchor institutions; philanthropy; non-profit organizations; and/or other public entities, in SC2 cities. • Data source: Reported by SC2 Team Leads • Unit of measurement: number (#) • Dimension: Count • Calculation method: Summation of all new partnerships across all SC2 cities. • Frequency: Annually • Direction: Increasing • Data quality (limitations/advantages of the data): The data is reported and confirmed by SC2 Team Leads working in the field with City staff. • Measurement Validation, verification, and improvement of measure: SC2 Team Leads provide monthly reports to the SC2 Council at headquarters. These reports document achievement of milestones and measurement data. Definition and calculation of performance measures are discussed in detail with the Team Leads, operationalized, and standardized across each SC2 site. <p>Sequence: 102</p>
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<p>Metric</p>	<p><u>The Sustainable Communities Initiative (SCI)</u></p> <p>Annual local match contribution for SCI grants</p> <ul style="list-style-type: none"> • Description: The SCI grant program mandated that grantees contribute local funding towards preparation of their plan. This metric measures the amount of non-federal money grantees spent on SCI planning efforts • Data source: SF-425 (Budget) and HUD-7030 (Financial Report) • Unit of measurement: Dollars • Dimension: Sum • Calculation method: Combine financial files into a database; extract local expenditures by annual period • Frequency: Annual • Direction: Increasing • Data quality (limitations/advantages of the data): Depending on accounting methods, match may be ascribed to years other than when it was used. • Measurement Validation, verification, and improvement of measure: Match sums from HUD 7030 will be compared to match commitments in SF-425 to validate. <p>Sequence: 103</p>
<p>Metric</p>	<p>Annual match rate for SCI grants (\$ local expenditures / \$ federal expenditures)</p> <ul style="list-style-type: none"> • Description: The SCI grant program mandated that grantees contribute local funding towards preparation of their plan. This metric computes the amount of non-federal money compared to the amount of federal money spent on SCI planning efforts during the same time period. • Data source: HUD-7030 • Unit of measurement: Percentage • Dimension: Percentage • Calculation method: Combine financial files into a database; extract local and federal expenditures by annual period; calculate percentage in spreadsheet • Frequency: Annual • Direction: Increasing • Data quality (limitations/advantages of the data): Depending on accounting methods, local match may be ascribed to years other than when it was used, but federal funding will not be mis-ascribed. Measurement Validation, verification, and improvement of measure: <p>Sequence: 104</p>

Metric	<p>Percent of closed-out grantees whose SCI-funded local and regional plans were adopted for implementation by a local governing body</p> <ul style="list-style-type: none"> • Description: The Sustainable Communities Initiative awarded 143 planning grants which resulted in a community-level Regional Plans for Sustainable Development (RPSD). This metric records the number of plans which were formally adopted by local governments. • Data source: grantee reporting eLogic Models • Unit of measurement: Number of plans • Dimension: Count • Calculation method: Create a database of eLogic Models, extract the ‘adoption’ data from the reporting tab and sum for each fiscal year (FY10 grants reporting in FY14; and FY11 grants reporting in FY15) • Frequency: one value per grant • Direction: Increasing • Data quality (limitations/advantages of the data): HUD is not allowed to gather data from grantees after the completion of the grant. Therefore, we are unaware how many plans have been implemented outside of the grant period. • Measurement Validation, verification, and improvement of measure: See the above limitation; data only extends through grant period. <p>Sequence: 105</p>
Metric	<p>Number of regulatory reforms adopted as result of HUD investments in sustainable community planning</p> <ul style="list-style-type: none"> • Description: The Sustainable Communities Initiative awarded 143 planning grants which resulted in a community-level Regional Plans for Sustainable Development (RPSD). This metric records the number of plans which were formally adopted by local governments. • Data source: Grantee reporting, ongoing GTR monitoring • Unit of measurement: Number of regulations (such as 1 form-based code or 1 parking law) • Dimension: Count • Calculation method: Summation of reported figures • Frequency: Annual • Direction: Increasing • Data quality (limitations/advantages of the data): Regulations” is a fairly broad unit-this may result in varied reporting; for instance, an entire zoning code being replaced with a form-based code may count as “1 regulation changed,” whereas another city might change a single density limit in the zoning code and count it as “1 regulation changed.” • Measurement Validation, verification, and improvement of measure: Regulation change numbers are grantee-reported, and do not have a national repository, but could be tediously verified by reviewing each region’s legislation history. <p>Sequence: 106</p>

