



# FY 2017

U.S. Department of Housing and Urban Development  
**ANNUAL PERFORMANCE REPORT**

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## About This Report

This Fiscal Year (FY) 2017 *Annual Performance Report* for the U.S. Department of Housing and Urban Development (HUD) provides performance-related information to the President, the Congress, and the American people. This report identifies HUD's FY 2017 performance relative to targets.

The *FY 2017 Annual Performance Report* will be the last performance report based upon the *FY 2014-2018 Strategic Plan* framework and serves to close out this performance period. HUD is currently developing the *FY 2018-2022 Strategic Plan*, and will begin reporting against new strategic objectives, indicators, and milestones in the *FY 2019 Annual Performance Plan*. New Agency Priority Goals (APGs) will be established in FY 2018 and included in the *FY 2019 Annual Performance Plan*.

This plan consists of several important sections:

## Agency Organization and Performance Reporting

This section contains HUD's organizational structure and a Message from the Secretary.

## Strategic Objectives

This section is based on HUD's strategic framework from the HUD *FY 2014-2018 Strategic Plan*. The majority of the *FY 2017 Annual Performance Report* is organized by strategic objective. Strategic objectives are intended to reflect the outcome or management impact an agency is trying to achieve during the period of performance. Progress towards each objective was reported annually through a specific set of performance indicators. In addition, HUD's past strategic framework contained eight management objectives intended to improve departmental operations.



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

For each strategic objective that HUD monitored in FY 2017, we have included associated major milestones and performance indicators to track our progress. In addition, each agency is responsible for identifying a limited number of performance goals that are high priorities over a two-year period. These Agency Priority Goals (APGs) support 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, APGs are evaluated quarterly and focus on near-term results. HUD's most recent APGs were established in FY 2016 to cover a two-year performance period (FY 2016-2017).

The content of this report is based upon the objectives published in the *FY 2017 Annual Performance Plan*. Information regarding changes to previously published indicators and milestones are in the footnotes of this report. Although HUD strives to maintain consistency year to year, the Department will continue to scrutinize the effectiveness of its metrics and make changes when areas for improvement are identified.

## 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 *FY 2017 Agency Financial Report* is available on the Web at [HUD.gov](http://HUD.gov).

## **Section One: Agency Organization and Performance Reporting**

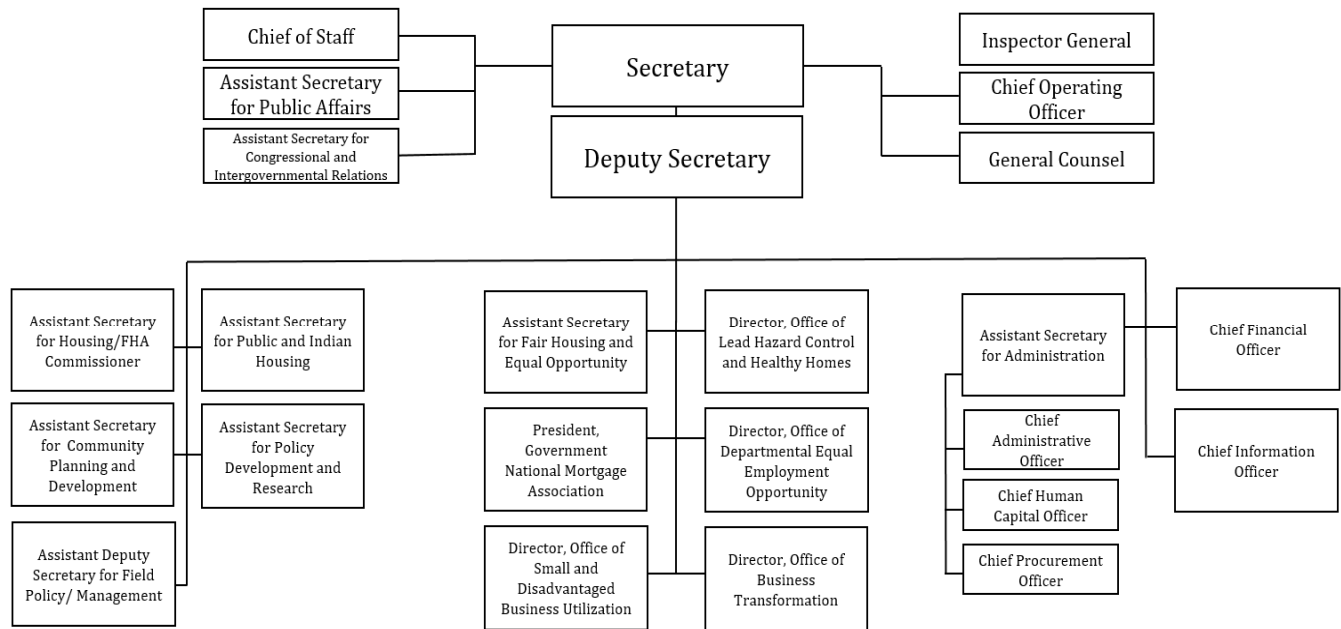
## Introduction

This *Fiscal Year (FY) 2017 Annual Performance Report (APR)* for the U.S. Department of Housing and Urban Development (HUD) contains the Department's FY 2017 performance targets, and any revisions to the goals originally published in the *FY 2017 Annual Performance Plan (APP)*, which covers the agency's goals for FY 2017. This plan reflects HUD's continuing commitment to inform the American people, the Congress, its partners, and employees about the mission, goals, and work the Department seeks to accomplish.

## 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 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.

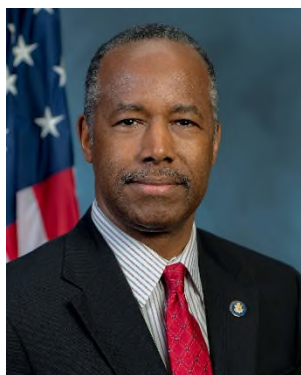
### HUD’s Organization Structure



- ▶ [Learn more about HUD’s major organizational units and program offices.](#)
- ▶ [Learn more about HUD’s regions and field offices.](#)



## Message from Secretary Carson



I am pleased to present the U.S. Department of Housing and Urban Development's (HUD) Fiscal Year (FY) 2017 Annual Performance Report (APR). I can provide reasonable assurance regarding the reliability of the performance data contained throughout. There are three areas in which we made great strides: the Healthy Homes Program; the Section 3 Business Registry; and the Home Equity Conversion Mortgage portfolio.

As a doctor, I am particularly proud of our work to improve the health and safety of housing in America. At the end of FY 2017, HUD served 17,940 homes through HUD's Healthy Homes Program, exceeding the target of 16,500. In June 2017, we announced more than \$127 million in grant funding to 48 state and local government agencies to further mitigate and remove health hazards in homes. We are looking at new ways to target these resources to the highest-risk communities and reduce the number of children exposed to lead-based paint and other hazards.

HUD is also uniquely positioned to help many of those who currently rely on assisted housing to attain self-sufficiency, ending the cycle of dependency. For example, the Section 3 program directs hiring generated by certain HUD-funded contracts to local residents of Public Housing or other low- and very low-income persons, to the greatest extent feasible. Businesses that are owned or largely staffed by these target hires can self-certify as "Section 3 businesses," and create great opportunities for recipients of HUD funding to connect to these potential employees. In FY 2017, nearly 3,600 businesses across 53 states and territories had self-certified in the Section 3 business registry. To maximize the impact of these businesses, HUD will focus on reducing the administrative burden involved for those employers, many of which are small and minority-owned businesses, to connect with residents, and will identify further ways to incentivize businesses and residents alike.

Finally, HUD is continuing to strengthen the financial health of its mortgage portfolio. At the end of FY 2017, the Federal Housing Administration's (FHA) Mutual Mortgage Insurance (MMI) Fund was valued at \$25.6 billion and the capital ratio remained above the statutory minimum for a third straight year, as a result of the Administration's decision to reverse a planned cut to the mortgage insurance premium. Absent this action, the MMIF capital ratio would have been around 1.76%. However, the fiscal condition of the Home Equity Conversion Mortgage (HECM), or "reverse mortgage," portfolio continues to lag behind that of the forward mortgage portfolio. To stabilize HECM, FHA made changes to the Mortgage Insurance Premium rates and the Principal Limit Factors. These changes apply to new HECM originations beginning in FY 2018, and are a first step in our goal to move HUD out of the post-recession crisis mode, preserve FHA as a sustainable source of mortgage credit for first-time and low and moderate income homebuyers, and reduce risk to taxpayers.

In my first year with HUD, I have heard from partners and beneficiaries across the country and have seen HUD's programs in action. I saw firsthand how HUD helps secure safe, affordable housing for all Americans, but also identified areas where we can improve. The FY 2017 APR highlights what's working. My team is committed to building upon the programs that work and putting more residents on a path to self-sufficiency, which is the single greatest measure of our collective success.

Dr. Ben Carson  
Secretary

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

## Strategic Objective: Economic Prosperity

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

★ Educational Attainment was an Agency Priority Goal for the FY 2016-17 reporting period. ★

### PROGRESS UPDATE

HUD's Section 3 program, which directs hiring generated by certain HUD-funded contracts to local residents of Public Housing or other low- and very low-income persons, to the greatest extent feasible, exceeded all of its performance targets. In FY 2017, 47% of hiring by Section 3-covered funding recipients supported Section 3 residents, well above the 30% regulatory requirement. The business registry continues to grow as a resource for identifying Section 3 businesses and connecting residents to jobs and investments in their communities. At the end of FY 2017, more than 3,500 businesses had self-certified to fulfill jobs with Section 3-covered funding.

HUD also expanded its efforts to promote educational attainment among HUD-assisted housing residents. In FY 2017, HUD and Department of Education (ED) joined forces with the Campaign for Grade Level Reading, the National Book Foundation, and the Urban Libraries Council to transform the nation's PHAs into book-rich environments. The Book-Rich Environment (BRE) Initiative brings diverse, high quality books and other literacy tools into the hands of children and families living in HUD-assisted housing to improve literacy outcomes and ensure all young people, regardless of background, have the tools they need to reach their full potential. The 36 communities participating in BRE all hosted events in partnership with the local library between June and August 2017 to launch the BRE initiative and to distribute the donated books. The National Book Foundation secured the donation of 270,000 new books for these communities.

### MAJOR MILESTONES

#### Educational Attainment Milestones

**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 GSA's Office of Evaluation Sciences and the Department of Education.