Metric	<p>Number of communities that developed or improved plans for economic resilience</p> <ul style="list-style-type: none"> • Description: The Sustainable Communities Initiative promoted planning for housing, transportation, equity, development, and economic growth. This metric counts the number of grantees that specifically created plans for long-term economic health for the region. • Data source: grantee reporting, ongoing GTR monitoring • Unit of measurement: Number of communities • Dimension: Count • Calculation method: Summation of reported figures • Frequency: Annual • Direction: Increasing • Data quality (limitations/advantages of the data): This metric is fairly broad; many of the plans included some level of long-term economic analysis; this metric determines no threshold for level of “economic resilience” that was planned or achieved through the SCI process. • Measurement Validation, verification, and improvement of measure: This measure can be validated by reading SCI grantees’ submitted plans and noting whether they contain economic resilience plans. <p>Sequence: 107</p>
Management Objective	Operational Excellence
Acquisitions	Improve HUD’s acquisitions performance through early collaborative planning and enhanced utilization of acquisition tools.
Metric	<p>Percent of requisitions released by the target requisition release date (by Program Office)</p> <ul style="list-style-type: none"> • Description: Improve customers’ timely submission of acquisition requirements by the agreed-upon planned target requisition release date. • Data Source: HIAMS • Dimension: Timeliness • Calculation Method: Percent of requisitions meeting target requisition date where the numerator is the count of all requisition release dates within an annual performance review period (fiscal year) that met or preceded the target requisition release date and the denominator is the count of all requisitions that await a requisition release date. The Requisition Release Date is within the annual performance period fiscal year, nulls are omitted; Version has a value of ‘Orig’; Status must be ‘Release’ or ‘Closed’ • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): While most of the data originates in HIAMS, there are some manual calculations that were completed by the CPO office regarding GNMA acquisitions that uses LOCCS • Measurement Validation, verification, and improvement of measure: Identify or build a reporting solution that includes HUD, GNMA, and OIG <p>Sequence: 108</p>

Metric	<p>Percent of awards meeting target award date (by the Office of the Chief Procurement Officer)</p> <ul style="list-style-type: none"> • Description: This indicator will track the percent of awards that are made by the agreed-upon target award date, for actions released by the target requisition release date. • Data Source: HIAMS • Unit of measurement: Awards • Dimension: Percent • Calculation Method: Percent of awards meeting target award date where the numerator is the count of all awards that met the established target award date and the denominator is the count of all requisitions that met that target requisition release date. The Status of the award is either 'Released', 'Closed', or 'Completed' with an Award Date value that is within the annual performance period fiscal year. • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): While most of the data originates in HIAMS, there are some manual calculations that were completed by the CPO office regarding GNMA acquisitions that uses LOCCS • Measurement Validation, verification, and improvement of measure: Identify or build a reporting solution that includes HUD, GNMA, and OIG <p>Sequence: 109</p>
Metric	<p>Total number of days to contract award, by acquisition strategy</p> <ul style="list-style-type: none"> • Description: This indicator will track the total number of days to award procurement, categorized by each of the main acquisition strategies used to make the award. • Data Source: HIAMS • Unit of measurement: Days • Dimension: Count • Calculation Method: Total number of days from requisition release date to the contract award, grouped by acquisition strategy • Frequency: Quarterly • Direction: Decrease • Data quality (limitations/advantages of the data): While most of the data originates in HIAMS, there are some manual calculations that were completed by the CPO office regarding GNMA acquisitions that uses LOCCS • Measurement Validation, verification, and improvement of measure: Identify or build a reporting solution <p>Sequence: 110</p>
Departmental Clearance	<p>Reduce the time and complexity of the clearance process by establishing and enforcing clear protocols for drafting and reviewing documents placed in departmental clearance.</p>

Metric	<p>Percent of documents that complete the clearance process by the deadline</p> <ul style="list-style-type: none"> • Description: HUD will monitor percent of documents that complete clearance review by the clearance deadline, with a goal of resolving any outstanding issues within 2 weeks following the clearance deadline. • Data Source: OGC managed SharePoint site • Unit of measurement: Documents in Departmental Clearance • Dimension: Percent • Calculation Method: HUD will monitor percent of documents that complete the clearance process on time (that is, no non-concurrences are submitted or remain unresolved). • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): Data quality is limited due to users submitting comments outside of the prescribed system • Measurement Validation, verification, and improvement of measure: No data validation processes in place <p>Sequence: 111</p>
Equal Employment Opportunity	<p>Promote a diverse and inclusive work environment that is free of discrimination and harassment by educating the workforce on the overall Equal Employment Opportunity (EEO) process and their EEO responsibilities as managers and employees of HUD.</p>
Metric	<p>Number of pre-complaint resolutions occurring through the Alternate Dispute Resolution process</p> <ul style="list-style-type: none"> • 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 Alternative Dispute Resolution process • Frequency: Two times in a fiscal year • Direction: Increase • Data quality (limitations/advantages of the data): Data quality/integrity of the new iComplaints system is being tested and evaluated • Measurement Validation, verification, and improvement of measure): Management dashboards will be developed in the new iComplaints system to validate data <p>Sequence: 112</p>