*Achieved. In December 2016, Project SOAR (Students + Opportunities + Achievements = Results) grants were awarded to nine PHAs to support education navigators to help public housing youth aged 15-20 and their families complete FAFSA applications, as well as to assist with financial literacy and college readiness, post-secondary program applications and post-acceptance assistance. HUD plans to track student outcomes during the course of the grants.*

#### Economic Prosperity Milestones

**6/30/2017**      **Develop technical assistance strategy and materials, and deliver technical assistance on Section 3.**

*Delayed. The original scope of this technical assistance changed; the Administration is developing new policy and procedures to strengthen Section 3 implementation. New target date for completion is 12/31/2018.*

**MEASURING OUR PROGRESS**

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

**Educational Attainment Performance Indicator**

- Percentage of Housing Choice Vouchers households who are proximate to proficient schools<sup>1</sup> (supporting indicator)

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
N/A	N/A	27.8%	26.4%	N/A <sup>2</sup>	Tracking Only

**Economic Prosperity Performance Indicators**

- Percentage of participants enrolled in the Family Self Sufficiency program who have sustained wage increases<sup>3</sup>

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
N/A	N/A	TBD	TBD	TBD	Tracking Only

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

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
N/A	N/A	47.2%	50.7%	47.0%	50.0%

- Percentage 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 dollar amount of construction contracts.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
N/A	N/A	9.5%	8.3%	13.0%	10.0%

<sup>1</sup> 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” schools are defined as the schools whose 4<sup>th</sup> graders are performing in the top half of their state on annual assessments, standardized across the nation by Great Schools data.

<sup>2</sup> Data to report FY 2017 actuals will not be available until mid-FY 2018.

<sup>3</sup> The data to support this metric was expected to come from a data match of HUD’s FSS participants and HHS’s National Directory of New Hires (NDNH) database. Currently HUD has only received one-year findings for the match, which have significant issues in methodology; no data is available for reporting.

▶ **Percentage 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.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
N/A	N/A	5.5%	5.7%	8.0%	7.0%

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
551	808	1,399	2,709	3,587	3,000

▶ **Number of states with Section 3 certified businesses in HUD’s registry<sup>4</sup>**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
7	27	43	51	53	49

<sup>4</sup> Numbers include both states and territories.

## Strategic Objective: Health and Housing Stability

Promote the health and housing stability of vulnerable populations.

### PROGRESS UPDATE

Throughout FY 2017, HUD met with the Center for Medicare and Medicaid Services (CMS) and the American Academy of Pediatrics bimonthly to discuss gaps in messaging on the housing and health connection, application of blood lead testing protocols, and home assessments for lead and asthma triggers. The collaboration identified how and when states can apply for opportunities for addressing housing-related health hazards with CMS funds, and how physicians and health care workers can assist in identifying and connecting families in need of such services with providers. As part of this effort, some state Medicaid programs have received CMS approval for amendments to their state plans to provide these expanded services, including establishing eligible cost codes for housing-related health hazard interventions.

### MAJOR MILESTONES

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.

*Achieved. A national asthma summit policy review meeting was held on January 31, 2017. The meeting, hosted by the U.S. Environmental Protection Agency (EPA), in partnership with HUD and the Centers for Disease Control and Prevention (CDC), convened regional asthma summit organizers to reflect on best practice from preceding summits and subsequent activity around sustainable financing for in-home asthma care and services. An ongoing learning network was established as a result of this meeting.*

*On September 21, 2017, the Midwest Regional Asthma Summit was held in Omaha, Nebraska. The summit was co-hosted by HUD, EPA, CDC, the Omaha Healthy Kids Alliance, and the Wichita State University Environmental Finance Center. The summit focused on the successes, opportunities, and challenges of sustainable financing and reimbursement opportunities for in-home asthma care interventions.*

### 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	FY16 Actual	FY17 Actual	FY17 Target
N/A	N/A	72	231	296 <sup>5</sup>	380

<sup>5</sup> The Section 811 PRA program has experienced delays in leasing units. Challenges include, but are not limited to, units awaiting turnover at existing properties due to a strong rental market in many states. Some grantees have had difficulty attracting sponsors and owners to the program and establishing connections with services. The program is hopeful that the numbers will increase since grantees changed focus from using existing housing to new construction. Many of the new construction projects will be completed soon.

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

CY13 Actual <sup>6</sup>	CY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
16.5%	18.7%	20.0%	22.1%	N/A <sup>7</sup>	23.0%

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
3.1	3.2	3.2	2.8	3.0	>2.8

<sup>6</sup> HUD gathered and recorded these data on a calendar year basis (in December of each calendar year). At the end of FY 2015, HUD shifted to fiscal year reporting, as shown for FY 2015-16. This is corrected from previous year's versions of the Annual Performance Reports.

<sup>7</sup> HUD did not complete the full national review of PHAs adopting smoke-free policies in FY 2017. This review was interrupted by the issuance and implementation of the new smoke-free rule, which requires all of public housing to be smoke-free by June 2019. According to trends in adopting policies, HUD estimates that 23.0% of PHAs have adopted smoke-free policies by the end of FY 2017.

## Strategic Objective: End Homelessness

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

★Ending Veterans Homelessness was an Agency Priority Goal for the FY 2016-17 reporting period.★

### PROGRESS UPDATE

On December 6, 2017, HUD released the 2017 Point-in-Time (PIT) count, which found that 553,742 persons experienced homelessness on a single night in January 2017, an increase of 0.7 percent from the previous year. Homelessness among families with children declined 5.4 percent nationwide since 2016, but some local communities saw the number of persons experiencing long-term chronic homelessness and Veterans experiencing homelessness increase. Progress varied significantly across the country, with 30 states and the District of Columbia reporting reductions between 2016 and 2017. Challenges in some major metropolitan areas, however, have had a major impact on the national trend lines. For example, the City and County of Los Angeles reported a nearly 26 percent increase in overall homelessness since 2016, primarily among those persons found in unsheltered locations. Meanwhile, New York City reported a 4.1 increase, principally among families in emergency shelters and transitional housing. Excluding these two areas, the estimated number of veterans experiencing homeless in other parts of the nation decreased 3.1 percent since 2016.

Moving forward, HUD will further tailor our strategies, holding up what works in communities who continue to reduce homelessness and allowing for innovative, community-driven practices in cities where the numbers are going in the wrong direction.

As of September 30, 2017, 54 communities and three states were confirmed by HUD, the Department of Veterans Affairs (VA), and the U.S. Interagency Council on Homelessness (USICH) for having effectively ended veteran homelessness. In addition, three communities were confirmed by HUD and USICH for having effectively ended chronic homelessness.

In FY 2017, HUD worked together with USICH, HHS, and community and expert partners to define what it would take to effectively end homelessness among people experiencing chronic homelessness, families, and youth. All of the criteria and benchmarks can be found at: <https://www.usich.gov/opening-doors>.

### MEASURING OUR PROGRESS

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

**Note on the first three homelessness metrics:** These metrics are 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 FY 2017 actual will be measured in the January 2018 PIT count and released in the 2018 AHAR and in HUD’s FY 2018 APR.

► **Total veterans living on the streets, experiencing homelessness (key indicator)**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target	FY17 Target
17,570	16,220	13,067	15,366	0	0



▶ **Total homeless veterans temporarily living in shelters or transitional housing** (key indicator)

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target	FY17 Target
32,119	31,505	26,404	24,690	12,500	12,500

▶ **Individuals experiencing chronic homelessness** (key indicator)

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target	FY17 Target
83,989	83,170	77,486	86,962	56,000	N/A

▶ **Number of new permanent supportive housing beds dedicated<sup>8</sup> to individuals and families experiencing chronic homelessness** (supporting indicator)

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
5,123	5,170	8,878	6,756	TBD <sup>9</sup>	Tracking Only

▶ **Percent of new permanent supportive housing beds dedicated to individuals and families experiencing chronic homelessness** (supporting indicator)

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
94%	98%	97%	100%	TBD <sup>10</sup>	100%

<sup>8</sup> 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 FY 2015 actual data will correspond to commitments made with FY 2015 funding rather than households served in FY 2015.

<sup>9</sup> Data not available until a few months after the FY 2017 CoC Program Competition awards are announced; this announcement was made on January 11, 2018.

<sup>10</sup> Ibid.

**Other Measures:**

▶ **Veterans newly placed in permanent housing with HUD-VA Supportive Housing (HUD-VASH)**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
13,936	14,716	20,591	22,538	18,670	21,000

▶ **Homeless veterans served with transitional housing through Continuum of Care Program resources<sup>11</sup>**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
10,789	N/A	N/A	N/A	N/A	2,961

▶ **Homeless veterans served with permanent supportive housing through Continuum of Care Program resources<sup>12</sup>**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
12,919	N/A	N/A	N/A	N/A	11,713

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
23%	44%	49%	52%	TBD <sup>13</sup>	55%

▶ **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.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target	FY17 Target
67,613	64,197	61,265	57,971	58,724	53,500

<sup>11</sup> The agency has identified the reporting issues and secured funding to correct them, but will not receive the aggregate data for 2014-2017 until April 2018.

<sup>12</sup> Ibid.

<sup>13</sup> Data not available until a few months after the FY 2017 CoC Program Competition awards are announced; this announcement was made on January 11, 2018..

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Q3 Actual	FY17 Target
13,315	17,013	26,448	28,403	21,833	Tracking Only

▶ **Percent of Emergency Solutions Grant dollars dedicated to rapid re-housing for homeless families<sup>14</sup>**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
23.5%	29.0%	30.5%	29.2% <sup>15</sup>	N/A <sup>16</sup>	31.0%

<sup>14</sup> Emergency Solution Grant (ESG) recipients have up to two years to commit their funds to specific activities so there is often a lag in reporting and subsequent updates.

<sup>15</sup> The FY16 actual was previously reported as 24.6%. This represents the latest data as of 11/9/2017.

<sup>16</sup> As of 11/9/17, less than 50% of ESG funds were committed which is insufficient to provide data.

## Strategic Objective: Fair Housing

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

### PROGRESS UPDATE

In FY 2017, there were several notable resolutions of investigations covering a wide range of issues related to alleged violations of the Fair Housing Act, as well as other housing-related civil rights statutes. These positive outcomes included an agreement with a Northern Illinois-based lender, settling allegations that it discriminated against African-American and Hispanic mortgage applicants; an agreement with the state of Maryland regarding the fairness of the state’s Low-Income Housing Tax Credit Program which will increase the number of affordable housing units in the region by as many as 1,500; and resolution of cases involving a mortgage application denial due to pregnancy, an emotional support animal for a disabled veteran, and disparate treatment of families with young children. These are just a sample of the cases HUD and our enforcement partners address every year.

In FY 2017, the Office of Fair Housing and Equal Opportunity (FHEO) commenced an effort to significantly reduce the number of overly aged investigations of Fair Housing Act complaints. As a result of this effort, FHEO reduced the number of cases that had been under investigation for over 300 days by almost 25%, including by closing out some of the longest-standing investigations. The reduction was almost twice the targeted amount.

When the Fair Housing Act was enacted almost 50 years ago, it included a provision requiring that HUD funding be used in a way that affirmatively furthered fair housing, rather than simply passively preventing discrimination. As part of this effort, HUD provides data to funding recipients that they can use to determine the best way to fulfill this obligation. HUD has provided tools and assistance to jurisdictions to help them in this process. There are currently tools available for recipients of funding from Community Planning and Development programs as well as larger public housing authorities, and HUD is in the process of collecting public comments on tools for smaller authorities.

### MEASURING OUR PROGRESS

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

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

This performance metric is calculated based on total number of complainants, other aggrieved parties, and additional victims receiving relief for HUD-processed cases closed during the period.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
4,147	16,088	4,182	7,425	1,914 <sup>17</sup>	4,500

<sup>17</sup> FHEO staff have been working during FY 2017 on creating greater consistency in how relief numbers are reported. In a few instances this has led to more conservative estimates of relief in cases involving larger housing providers, which had a significant effect on the reported results.

▶ **Average number of persons receiving remedies through Fair Housing Act enforcement work per case with remedies**

This performance metric is calculated by dividing the total number of complainants, other aggrieved parties, and additional victims receiving relief by the total number of HUD-processed cases closed during the period that favored the complainant.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
5.3	23.3 <sup>18</sup>	5.8	13.4 <sup>19</sup>	3.5	5.6

▶ **Number of Fair Housing Act cases with relief exceeding \$25,000**

This performance indicator is based upon the number of closed [Title VIII](#) fair housing investigations resulting in relief that exceeds the \$25,000 threshold. HUD completed conciliation training in January 2017 for investigative staff to ensure equitable settlement of cases.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
35	40	41	35	27	30

▶ **Number of Fair Housing Act cases open more than 300 days at the end of the fiscal year**

This performance indicator tracks the number of qualifying fair housing cases that are open for more than 300 days.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
586	799	719	579	436	505

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

This indicator will be calculated based upon the number of jurisdictions submitting AFH documentation during the period divided by the number of these jurisdictions who received assistance (training or technical assistance) *prior* to submission.

<sup>18</sup> *ibid.*

<sup>19</sup> *ibid.*

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
N/A	N/A	N/A	90% <sup>20</sup>	100% <sup>21</sup>	Tracking Only

▶ **Percentage of AFH submission reviews completed and accepted by HUD within 60 days of receipt of the first submission**

This indicator will be calculated based upon the number of AFH initial reviews completed within 60 days of receipt, divided by the number of jurisdictions submitting an AFH at that time. This percentage will be calculated cumulatively for each fiscal year.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
N/A	N/A	N/A	N/A	100%	Tracking Only

▶ **Percentage of AFH submissions accepted by their second submission**

This indicator will be calculated based upon the number of AFH submissions that are accepted after either their first or second review, divided by the total number of reviews conducted.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
N/A	N/A	N/A	N/A	100%	Tracking Only

<sup>20</sup> This figure represents 13 AFH submissions covering 20 distinct entities received on or about October 4, 2016.

<sup>21</sup> FY 2017 figure excludes submissions received in October 2016 which were reported under FY 2016 results. Of the remainder, 20 of 22 submitters (91%) received support from HUD prior to submission. Two were offered support, but indicated they were working with outside consultants.

## 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.**

★ Green and Healthy Homes was an Agency Priority Goal for the FY 2016-17 reporting period.★

### PROGRESS UPDATE

In FY 2017, HUD produced 82,422 retrofitted green or healthy units for a total of 166,454 during the FY 2016-17 APG performance period.<sup>22</sup> HUD’s efforts to reduce exposure to lead and health hazards in the home have also made significant impact over the last few years, with over 38,000 households made lead-safe or healthy from FY 2016-17. The Department was also pleased to award more than \$127 million in lead hazard control grant funding to 48 state and local government agencies, including \$14 million to address other health risks in housing. Announced by Secretary Carson in June of 2017, this funding will reduce the number of children with elevated blood lead levels, and protect nearly 7,600 families living in homes with significant lead and other home health and safety hazards.

### MAJOR MILESTONES

7/31/2017

**Issue Multifamily Pay for Success NOFA.**

*Delayed. NOFA is targeted for release in 2018.*

### MEASURING OUR PROGRESS

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

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

This tracks the number of new construction or retrofitted housing units that are healthy or energy-efficient.

	FY10-11 Two-Year Actual	FY12-13 Two-Year Actual	FY14-15 Two-Year Actual	FY16-17 Two-Year Actual	FY16-17 Two-Year Target
<b>Community Planning &amp; Development</b>	15,360	30,461	16,671	14,313 <sup>23</sup>	15,202
<b>Office of Housing</b>	23,372	28,811	45,020	62,725	64,336
<b>Public &amp; Indian Housing</b>	115,802	77,809	58,078	51,404	41,697
<b>Lead Hazard Control &amp; Healthy Homes<sup>24</sup></b>	39,492	23,778	40,171	38,012	33,000

<sup>22</sup> For a detailed list of all the HUD programs that contributed to this FY 2016-17 APG, please refer to the Data Sources, Limitations and Advantages, and Validation section in the back of this report.

<sup>23</sup> CDBG-DR Sandy totals not included; TBD

<sup>24</sup> Office of Lead Hazard Control and Healthy Homes (OLHCHH) totals include both housing units made lead safe under OLHCHH lead hazard control grants and Lead Disclosure Rule enforcement activities, and under CPD programs, such as CDBG, HOME, and HOPWA, in accordance with the Lead Safe Housing Rule.

<b>HUD Total</b>	<b>194,026</b>	<b>160,859</b>	<b>159,259</b>	<b>166,454</b>	<b>160,000<sup>25</sup></b>
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**OTHER INDICATORS**

► **Estimated impact of energy efficiency programs on HUD-assisted portfolio<sup>26</sup>**

	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
Cumulative estimate of energy saved <sup>27</sup> in the HUD-assisted portfolio	1.3%	1.6%	1.9%	2.8%	4.3%	4.5%
Estimated share of HUD-assisted portfolio impacted by energy efficiency programs	8.5%	9.7%	10.6%	11.9%	13.0%	13.6%

► **Estimated Cumulative Water Saved (gallons)**

Cumulative estimate of gallons of water saved.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
10.2 million	12.5 million	14.9 million	20.9 million	31.2 million	31.9 million

► **Better Buildings Challenge multifamily housing partners' energy use (BTUs/square foot)**

This metric consists of energy use intensity (EUI) in British Thermal Units (BTUs) per square foot for Better Buildings Challenge multifamily housing partners reporting benchmarking data in Portfolio Manager.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
139,000 <sup>28</sup>	136,000	166,000	154,000	124,000	Tracking Only

► **Percentage of Better Buildings Challenge multifamily housing partners reporting energy use**

Tracks the percentage of the Better Buildings Challenge multifamily housing partners reporting energy use data to HUD.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
N/A	N/A	23%	42%	79% <sup>29</sup>	≥75%

<sup>25</sup> The FY 2016-17 two-year target includes 5,765 "stretch" units that increase the agency's overall target to 160,000. These "stretch" units are not assigned to a specific program office.

<sup>26</sup> FY 2009 is the baseline (0 percent) for the Energy Model indicators.

<sup>27</sup> Savings relative to projected energy use of status quo scenario (no energy efficiency intervention).

<sup>28</sup> Historic data has been updated as new partners have joined the BBC. Many of these new partners have provided data going back to FY 2011. Therefore, all fields have been updated to account for the latest information.

<sup>29</sup> Of 109 total Better Building Challenge multifamily housing partners in FY17.



► **Number of Better Buildings Challenge multifamily housing units**

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
N/A	N/A	390,000	693,917	767,147	≥600,000

## 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.

### PROGRESS UPDATE

In FY 2017, HUD continued to work with National Disaster Resilience Competition grantees throughout FY 2017 to help them maximize the impact of their projects and ensure that all program funds are obligated in a timely manner. HUD also worked to improve its response efforts.

### MAJOR MILESTONES

- |                   |   |
|-------------------|---|
| <b>10/1/2016</b>  | <b>Publish analysis of impacts that identifies the most vulnerable HUD-funded physical assets.</b><br><br><i>Amended. HUD has redirected its efforts to developing hazard data layers that can be used in impact studies of HUD-funded tenant health, energy consumption, and physical assets. This new project is targeted for an early 2018 completion.</i> |
| <b>12/31/2016</b> | <b>Complete the rulemaking process to update 24 CFR Part 55 in alignment with the Federal Flood Risk Management Standard.</b><br><br><i>Canceled. Per Executive Order 13690, this rule has been withdrawn.</i>  |
| <b>5/31/2017</b>  | <b>Publish guidance on the use of CDBG for disaster resilience.</b><br><br><i>Delayed. HUD is developing a tool to help CPD grantees to incorporate disaster resilience into their regular activities. This project is now scheduled to be complete in early 2018.</i>  |
| <b>9/30/2017</b>  | <b>Obligate all funding from the National Disaster Resilience Competition.</b><br><br><i>Achieved. All grant agreements and funding obligations were completed by the end of September 2017.</i>  |

### MEASURING OUR PROGRESS

HUD did not track any performance indicators for the FY 2017 performance period.<sup>30</sup>

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<sup>30</sup> All indicators from the FY 2017 Annual Performance Plan have been discontinued.

## Strategic Objective: Community Development

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

### PROGRESS UPDATE

During the FY 2016-2017 reporting period, HUD participated in several interagency initiatives with the goal of focusing existing funding more effectively; creating incentives for collaboration across organizational, jurisdictional, and sectoral lines; and supporting communities in improving their growth potential and the quality of life and opportunities for their residents.

Strategic Objective: Community Development <i>HUD Programs and Initiatives</i>						
HUD-Community Partnership	Program Office	FY 2017 HUD Leads	Launch Year	Scope in FY 2017	Focus	Intervention Type
ConnectHome	PIH	D. Blom	2015	27 Cities; 1 Tribal Nation	High-Speed Internet	Technical Assistance
Community Partnerships (previously, Community Needs Assessment)	FPM	N. Bregon	2014	64 Cities or Communities	Local, State, and Federal Collaboration	Technical Assistance
Promise Zones	FPM	N. Bregon	2013	13 Cities or Communities	Reducing Poverty	Direct Federal Partnership
Strong Cities, Strong Communities	CPD	D. Arigoni	2011	80 Cities	Economic Development	Direct Federal Partnership; Technical Assistance

## ConnectHome

### ★ConnectHome was an Agency Priority Goal for the FY 2016-17 reporting period.★

ConnectHome creates a platform for community leaders, local governments, nonprofit organizations, and private industry to join together to produce locally tailored solutions for narrowing the digital divide. Through these stakeholders' specific commitments to provide no-cost or low-cost broadband access, devices, and digital literacy training, ConnectHome extends affordable access to low-income families. Since launching in 2015, the ConnectHome initiative has made great strides increasing access to high-speed Internet in its 28 pilot communities. In May of 2017, ConnectHome expanded nationally in partnership with EveryoneOn to launch ConnectHome Nation which will bring on an additional 100 communities by 2020.