Metric	<p>Number of complaint filings per fiscal year</p> <ul style="list-style-type: none"> • Description: HUD will seek to reduce the number of complaint filings per fiscal year on the basis of reprisal resulting in a hostile working environment. • Data Source: iComplaints software • Unit of measurement: Filings • Dimension: Count • Calculation Method: Number of complaint filings per fiscal year • Frequency: Annual • Direction: Decrease • Data quality (limitations/advantages of the data): Data quality/integrity of the new iComplaints system is being tested and evaluated • Measurement Validation, verification, and improvement of measure: Management dashboards will be developed in the new iComplaints system to validate data <p>Sequence: 113</p>
Financial Management	<p>Increase accuracy, speed, transparency, and accountability in financial management and budgeting for the agency.</p>
Metric	<p>Reduce significantly overdue audit recommendations</p> <ul style="list-style-type: none"> • 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 recommendation 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 percentage closed (depends on perspective) • Data quality (limitations/advantages of the data): Data are reliable and reviewed and maintained in ARCATS. • Measurement 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. <p>Sequence: 114</p>

	<p>Timely management decisions</p> <ul style="list-style-type: none"> • Description: Each OIG recommendation requires a management decision which is an approved corrective action plan. Maintain percentage 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 percentage 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. • Measurement Validation, verification, and improvement of measure: Source data are jointly maintained, managed and confirmed by both OIG and HUD management. <p>Sequence: 115</p>
Grants Management	<p>Make the grants management process more efficient and effective by automating and streamlining processes, improving timeliness, and tracking performance.</p>
Metric	<p>Notice of Funding Availability (NOFA) Timeliness</p> <ul style="list-style-type: none"> • Description: Number of days from submission of NOFA into departmental clearance to obligation of funds • Data Source: Grantsolutions • Unit of measurement: Days • Dimension: Count • Calculation Method: Days from budget pass to obligation • Frequency: Annual • Direction: Decrease • Data quality (limitations/advantages of the data): No data quality issues • Measurement Validation, verification, and improvement of measure: Quality control performed by Grants Management and Oversight Division <p>Sequence: 116</p>
Human Capital Management	<p>Employ, develop, and foster a collaborative, high-performing workforce that is capable of continuing to deliver HUD's mission in a changing and uncertain future.</p>

<p>Metric</p>	<p>Promoting greater leadership effectiveness</p> <ul style="list-style-type: none"> • Description: This measure looks at three metrics: Retention rate of supervisors/ managers, Number of management training completions, and number of workshops, seminars, and trainings for leaders, managers, and supervisors. <p>Retention rate of supervisors/manager</p> <ul style="list-style-type: none"> • Description: This metric looks at the retention rate for supervisors and managers • Data Source: NFC • Unit of measurement: Percent of managers retained • Dimension: Percent • Calculation Method: Number of managers retained over total number of managers at the start of the fiscal year • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): Good, NFC is the system of record. • Measurement Validation, verification, and improvement of measure: The NFC bi-weekly reporting structure has a data lag of two weeks. The lag allows for critical data verification and validation. <p>Sequence: 117</p>
	<p>Number of management training completions</p> <ul style="list-style-type: none"> • Description: This metric looks at the total number of management trainings completed. • Data Source: HVU (HUD Virtual University) • Unit of measurement: Number of management trainings • Dimension: Count • Calculation Method: Sum of total management trainings taken by managers • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): Good. • Measurement Validation, verification, and improvement of measure: None. <p>Sequence: 118</p>
	<p>Number of workshops, seminars, and trainings for leaders, managers, and supervisors</p> <ul style="list-style-type: none"> • Description: TBD • Data Source: HVU (HUD Virtual University) • Unit of measurement: Number of management training events • Dimension: Count • Calculation Method: • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): Good • Measurement Validation, verification, and improvement of measure: None <p>Sequence: 119</p>