As of August 2017, 29 additional communities joined the ConnectHome program as expansion communities under the expansion program named ConnectHomeUSA. At the end of FY 2017, 71,546 public housing households in these pilot communities reported having a connection to high-speed Internet service, of which over 20,000 of were connected directly through ConnectHome. HUD has revised its performance indicators to count all household types, not just households with school-age children, based upon the baseline survey results and feedback from the pilot communities. Further, HUD has expanded the ConnectHome goals and targets to include HUD-assisted households in participating expansion communities as well as the initial pilot communities.

**MEASURING OUR PROGRESS**

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

- ▶ **Percentage of Public Housing households in communities participating in ConnectHome that have high-speed internet access** (key indicator)

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
N/A	N/A	N/A	40%	49%	50%

- ▶ **Number of Public Housing households that gained free or low-cost high-speed internet access through ConnectHome** (supporting indicator)

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
N/A	N/A	N/A	7,000	21,689	21,794

**Community Partnerships**

**MEASURING OUR PROGRESS**

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

- ▶ **Number of Community Partnerships Implemented**

Each Field Working Group will implement a community partnership within which the Office will hold roundtables with key stakeholders, create an opportunity matrix and plan projects to be implemented to achieve locally-driven community goals. This indicator counts the cumulative number of Community Partnerships that have been implemented.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
N/A	70	82	85	84	64

**Promise Zones**

**MEASURING OUR PROGRESS**

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

Note: Promise Zones reporting was only required for the second half of the fiscal year. Los Angeles, Philadelphia, Indianapolis, Hartford, Camden, and South Los Angeles reported data for the full fiscal year. Sacramento began to report in Quarter 2. St. Louis reported for Quarter 4 only.

► **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	FY16 Actual	FY17 Actual	FY17 Target
N/A	29	67	17	89	Tracking Only

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
N/A	35	41	59	N/A <sup>31</sup>	Tracking Only

► **Federal dollars awarded to Promise Zone communities and surrounding jurisdictions**

The majority of awards are used within a larger geography than the neighborhood-based Promise Zone boundary, with a portion of funds targeted to Promise Zone communities.<sup>32</sup>

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
N/A	\$132,248,735 <sup>33</sup>	\$42,849,811 <sup>34</sup>	N/A <sup>35</sup>	\$248,693,384 <sup>36</sup>	Tracking Only

## Strong Cities, Strong Communities (SC2)

### MAJOR MILESTONES

**6/30/2017** Publish a program evaluation of the SC2 National Resource Network (NRN) technical assistance program.

*Delayed until 2018. The Urban Institute provided a draft final program evaluation to HUD on 10/25/2017. The final evaluation is expected to be published in early 2018.*

**9/30/2017<sup>37</sup>** Complete an exit strategy report for each SC2 city with an engagement end date in FY 2017.

<sup>31</sup> Per the OMB directive M-17-26, OMB suspended the requirement to report to OMB on the programs offering preference points.

<sup>32</sup> HUD added nine new Promise Zones in 2016, resulting in a larger cohort of eligible communities in FY17 and beyond. However, this number is also influenced by inconsistent variables such as the availability and award of funds, which create fluctuations in annual data.

<sup>33</sup> This represents awards in 5 Promise Zone communities.

<sup>34</sup> This represents awards in 13 Promise Zone communities.

<sup>35</sup> FPM does not have a full year of federal investments data for FY16 due to changes in reporting requirements by OMB.

<sup>36</sup> This represents 21 Promise Zone communities.

<sup>37</sup> In the FY17 Annual Performance Plan, this target was listed as 3/31/2016.

*Achieved. The Team Lead in Brownsville, TX, the final SC2 city to end its engagement, created an exit strategy that was approved by city leadership.*

**MEASURING OUR PROGRESS**

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

Note: In FY17, only Brownsville, TX and the SC2 NRN were active and could be measured

▶ **Amount of existing federal funds more effectively utilized due to technical assistance and capacity building (in millions)<sup>38</sup>**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
N/A	N/A	\$66.7	\$43.3	\$16.1	\$8

▶ **Number of best practices adopted by SC2 cities**

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
N/A	N/A	32	24	3	2

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

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.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
N/A	N/A	289	305	2	5

<sup>38</sup> 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.

## Strategic Objective: Rental Investment

**Ensure sustainable investments in affordable rental housing.**

### PROGRESS UPDATE

In FY 2017, HUD supported the production of a total 78,456 additional rental units affordable for very low-income renters. Office of Housing programs accounted for 75% of this output.

### MEASURING OUR PROGRESS

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

NOTE: Data on “Worst Case Housing Needs”, the proportion of very low-income renters facing severe rent burdens, and the percentage of rental units built in the preceding four years that are affordable to very low-income renters are available every other year.

▶ **Number of households experiencing “Worst Case Housing Needs”**

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 housing conditions or both. HUD’s estimates of worst case needs are based on data from the biennial [American Housing Survey](#) (AHS).

FY11 Actual	FY13 Actual	FY15 Actual	FY15 Target
8.48 million	7.72 million	8.30 million	Tracking Only

▶ **Proportion of very low-income renters facing severe rent burdens<sup>39</sup>**

This measure is based on [American Community Survey](#) tabulations that have area median income (AMI) categories attached. It 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	FY15 Target
50.9%	51.9%	TBD <sup>40</sup>	Tracking Only

<sup>39</sup> This metric is based on Comprehensive Housing Affordability Strategy (CHAS) data for which HUD income limits are attached to five-year pooled American Community Survey data (2007-2011 and 2009-2013 for the years shown). The CHAS dataset based on 2011-2015 ACS will be published in 2017. Comparable annual estimates based on the American Housing Survey are 50.5 percent for 2011, 48.7 percent for 2013, and 51.0 percent for 2015.

<sup>40</sup> The 2010-2014 CHAS dataset was published in May of 2017. As of this publication, data for 2015 are not yet available..

► **Percentage of rental units built in the preceding four years that are affordable to very low-income renters<sup>41</sup>**

This measure is based on biennial [AHS](#) data.

FY11 Actual	FY13 Actual	FY15 Actual	FY15 Target
34%	22%	20%	Tracking Only

► **Production of rental units**

HUD programs support the construction and substantial rehabilitation of affordable rental units, which eases pressure on the nation's tight rental market.

	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
Housing Programs	28,674	37,155	46,615	58,769	Tracking Only
Public and Indian Housing Programs	5,773	3,985	4,179	3,851	Tracking Only
Community Planning and Development <sup>42</sup>	20,540	14,779	14,026	15,837	Tracking Only

<sup>41</sup> Very low-income renters have a household income of 50% or less of the area median income.

<sup>42</sup> Units are limited to those developed using HOME Investment Partnerships program.



## 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.

★ Rental Preservation and Expansion was an Agency Priority Goal for the FY 2016-17 reporting period. ★

### PROGRESS UPDATE

Between October 1, 2015 and March 31, 2017, HUD served nearly 190,000 additional households over an FY 2015 baseline of 5.5 million households. As of the second quarter of FY 2017, HUD had surpassed its two-year goal of number of households served by over 29,000 households.

### MEASURING OUR PROGRESS

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

★ **Number of households served through HUD rental assistance (cumulative)** <sup>43</sup> (key indicator)

Program Office	FY14 Actual	FY15 Actual <sup>44</sup>	FY16 Actual	FY17 Q2 Actual	FY17 Target
Community Planning and Development	561,481	573,823	581,448	592,107	579,223
Public and Indian Housing	3,299,223	3,347,014	3,372,800	3,392,995	3,395,342
Office of Housing	1,610,914	1,626,684	1,671,696	1,751,820	1,733,105
<b>HUD Total<sup>45</sup></b>	<b>5,471,618</b>	<b>5,547,521</b>	<b>5,625,944</b>	<b>5,736,922</b>	<b>5,707,670</b>

<sup>44</sup> Revised down from the total reported in the FY 2015 Annual Performance Report based upon improved RAD data.

<sup>45</sup> This data does not include CPD Mod Rehab Single Room Occupancy (SRO) units due to reporting requirements for Continuums of Care (CoCs).

► **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. Numbers are cumulative.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Q2 Actual	FY17 Target
30	6,167	19,570	42,452	47,697	82,000

► **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). Numbers are cumulative.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Q2 Actual	FY17 Target
4,789	7,511	14,826	18,695	21,933	24,400

► **Housing Choice Voucher budget utilization rate** (supporting indicator)

This metric is measured using the calendar year-to-date Housing Assistance Payment (HAP) spending as a percentage of budget authority.<sup>46</sup> This indicator is measured on a calendar year (CY) basis. Utilization rates can go over 100% if PHAs spend reserves from previous years.

CY13 Actual	CY14 Actual	CY15 Actual	CY16 Actual	CY17 Actual	CY17 Target
103.48% <sup>47</sup>	96.93%	98.33%	101.84%	101.2% <sup>48</sup>	99.00%

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17Q2 Actual	FY17 Target
95.85%	95.63%	95.80%	95.69%	95.36%	96.00%

<sup>46</sup> Assumes 100 percent utilization in Moving to Work PHAs.

<sup>47</sup> Sequestration significantly reduced Federal funding, including in the voucher program; insufficient funding to cover existing HAPs meant many PHAs had to use reserve funds beyond the amount of sequestration budget authority to maintain funding to all households with vouchers.

<sup>48</sup> Percentage includes non-MTW PHAs, as of March 2017.

**OTHER INDICATORS:**

▶ **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	FY16 Actual	FY17 Actual	FY17 Target
97.04%	97.96%	98.41%	98.09%	96.59%	98.60%

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

This indicator is a count of inspections saved through the inspection sharing initiative. The program started as a pilot in 2013 with only 6 states and expanded to 34 states by 2016.<sup>49</sup>

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
114	707	839	1,037	1,476	1,200

<sup>49</sup> In 2016, this collaborative initiative (formerly a pilot program) grew from 26 states to 34. This collaboration is not mandated or established by law or regulation, though two Federal actions have furthered it: A Memorandum of Understanding (MOU) signed in FY 2016 among U.S. Department of the Treasury, U.S. Department of Housing and Urban Development (HUD), and the U.S. Department of Agriculture (USDA) and a 2015 Revenue Procedure published by the Internal Revenue Service (IRS) to waive IRS inspection regulations permitting further alignment among Housing Finance Agencies and HUD properties. Alignment between USDA and LIHTC increased significantly from 250 inspections in 2015 to 500 in 2016, while alignment between USDA and HUD’s Office of Multifamily Housing saved 537 inspections for a total of 1,037 inspections saved.

## 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.

### PROGRESS UPDATE

Full CY 2017 data will not be available until March 2018. Previously in CY 2016, the overall market-share of single-family originations insured by the Federal Housing Administration (FHA) was 17 percent (based on number of loans), compared with 13 percent in CY 2015. The CY 2016 share is above the historical average of approximately 13 percent. While HUD has no direct control over this trend, the FHA market share may change depending on future housing finance reform efforts.

For a complete review of the progress made in FY 2017, please see the FHA *FY 2017 Annual Management Report* at <https://www.hud.gov/sites/dfiles/Housing/documents/fhafy2017annualmgmtrpt.pdf>.

### MAJOR MILESTONES

9/30/2017

**Expand the use of more current alternative credit metrics into scorecards.**

*Partially Achieved. The Technology Open To Approved Lenders (TOTAL) Scorecard is re-evaluated on a five-year contract cycle. The latest evaluation report investigated alternative credit measures and provided these findings to FHA.*

9/30/2017

**Remove incentives for overlays by means of statistically robust scorecards.**

*Partially Achieved. HUD's Office of Policy Development and Research completed research in support of this topic and has provided its findings to FHA.*

### MEASURING OUR PROGRESS<sup>50</sup>

HUD is tracking the following performance indicators, which respond to dynamic market changes and changes in housing finance policies. The desired trend is generally to see an *increase* in private capital from current levels.

- ▶ **Overall market-share of new single-family mortgage loan originations for private capital, Government-sponsored enterprises (GSEs), Federal Housing Administration (FHA), and Veterans Affairs (VA)**

This measure tracks the share of the single-family 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.

<sup>50</sup> Performance indicators for this Strategic Objective are measured on a Calendar Year (CY) basis.

	CY13 Actual	CY14 Actual	CY15 Actual	CY16 Actual	CY17 Actual <sup>51</sup>	CY17 Target
Overall market-share of single-family originations for private capital	21%	26%	29%	19%	TBD	Tracking Only
Overall market-share of single-family originations for GSEs	61%	53%	47%	52%	TBD	Tracking Only
Overall market-share of single-family originations for FHA	11%	11%	13%	17%	TBD	Tracking Only
Overall market-share of single-family originations for VA	7%	10%	10%	10%	TBD	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 slightly more than 80 years of existence, it has insured 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	CY16 Actual	August 2017 Actual	CY17 Target
79.1%	81.6%	81.5%	82.3%	82.4%	Tracking Only

<sup>51</sup> CY 2017 data will be available by September 2018.

## Strategic Objective: Credit Access

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

### PROGRESS UPDATE

Through the third quarter of FY 2017, housing counseling providers have reported serving over 880,000 clients toward the year-end target of 1.1 million clients served. As of the third quarter of FY 2017, more than 22 percent of these housing counseling clients gained access to resources to improve their housing situation. This figure may continue to rise during the fourth quarter because clients receiving counseling in previous quarters may not gain access to housing resources until subsequent quarters. For FY 2017, 99.3 percent of loans endorsed with credit scores below 680 did not include a 90-day delinquency during the first three years; this is exceeding HUD’s target of 85 percent.

For a complete review of the progress made in FY 2017, please see the *FHA FY 2017 Annual Management Report* at <https://www.hud.gov/sites/dfiles/Housing/documents/fhafy2017annualmgmtrpt.pdf>.

For more information on the Office of Housing Counseling, read The Bridge Newsletter at [https://www.hud.gov/program\\_offices/housing/sfh/hcc/ohc\\_bridge](https://www.hud.gov/program_offices/housing/sfh/hcc/ohc_bridge).

### MAJOR MILESTONES

**8/1/2017**

**Begin certifying housing counselors** to create a professional network of independent and knowledgeable housing counselors. Public Law 111-203, 124 Stat. 1376 required the creation of a certification process for individual counselors that provide services associated with any HUD-funded program. HUD expects that more knowledgeable housing counselors will lead to better identification of housing issues and more knowledgeable referrals and resolution of barriers. Most significantly, housing counselor certification will provide the consumer with a greater ability to recognize and avoid scams and discrimination. Consumers across all HUD programs will have access to quality housing counseling that meets the standards set by HUD’s Office of Housing Counseling.

*Achieved. On 12/14/2016, HUD published “Housing Counseling New Certification Requirements. HUD launched the HUD Certified Housing Counselor Examination on 8/1/2017, in order that all housing counseling under HUD programs be done by HUD-certified housing counselors by August 2020.*

### MEASURING OUR PROGRESS

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

► **Federal Housing Administration (FHA) share of originations**

This indicator measures the percentage of Single Family mortgage originations in the housing market made by FHA.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Q2 Actual	FY17 Target
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13.8%	13.6%	17.4%	16.9%	14.9%	10-15%
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► **FHA minority borrowers**

This indicator measures the number and percentage of minority borrowers (include all persons of Hispanic or Latino origin and all races other than White) in FHA's portfolio.

	CY13 Actual	CY14 Actual	CY15 Actual	CY16 Actual	August 2017 Actual <sup>52</sup>	CY17 Target
Minority Endorsements	333,443	250,861	381,995	416,758	212,707	Tracking Only
Minority Share of Total	27.8%	32.1%	31.4%	32.2%	36.0%	Tracking Only

► **FHA insured purchase lending as a percent of total purchase activity by region**

This indicator measures FHA's market-share by Census region (All regions calculated according to Census region, except for Puerto Rico).

Region	CY13 Actual	CY14 Actual	CY15 Actual	CY16 Actual	CY17 Actual <sup>53</sup>	CY17 Target
Midwest	23%	20%	24%	23%	TBD	Tracking Only
Northeast	21%	19%	23%	24%	TBD	Tracking Only
West	25%	23%	26%	25%	TBD	Tracking Only
South	25%	22%	26%	27%	TBD	Tracking Only
Puerto Rico	36%	36%	52%	51%	TBD	Tracking Only

► **Percent of loans endorsed with credit score < 680**

This indicator measures the percentage of FHA loans endorsed that have borrowers with a credit score under 680.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
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<sup>52</sup> Final CY 2017 data will not be available until March 2018.

<sup>53</sup> CY 2017 data will be available by September 2018.

45.5%	55.1%	55.6%	55.0%	57.5%	50-60%
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▶ **Percent of loans endorsed with credit score < 680 without a 90-day delinquency during the first three years**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
83.4%	86.0%	91.9%	95.8%	99.3%	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	FY16 Actual	FY17 Q3 Actual <sup>54</sup>	FY17 Target
1,567,530	1,331,573	1,336,920	1,207,849	880,246	1,100,000

▶ **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	FY16 Actual	FY17 Q3 Actual <sup>55</sup>	FY17 Target
No Data	No Data	17.5%	23.2%	22.4%	25%

▶ **Percent of Housing Counseling clients with 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.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Q3 Actual <sup>56</sup>	FY17 Target
No Data	No Data	41.4%	47.4%	43.3%	50%

<sup>54</sup> Final FY 2017 data will not be available until early February 2018.

<sup>55</sup> *ibid.*

<sup>56</sup> *ibid.*



## 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.**

### PROGRESS UPDATE

The Mutual Mortgage Insurance (MMI) Capital Reserve Ratio moved to 2.09 percent in FY 2017, resulting in an economic net worth of \$25.6 billion. Since the end of FY 2016, the economic net worth of the single-family housing portfolio decreased by \$1.9 billion. This is the third-straight year that the Capital Reserve Ratio has exceeded the congressionally mandated two percent threshold and is a result of the Administration’s decision to reverse a planned cut in the mortgage insurance premium.

Effective October 2017, HUD took steps to address the volatility of the Home Equity Conversion Mortgage (HECM) program and the risk it poses to the Mutual Mortgage Insurance Fund (MMIF). To help sustain the HECM program as a viable financial resource for aging homeowners and to strengthen the MMI Fund, FHA made changes to HECM Mortgage Insurance Premium rates and the Principal Limit Factors. These changes will help ensure that future HECM loans do not adversely impact the overall health of FHA’s insurance fund.

For a complete review of the progress made in FY 2017, please see the *FHA FY 2017 Annual Management Report* at <https://www.hud.gov/sites/dfiles/Housing/documents/fhafy2017annualmgmnrpt.pdf>.

### MAJOR MILESTONES

**7/31/2017**      **Implement an asset execution model that supports FHA realization of optimal recovery across disposition strategies.** These strategies are geared toward keeping distressed borrowers in their homes and communities.

*Achieved. The execution contract began on May 29, 2017.*

**9/30/2017**      **Design and implement appropriate analytical models** to estimate interim actuarial results.

*Achieved. For more information, please read FHA’s Annual Report to Congress located at <https://www.hud.gov/sites/dfiles/CFO/images/2017fhaannualreport.pdf>.*

### MEASURING OUR PROGRESS

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

▶ **Asset disposition recovery rate**

Asset disposition recovery rate 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.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
42%	48%	49%	47%	46%	43%

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
8.38%	7.63%	7.67%	6.45%	7.07%	<10%

▶ **Loss mitigation uptake**

The loss mitigation uptake metric 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.

“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 modifications and partial claims on the unpaid balance of the loan.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
24.9%	51.7%	39.8%	35.7%	43.3%	≥25.0% <sup>57</sup>

▶ **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	FY16 Actual	FY17 Actual	FY17 Target
N/A	N/A	63,083	56,748	65,559	75,000

▶ **Capital Reserve Ratio<sup>58</sup>**

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 is the statutory minimum requirement for the fund.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
-0.12%	0.42%	2.10%	2.35%	2.09%	≥2.00%

<sup>57</sup> This target has been changed from ≥20% in the FY17 APP. Historical data from recent program changes enabled HUD to increase the target.

<sup>58</sup> The Cap Ratio’s historic data has been updated based upon the FY 2017 MMIF Annual Report to Congress.