<p>Metric</p>	<p>Enhancing Employee Engagement</p> <ul style="list-style-type: none"> • Description: This measure will contain the following three metrics: Employee Viewpoint Survey Engagement Index, Percent of offices with engagement plans, and percent of activities on engagement plans complete. <p>Employee Viewpoint Survey Engagement Index</p> <ul style="list-style-type: none"> • Description: Employee Engagement Index score as defined by OPM • Data Source: EVS Program Offices are generated by OCHCO; OPM provides the responses • Unit of measurement: Percent positive responses • Dimension: Percent • Calculation Method: Engagement score based on an average of 15 EVS questions • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): Good • Measurement Validation, verification, and improvement of measure: None <p>Sequence: 120a</p>
	<p>Percent of offices with engagement plans</p> <ul style="list-style-type: none"> • Description: The percent of HUD offices with employee engagement plans • Data Source: EVS Program Offices are generated by OCHCO; OPM provides the responses • Unit of measurement: Percent of offices • Dimension: Percent • Calculation Method: Number of offices with engagement plans divided by total number of offices. • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): Good • Measurement Validation, verification, and improvement of measure: None <p>Sequence: 120b</p>
	<p>Percent of activities on engagement plans complete</p> <ul style="list-style-type: none"> • Description: Percent of activities on employee engagement plans complete. • Data Source: EVS Program Offices are generated by OCHCO; OPM provides the responses • Unit of measurement: Percent of activities • Dimension: Percent • Calculation Method: Number of activities complete on engagement plan divided by the total number of activities on engagement plan • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): Good. • Measurement Validation, verification, and improvement of measure: None. <p>Sequence: 120c</p>

Metric	<p>Human capital customer satisfactions scores</p> <ul style="list-style-type: none"> • Description: • Data Source: Survey Monkey • Unit of measurement: • Dimension: Count • Calculation Method: • Frequency: • Direction: Increase • Data quality (limitations/advantages of the data): • Measurement Validation, verification, and improvement of measure: <p>Sequence: 121</p>
Information Management	<p>Make high-quality data available to those who need it, when they need it, where they need it, to support decision-making in furtherance of HUD's mission.</p>
Metric	<p>Number of IT systems</p> <ul style="list-style-type: none"> • Description: Total number of HUD IT systems • Data Source: Inventory of Automated Systems (IAS) • Unit of measurement: System • Dimension: Count • Calculation Method: Sum • Frequency: Annual • Direction: Decline • Data quality (limitations/advantages of the data): IAS is tied to the change control system at HUD • Measurement Validation, verification, and improvement of measure: Provide a strata of systems as they relate to the HUD Enterprise Architecture breakdown <p>Sequence: 122</p>
Metric	<p>Cost of IT systems (in millions)</p> <ul style="list-style-type: none"> • Description: Total cost of operating and maintaining HUD IT systems, excluding infrastructure • Data Source: Inventory of Automated Systems, IAS; CFO Financial Data Mart; IT 10 Year Obligation Report • Unit of measurement: Dollars • Dimension: Count • Calculation Method: Total cost of operating and maintaining HUD IT Systems • Frequency: Annual • Direction: Slight annual increase • Data quality (limitations/advantages of the data): findings from NFR-16 indicate that a more accurate account of cost can be acquired • Measurement Validation, verification, and improvement of measure: Compare obligations to expenditures <p>Sequence: 123</p>

Metric	<p>IT customer service satisfaction scores</p> <ul style="list-style-type: none"> • 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. • Measurement Validation, verification, and improvement of measure: The survey is myopic and not inclusive of all service types offered by IT. <p>Sequence: 124</p>
Organizational Structure Management	<p>Reduce the cost of leased space, utilities, travel, and other related costs by adapting our business processes.</p>
Metric	<p>Amount of money spent on space and travel (in millions)</p> <ul style="list-style-type: none"> • Description: Total dollars spent on leased space, building maintenance, utilities, travel and other related costs. • Data Source: • Unit of measurement: Dollars • Dimension: Count • Calculation Method: • Frequency: Annual • Direction: Decrease • Data quality (limitations/advantages of the data): • Measurement Validation, verification, and improvement of measure: <p>Sequence: 125</p>
Metric	<p>Space Utilization (in sq. ft.)</p> <ul style="list-style-type: none"> • Description: Average square footage of usable workspace per employee and contractor. • Data Source: • Unit of measurement: Average Square Foot • Dimension: Count • Calculation Method: Add head count for all employees and contractors at a given time in the fiscal year and divide by the usable square feet. • Frequency: Annual • Direction: Down • Data quality (limitations/advantages of the data): • Measurement Validation, verification, and improvement of measure: <p>Sequence: 126</p>