## Regional Outlook: 1

## Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island and Vermont

## REGIONAL MILESTONES

Related  
Goals/Metrics

9/30/2017	<b>Increase admissions of new homeless households into HUD assisted housing, from FY16 to FY17. New admissions target in FY17 is 1,600.</b>	<b>End Homelessness</b>
	<i>Incomplete. Region 1 has housed 923 individuals experiencing homelessness in FY17. This total includes 852 people into public housing in the first and second quarters, and 71 homeless families housed into multifamily properties through the New Lease program which utilizes an owner-adopted admission preference approved by HUD. Collaborative work aimed at meeting goals included: Hosted four joint CoC/PIH summits to encourage better coordination/partnerships around housing homeless and adoption of homeless preference by PHAs; co-hosted two major convenings of more than 200 key stakeholders from across New England to discuss strategies, best practices with the goal of developing a Coordinated Community Response to end youth homelessness by 2020; and hosting a Homeless Roundtable for Multifamily Housing partners to encourage adoption of a homeless preference through their partnership with New Lease.</i>	Admissions of new homeless households into HUD assisted Housing (Public Housing, HCV, MF Housing Programs).
9/30/2017	<b>Provide outreach and assistance to 100% of jurisdictions in Region I with Assessment of Fair Housing (AFH) submissions due on 10/4/2017 to increase likelihood that AFH will be accepted so funding will not be compromised.</b>	<b>Fair Housing</b>
	<i>Achieved. Region 1 facilitated 14 meetings and/or conference calls with eligible grantees. The actual number of grantees that were required to submit by the October deadline was originally eight, but was lowered to four due to collaboration agreements and a notice extending the deadline for CDBG recipients of less than \$500,000 annually. Two of the four remaining AFHs have been received by the Department. HUD received notice that the other two AFHs would be received after the deadline and are expected to be submitted shortly.</i>	Percent of jurisdictions who receive training or technical assistance from HUD within the 12 months prior to AFH submission due dates.
9/30/2017	<b>Number of children impacted by lead hazards in HUD supported homes is reduced from FY16 to FY17. The number of units made lead safe through Healthy Homes funding and CDBG funding in FY17 will be 2,315.</b>	<b>Green and Healthy Homes</b>
	<i>Achieved. Region 1 has exceeded the goal of units made lead safe for children. 2,523 units<sup>59</sup> assessed with lead hazards or deteriorated lead paint were abated, received interim controls or paint stabilization. Actions taken by Region 1 that contributed to exceeding the goal included: produced an informational video to train partners on the new Lead Safe Rule requirements; participated in 10 training forums to inform our housing partners, elected officials, and the public of the dangers of lead poisoning and to discuss steps to protect children and the tools available to assist in making homes lead safe.</i>	Number of HUD-assisted or HUD-associated units completing healthy retrofits through Healthy Homes and CDBG funding

<sup>59</sup> This number does not include the 4th quarter results from the Lead Hazard Control grantees funded by OLHCHH.

**Regional Outlook: 10<sup>60</sup>**

**Alaska, Idaho, Oregon, and Washington**

**REGIONAL ADMINISTRATOR**

Donna Batch

**Related Goals/Metrics**

**REGIONAL MILESTONES**

- |                         |  |   |
|-------------------------|--|---|
| <p><b>9/30/2017</b></p> | <p><b>Provide outreach and technical assistance to 100% of jurisdictions in Region 10 with Assessment of Fair Housing (AFH) submission due dates prior to 9/30/2017.</b></p> <p><i>Achieved. Three jurisdictions had Assessments of Fair Housing due prior to 9/30/2017, including: Clackamas County, Oregon; Seattle, Washington; and Anchorage, Alaska. HUD staff from several program areas, including FHEO, CPD, and FPM, provided outreach and TA to assist these jurisdiction with the user interface and how to approach the required elements of the AFH. This first year involved learning to work together and iron out programmatic responsibilities. Consequently, future TA and coordination of efforts may look different than our region’s first instances.</i></p> | <p><b>Fair Housing</b><br/>Percent of jurisdictions who receive training or technical assistance from HUD within the 12 months prior to AFH submission due dates.</p> |
| <p><b>9/30/2017</b></p> | <p><b>Establish a Regional interagency council on homelessness in conjunction with USICH and HHS.</b></p> <p><i>Achieved. The Region 10 Federal Regional Interagency Council on Homelessness was re-established in the fall of 2016, with HUD and HHS serving as co-chairs. USICH has also been involved in all meetings and organizational discussions. In addition to covering many important homelessness issues, recent agenda items have included the development of a program to provide access to housing for victims of human trafficking. This latter effort continues into the next fiscal year and will involve additional federal and possibly state agencies.</i></p>   | <p><b>End Homelessness</b></p>  |
| <p><b>9/30/2017</b></p> | <p><b>Convene at least one Housing Recovery Support Function meeting under the National Disaster Recovery Framework (NDRF) in all four states in Region 10 prior to 9/30/2017.</b></p> <p><i>Achieved. On June 29, 2017, Region 10 convened Housing RSF partners region-wide followed by state-specific break-outs. During the first half, all four Region 10 offices connected via web meeting and teleconference for presentations on FEMA’s Individual and Housing Assistance programs and Pilot Guidance for Tribal Disaster Declaration Process, and HUD’s review of activated Housing RSFs in recent federal disasters.</i></p>  | <p><b>Disaster Resilience</b></p>   |

<sup>60</sup> Reports are not included for all regions. The reports for Regions 1 and 10 were the result of a pilot demonstration on regional performance reporting.

## 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 2017 Agency Financial Report](#).

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

**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.**

### PROGRESS UPDATE

The Office of the Chief Procurement Officer (OCPO) developed a career ladder training program for procurement staff in FY 2017 to increase retention of employees under this critical mission function and ensure participating employees gain the requisite skills, knowledge and abilities. The program will launch in FY 2018. HUD issued a substantially revised Procurement Handbook to facilitate policy compliance. Finally, OCPO launched semi-annual Acquisition Summits that bring the entire acquisition workforce into an all-day engaging learning environment filled with presentations, simulations, exercises, case studies, and other unique modes of learning.

OCPO, in an effort to streamline the acquisition process, implemented a one-and-done legal review process for acquisitions exceeding \$10 million. The new process relies upon internal managers to ensure that acquisitions below \$10 million are compliant with the Federal Acquisition Regulation and represent acceptable risk to the Department. OCPO also began leveraging technology to streamline acquisitions by utilizing digital signatures on its internal templates. OCPO also drafted a customer survey model that is under review and is working towards a continuous workload rebalancing model. Finally, OCPO held industry demonstrations on its capability to provide a technical evaluation tool to further standardize the process of, and provide a central repository for, technical evaluations in HUD acquisitions.

### MILESTONES

9/30/2017

**Implement new streamlined acquisitions process, including establishment of Contracting Officer Representative position.**

*Delayed. This change is being considered as part of a new organizational analysis at HUD, which will be completed in March 2018.*

9/30/2017

**Issue a solicitation for HUD’s Enterprise-wide Strategic Sourcing Initiative for Training (HESSIT).**

*Delayed. Solicitation is on hold. Previously, OCPO issued a draft solicitation for HESSIT to support new training opportunities at the Department and received comments.*

### MEASURING OUR PROGRESS

To track our progress towards this objective, HUD is monitoring the following performance indicators: <sup>61</sup>

► **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	FY16 Actual	FY17 Actual	FY17 Target
35%	31%	24%	N/A	N/A	45%

<sup>61</sup> HUD is unable to report on the acquisitions timeliness metrics included in the Annual Performance Plan due to delays in data reporting during its conversion to a new, shared-service acquisition management system. HUD is working to complete this data conversion.

► **Percentage of awards meeting target award date (by the Office of the Chief Procurement Officer)**

This indicator tracks 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	FY16 Actual	FY17 Actual	FY17 Target
55%	87%	58%	N/A	N/A	70%

► **Total number of days to contract award, by acquisition strategy**

This indicator tracks the total number of days to award procurement, categorized by each of the main acquisition strategies used to make the award.

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

## 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.

### PROGRESS UPDATE

The HUD 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). HUD 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.

During the past year, ODEEO has worked to maximize EEO training opportunities, hold managers to EEO performance principles and proactively track EEO data to better identify and address EEO issues. Training efforts included hosting the 3rd annual government-wide EEO and Inclusion Conference, launch of Civil Treatment Training and a speaker series that discussed the informal and formal EEO complaint process. Focus groups were held throughout HUD to ascertain the climate and culture of the workplace and the data collected during these is being used to develop new policies and training programs. EEO also began to participate in new employee orientation and is developing an EEO performance standard pilot program for managers in FY18.

ODEEO is currently undertaking an analysis to understand the reasons for increased complaint activity during FY17. This may be due to a new data system that allows for improved data analysis, or new civil treatment training for employees.

### MAJOR MILESTONES

**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 the identification of 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.

*Delayed. The data management and dashboard module has been uploaded to HUD's EEO complaints tracking database. However, the Department continues to work with contractor support to ensure the module meets needed specifications. In the interim, HUD conducts ad hoc queries to run quarterly complaint data reports. The first quarterly round of complaint data reporting was completed at the end of FY 17 and planned to be supplemented by EEO complaint trend analysis.*

### MEASURING OUR PROGRESS

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

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



FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
N/A <sup>62</sup>	2	47	50	59	60

► **Number of complaint filings per fiscal year**

HUD seeks 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	FY16 Actual	FY17 Actual	FY17 Target
88	79	80	54	83	65

<sup>62</sup> Data on mediations was not adequately captured in 2013 due to challenges with the e-tracking system that have now been addressed.

## Management Objective: Financial Management

**Increase accuracy, speed, transparency, and accountability in financial management and budgeting for the agency.**

### PROGRESS UPDATE

Strong budgeting and financial management are critical to effective and efficient programs. To better serve HUD’s mission, the Department focused on modernizing the financial management function—with investments in people, processes, and systems working in tandem to support delivery of HUD’s missions.

The Department made strides toward improving fiscal transparency through its implementation of Data Act reporting. Although HUD timely reported complete and accurate data for most DATA Act components, new reporting requirements for FHA and Ginnie Mae resulted in underreporting of incurred obligations, outlays, and apportionments. HUD’s existing source and financial systems of record do not have the capabilities to fully implement DATA Act Information Management Schema (DAIMS) reporting for submission to the Treasury DATA Act Broker.

### MAJOR MILESTONES

**4/15/2017 Initial execution of a virtual data layer for the DATA Act.**

*Delayed. This phase included mapping of data from agency schema to the DATA Act schema and required frequent communications between HUD and its shared service provider for financial management systems, the Department of the Treasury (TRE).*

**9/30/2017 Resolve HUD’s material weakness and significant deficiencies.**

*Delayed. HUD resolved pertinent material weaknesses to move towards restoring OIG’s audit of HUD’s financial statements to an unqualified audit opinion. After closing two material weaknesses in 2016, the Department resolved one, received one new, and consolidated three, material weaknesses. Additionally, HUD is pursuing a phased approach to attaining an unqualified audit opinion reflecting that several findings involve a multi-year effort to achieve full success.*

### MEASURING OUR PROGRESS

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

► **Reduce significantly overdue audit recommendations**

HUD will seek to reduce the amount of outstanding significantly overdue audit recommendations (i.e., findings for which corrective actions have been delayed by a year or more). The goal for FY 2017 is a 20 percent reduction of significantly overdue action items from FY 2016.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
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N/A	N/A	45%	52.8%	47.1%	42.2%
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► **Percentage of timely management decisions**

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
N/A	N/A	96.7%	93%	95.3%	94%

## Management Objective: Grants Management

**Make the grants management process more efficient and effective by automating and streamlining processes, improving timeliness, and tracking performance.**

### PROGRESS UPDATE

Toward the goal of improving the grants management process, HUD established FY 2017 goals of publishing 70 percent of Notices of Funding Availability (NOFAs) by March 31, 2017 and obligating 75 percent of NOFA funds within the fiscal year. By March 31, 2017, 15 percent of FY 2017 NOFAs had been published compared to 38 percent for FY 2016 NOFAs. By September 30, 2017, 95 percent of NOFAs had been published compared to 96 percent at the end of FY 2016. As of September 30, 2017, 19 percent of the NOFAs had obligated funds compared to 62 percent at the end of FY 2016.

After an extensive gap analysis of the Continuum of Care (CoC) program and GrantSolutions (a grants management software product administered by HHS as a shared service), HUD decided to migrate the CoC program off its current grants management system to GrantSolutions in a phased approach.

HUD conducted the proof of concept pilot using GrantSolutions for electronic collection of de-identified record-level data from approximately 1,600 recipients of grants in three programs. HUD expects to complete data analysis in the second quarter of FY 2018.

### MAJOR MILESTONES

- |                   |   |
|-------------------|---|
| <b>8/31/2017</b>  | <b>Implement shared services software solution for electronic processing of competitive grant awards.</b><br><br><i>Achieved as of August 31, 2017. Additional programs have begun issuing awards using shared IT services solution based on the outcomes of the CoC pilot using GrantSolutions.</i>                          |
| <b>11/15/2017</b> | <b>Standards for Success first-year pilot recipient data submitted for HUD analysis and subsequent refinement of measures and framework.</b><br><br><i>Achieved as of November 30, 2017. Pilot recipient data has been received. HUD has begun the process of finalizing data submissions and prepping them for analysis.</i> |

**MEASURING OUR PROGRESS**

To track our progress towards this objective, HUD is monitoring 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	FY16 Actual	FY17 Actual	FY17 Target
347	203	214	257	314	240

## 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.**

### PROGRESS UPDATE

HUD has devoted considerable time and resources in enhancing the availability and quality of training and mentoring of leaders at all levels of the agency. HUD is striving to develop a culture of leadership accountability and employee empowerment. In FY 2017, the Department has continued to develop progressive and well-received leadership training for our leaders, which HUD has opened to agencies across the Federal Government to share best practices and ideas for improving the caliber of all federal leaders. Additionally, HUD has continued to partner with the Treasury Executive Institute (TEI) to make Leadership Development training available to all GS 14/15 and SES staff. As of the end of Q4 FY 2017, 528 employees completed classes through the TEI Leadership Development partnership. The Department has identified expanded strategies for leadership development that it will continue to implement in FY 2018, tied to continuous improvement in the OPM Federal Employee Viewpoint Survey (FEVS), Supervisors and Leaders Lead Index measures, as assessed by agency employees.

Several goals around employee engagement and the FEVS were met and surpassed in FY2017. The Department had an overall FEVS completion rate of 71%; which surpassed the government-wide completion rate by 31.5%. Additionally, 69% of HUD employees responded positively on the FEVS employee engagement index; surpassing the FY17 target by three percentage points. The success of these measures is attributed to agency HUD-wide awareness campaign focused on the importance of the FEVS, program office engagement plans, and Department-wide events.

Program offices were encouraged to write and complete employee engagement plans in FY2016, with 100% of the seventeen program offices doing so. In FY 2016, fifteen offices met with Office of the Chief Human Capital Officer (OCHCO) staff to discuss the success of their plans and implement FY 2017 plans. Participating program offices report overall positive outcomes from these plans. Several Department-wide events promoting engagement were also held in FY 2017. These included an Opportunity Expo, a Health Fair, and the FY 2017 Secretary's Awards Ceremony.

### MAJOR MILESTONES

**9/30/2017**

**Conduct quality improvement project with the hiring process.** HUD has been working with the Toyota Production System Support Center to map our hiring process and implement changes throughout FY 2017. Phase I of the project reduced the number of days to approve hiring plans from 84 to 12. HUD began Phase II of the project on December 1, 2016. This phase has established a target to reduce HUD's total time-to-hire by 42 percent. The Department has identified strategies to meet this goal with phased implementation planned to occur throughout FY 2017.

*Achieved. Utilizing the Toyota Production System methodology, HUD designed a hiring process that would reduce the total time-to-hire by 42 percent. As HUD began to identify the initial strategies to be implemented, OMB released guidance on reforming the Federal Government (M-17-22), which required Agencies to develop a strategic plan that addressed creating efficiencies and reducing costs. HUD is currently in the process of reviewing the revised hiring process to ensure that it aligns with the requirements of M-17-22, to facilitate an effective and efficient hiring process for recruiting and retaining a highly qualified workforce. The analysis is expected to be completed by end of Q1, FY 2018, and all changes will be implemented in a phased approach, beginning Q2 of FY 2018.*

**MEASURING OUR PROGRESS**

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

► **Promote greater leadership effectiveness**

	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
Retention rate of supervisors/managers	89.9%	91.3%	91.1%	86.5%	95.1%
Number of management training completions	1,778	2,148	495	1,191	3,356
Number of workshops, seminars, and trainings for leaders, managers, and supervisors	35	40	93	220 <sup>63</sup>	63

**Enhance employee engagement**

	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
Employee Viewpoint Survey engagement index	57	62	66	69	66
Percent of offices with engagement plans	100%	100%	100%	88%	100%
Percent of activities on engagement plans complete	100%	63%	47%	52%	75%

► **Human capital customer satisfaction**

FY14 Actual	FY15 Actual	FY16 Actual	FY17 Target	FY17 Target
3.88	3.99	4.31	N/A <sup>64</sup>	4.46

<sup>63</sup> The FY17 includes courses offered by Treasury Executive Institute.

<sup>64</sup> Survey to be conducted Q2 FY18.

## 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.**

### PROGRESS UPDATE

In FY 2017, interim milestones were achieved for upgrades pertaining to HUD Enterprise Architecture Transformation (HEAT) implementation, IT modernization, and cybersecurity.

### MAJOR MILESTONES

**12/31/2017**

**Implement an IT workforce transformation plan.** HUD has begun implementation of 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.

*Delayed. The HUD IT Workforce Transformation Plan was approved by Senior Leadership in June 2016. Implementation of the plan has been delayed pending the completion of an organizational IT assessment that will include recommendations on how to improve IT service delivery, organizational structure, and the IT workforce. As of January 2018, HUD has completed the analytical assessment phase and provided senior leadership with recommendations that will inform implementation of the plan. The IT Workforce Transformation Plan will be aligned to any organizational changes prior to full implementation. Expected completion is estimated at 3/31/2018.*

**9/1/2016**

**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.

*Delayed. Completion was delayed due to ongoing HUD Enterprise Architecture Transformation (HEAT) initiatives that took precedence. HUD has completed analysis of the baseline for platform modernization. The roadmap will be developed and aligned with new Administration and budget priorities. Expected completion is 1/31/2018.*

**12/31/2017**

**Continue Implementation of HEAT Transition.** Continue implementation of the HUD Enterprise Architecture Transformation (HEAT) initiative by: 1) transitioning the current Network capability to Enterprise Infrastructure Solutions (EIS) and 2) implementing a strategic source for commodity IT acquisition.

*Delayed. The EIS strategic source acquisition was delayed by GSA and was only recently made available. HUD is currently working on this transition initiative for completion in FY 2018. The Department has completed implementation of a*



*strategic source for IT hardware and is working to establish a strategic source for end-user services. Expected completion is estimated at 9/30/2018.*

**MEASURING OUR PROGRESS**

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

▶ **IT Customer Service Satisfaction Scores**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
N/A	84%	80%	97%	86%	84%

▶ **Number of Enterprise IT Solutions Implemented (incremental)**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
N/A	N/A	N/A	8	4	3

▶ **Number of Data Centers Closed<sup>65</sup> Productivity Improvement**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
N/A	N/A	N/A	N/A	12	12

<sup>65</sup> Previously listed as “Data Center Productivity Improvement”

## Management Objective: Organizational Structure

**Reduce the cost of leased space, utilities, travel, and other related costs by adapting our business processes.**

### PROGRESS UPDATE

HUD successfully reduced its leased space by 250,000 square feet in FY 2017, leaving the agency with 3.025 million square feet of usable space by fiscal year end. This is a greater reduction than anticipated, as it followed several successful projects concluding in FY 2016. Despite these reductions, a 2.2% reduction in personnel has adversely affected space utilization rates, with less people present to utilize available work space. The operating costs for FY 2017 include a one-time expense of \$8.16M for critical infrastructure repairs. This resulted in HUD missing the FY 2017 target by \$1.3 million.

HUD is also working with GSA to implement a programmatic agreement that will create a pre-approved template for future renovation in the Weaver Building (HUD Headquarters). Once this agreement is in place additional upgrades and space reductions will occur. A team is already examining collaborative office spaces and other forms of creative design HUD can implement to better serve employees and safeguard taxpayer dollars in FY 2019 and beyond.

### MAJOR MILESTONES

**9/30/2017**

**HUD will complete four space reduction projects, resulting in space reduction of at least 30,000 square feet and annual rent savings in excess of \$900,000.**

*Achieved. HUD was able to complete more space reduction projects than originally anticipated, resulting in a reduction of 250,000 square feet from FY 2016 to FY 2017.*

### MEASURING OUR PROGRESS

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

► **Amount of money spent on space and travel (in millions)**

Total dollars spent on leased space, building maintenance, utilities, travel and other related costs.

	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
Total	\$141.66	\$145.97	\$135.61	\$140.73	\$143.3	\$140.54
Space, maintenance, utilities	\$125.46	\$124.09	\$122.26	\$124.51	\$125.3	\$124.00
Travel	\$16.20	\$21.89	\$13.35	\$16.22	\$18.1	\$18.54

► **Space Utilization (in sq. ft.)**

Average square footage of usable workspace per employee and contractor.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Target
352	337	347	360	365	332

## Cross-Agency Priority Goals

Established by the GPRA Modernization Act of 2010, Cross-Agency Priority (CAP) Goals are a tool used when implementation requires active collaboration between multiple agencies, overcoming organizational barriers to achieve better performance than one agency can achieve on its own.

Set or revised at least every four years, CAP Goals include outcome-oriented goals that cover a limited number of crosscutting policy areas as well as management goals focused on management improvements across the Federal Government in areas of financial management, strategic human capital management, information technology management, procurement and acquisition management, and real property management. CAP Goals also require clearly named accountable officials, data-driven reviews that incorporate a broad range of quantitative and qualitative inputs, and reporting to the public through a common website as a framework to drive performance improvements on cross-government collaboration and tackle government-wide management challenges affecting most agencies.

The below CAP Goals were announced in the 2015 Budget. New CAP Goals will be established in the 2019 Budget. Please refer to <https://www.performance.gov/> for the agency's contributions and progress towards the CAP Goals, where applicable.

- ▶ **Infrastructure Permitting Modernization:** *Modernize the Federal permitting and review process for major infrastructure projects to reduce uncertainty for project applicants, reduce the aggregate time it takes to conduct reviews and make permitting decisions by half, and produce measurably better environmental and community outcomes.*

HUD participated in this initiative as a lead agency for coordinating environmental reviews and approvals of HUD-funded projects and as a member of the Federal Permitting Improvement Steering Council. The Department has managed two projects under this initiative which were designated in accordance with Title 41 of the Fixing America's Surface Transportation Act (FAST-41): Rebuild by Design East Side Coastal Resiliency Project (ESCR) and the Rebuild by Design Hudson River Project.<sup>66</sup> HUD's exempt status from reporting on Council-defined key indicators and reporting project information through the pre-established metrics developed as part of the Sandy Regional Infrastructure Resiliency Coordination (SRIRC) is no longer in effect. In FY 2017, HUD and its ESCR partners completed consultations with community and tribal stakeholders; allowing the final Scope of Work and preliminary design phase to be completed and released in the winter of 2017. Progress during FY 2017 has kept HUD on track to complete the feasibility and design phases of the Hudson River Project during FY 2018.

- ▶ **Job-Creating Investment:** *Improve federal investment tools and resources, while also increasing interagency coordination, to encourage foreign direct investment, spurring job growth.*

HUD contributed to the Job-Creating Investment CAP Goal as a member of the Interagency Investment Working Group (IIWG). In this role, the Department has participated in the IIWG and, upon request, advised CAP Goal leaders, investment agencies and investors participating in goal-related initiatives

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<sup>66</sup> Information on the East Side Coastal Resiliency Project and the Hudson River Project is available online at their respective websites: <http://www1.nyc.gov/site/escr/index.page> and <http://www.nj.gov/dep/floodresilience/rbd-hudsonriver.htm>.

on matters concerning foreign direct investment in the United States' housing and urban development sectors. The Department is not required to report performance metrics for this goal as it only participated as an advising member of the IIWG. HUD attended the 2017 SelectUSA Investment Summit, which focused on connecting international investors with federal, state, and local economic development organizations. The Department used the Summit to gain greater information and awareness of potential private sector investment opportunities which may be available to support HUD programs. HUD will continue and expand departmental involvement in the 2018 iteration of the annual event.

► **Smarter IT Delivery:** *Improve outcomes and customer satisfaction with Federal services through smarter IT delivery and stronger agency accountability for success.*

In FY 2017, HUD continued to make progress towards meeting the objectives of the Smarter IT Delivery CAP Goal. The Department has an approved Federal Information Technology Acquisition Reform Act (FITARA) implementation plan in place and has been working toward completion of final actions to fully implement requirements during FY 2018. HUD oversight and monitoring efforts continued to ensure departmental acquisitions and management remained compliant with FITARA guidelines. Additionally, HUD began using User Experience (UX) experts to support IT development and modernization projects. The Department's UX experts led the enhancement of user interfaces and workflow processes of the HUD.gov website. Going forward, the Department plans to extend cost savings from IT reform efforts through its modernization strategy which should yield additional out-year savings.

► **Benchmark and Improve Mission-Support Operations:** *Improve administrative efficiency and increase the adoption of effective management practices by establishing cost and quality benchmarks of mission-support operations and giving agency decision-makers better data to compare options, allocate resources, and improve processes.*

HUD supported this CAP Goal through its participation in FedStat benchmarking and performance reporting to OMB. HUD has continued to evaluate and improve agency performance in this goal's five core functional areas of: acquisitions, finance, human capital, IT management, real property and as part of the Department's Operational Excellence initiatives. Information on these five core functional areas can be found in the Management Objectives section of this plan.

► **Category Management:** *Expand the use of high-quality, high-value strategic sourcing solutions in order to improve the government's buying power and reduce contract duplication.*

While HUD was not required by the Category Management Leadership Council to report specific performance data on Category Management, HUD's internal category management initiative focused on the following topical areas: Records Management and Maintenance; Training; Imaging and Scanning; and Event Planning and Logistics.<sup>67</sup>

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<sup>67</sup> As of this publication, the Category Management Leadership Council only requires the seven largest agencies (according to spend-under-management) to report category management performance data for FY 2016 and previous years.

- ▶ **Customer Service:** *Deliver world-class customer services to citizens by making it faster and easier for individuals and businesses to complete transactions and have a positive experience with government.*

In FY 2017, HUD established key performance indicators to improve measurement of department-wide customer service associated with this initiative. HUD worked with OMB and the Department's labor unions to launch new customer efforts in alignment with this initiative. Service improvements also involved use of customer experience assessments. Information gleaned from customer inquiries was then used to expand the information catalogs used by front-line customer service representatives.

- ▶ **Cybersecurity:** *Improve cybersecurity performance through ongoing awareness of information security, vulnerabilities, and threats impacting the operating information environment, ensuring that only authorized users have access to resources and information; and the implementation of technologies and processes that reduce the risk of malware.*

HUD participated fully in the Cybersecurity CAP Goal. To further agency-wide cybersecurity efforts, HUD continued participating in the Department of Homeland Security's Continuous Diagnostics and Mitigation Program. The Department aligned its Cybersecurity Framework Implementation Program to measure and mitigate risk efforts per cybersecurity requirements issued by Executive Order 13800 and the National Institute of Standards and Technology. Additionally, HUD transitioned to cloud computing and enterprise security services to support FY 2017-18 improvement plans to strengthen abilities to identify, detect, protect, respond to, and recover from vulnerabilities and threats to enterprise data systems.

- ▶ **The Freedom of Information Act (FOIA):** *Promote greater openness and timeliness throughout the Federal Government by improving FOIA processes and enhancing the requester experience.*

HUD contributed to the Freedom of Information Act (FOIA) CAP Goal. HUD continued usage of its consolidated online FOIA request portal in addition to tracking the processing times of both simple and complex track requests. For FY 2017, the Department investigated current system capabilities to track FOIA requests released via the Release to One, Release to All policy; with a focus towards developing an automated system to track all releases under this rule.

- ▶ **Open Data:** *Fuel entrepreneurship and innovation and improve government efficiency and effectiveness by unlocking the value of government data and adopting management approaches that promote interoperability and openness of this data.*

HUD continued to work with its Chief Data Officer to improve access to and interoperability of departmental data. In FY 2017, HUD launched an Enterprise Data Management Program to improve data quality, develop and enforce data standards and ensure the security of the Department's data assets. The Department supported this effort by creating a centralized organization dedicated to facilitating the management of HUD data and metadata as an enterprise asset. FY 2017-18 initiatives

included the addition of more specific fiscal information on HUD funds available to communities on the sub-grantee-level via the Community Assessment Reporting Tool. HUD continued efforts to improve customer feedback via transparent two-way feedback mechanisms in efforts to improve departmental tools and services. The Department also continued oversight improvement efforts to prevent the disclosure of inappropriate information by transitioning towards a centralized privacy review process across all program areas.

- ▶ **People and Culture:** *Innovate by unlocking the full potential of the workforce we have today and building the workforce we need for tomorrow.*

HUD used FEVS employee engagement index scores to assess needs associated with the People and Culture CAP Goal.

- ▶ **Shared Services:** *Strategically expand high-quality, high value shared services to improve performance and efficiency throughout government.*

HUD used shared service providers for payroll, core human resources (HR), and financial management (FM) support. In FY 2017, HUD continued the modernization of its financial systems and processes. Improvements focused on bettering service functionality by providing timely, accurate financial information to end-users at all levels.

## 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. Program evaluations and other high-quality assessments strongly complement performance measurement by improving the quality and comprehensiveness of the data being reported and by providing essential context.

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 the Department's mission. Considering the role of evidence in guiding strategy and performance management is a core purpose of the Commission on Evidence-Based Policymaking, which was supported by HUD evaluation leaders and released its recommendations in FY 2017.<sup>68</sup>

### THE RESEARCH ROADMAP

The *HUD Research Roadmap: 2017 Update* identifies critical policy questions and guides HUD's research investments by establishing a 5-year research agenda, or "learning agenda" in the parlance of the Commission. The Roadmap is a living document that drives the work of the Office of Policy Development and Research on a daily basis. HUD is examining opportunities to refresh the Roadmap to address key research questions that align with and support the Department's new strategic objectives for FY 2018. Frequent updates will ensure that policy continues to be informed by innovative research and solid evidence in a way that is responsive to emerging policy-relevant research questions. Forums on [huduser.gov](http://huduser.gov) remain open for stakeholders to submit ideas at any time.

A number of evaluations and research reports completed by PD&R since the beginning of FY 2017 are summarized below, along with important ongoing research efforts. These research products help demonstrate HUD achievements and successes, and increase the mass of evidence that is an essential foundation for continually improving results.

### RECENTLY COMPLETED RESEARCH & EVALUATIONS

#### Strategic Objective: Economic Prosperity

[Small Area Fair Market Rent Demonstration Evaluation: Interim Report](#). The Small Area Fair Market Rent (SAFMR) demonstration was developed to test whether tailoring rent subsidies to smaller areas could enable Housing Choice Voucher households to move into higher-opportunity areas without significantly raising overall subsidy costs. Interim results in the demonstration PHAs indicate that adopting SAFMRs resulted in an increase of tenants in higher-rent, higher opportunity ZIP Codes and a decrease in subsidy costs. Increases of tenants in higher-rent neighborhoods did not offset the decrease in tenants in low- and moderate-rent neighborhoods, resulting in a 3.4 percent net loss of assisted households and an increase in rent burden for tenants that remain in low-rent zip codes.

[Length of Stay in Assisted Housing](#). This research examines the length of time that households participate in HUD's public and assisted housing programs. The typical household who left HUD-assisted housing in 2015 had stayed for 6.0 years, an increase from an average stay of 4.4 years among those who left in 2000. Length of stay increased across all household types during this period, but is highest among elderly households, who stay an average of 9 years. Non-elderly families with children stay about

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<sup>68</sup> The Commission's report, "The Promise of Evidence-Based Policymaking," is available at <https://cep.gov/content/dam/cep/report/cep-final-report.pdf>.

4 years on average. Where the market rents are comparatively high or the availability of rental housing is comparatively low, households in assisted housing tend to stay longer.

[Encouraging Residential Moves to Opportunity Neighborhoods: An Experiment Testing Incentives Offered to Housing Voucher Recipients.](#) This Research Partnership study tested experimentally whether a PHA's provision of mobility counseling and cash incentives affects a Housing Choice Voucher (HCV) recipient's likelihood of moving to opportunity areas—defined on the basis of poverty, housing stability, job and transit access, school quality, and employment. Participants who were considering a move were randomly assigned to a basic “business-as-usual” briefing, a business-as-usual briefing plus a \$500 grant conditioned on using the voucher in an opportunity area, or a mobility counseling briefing plus the conditional grant. Neither intervention increased the rate of opportunity moves above the business-as-usual control group. Regardless of the type of offer, 11 to 12 percent of participants moved to opportunity neighborhoods. Despite requesting a moving voucher, half of the study participants remained in place, indicating that they encountered significant barriers to moving.

[Childhood Housing and Adult Earnings: A Between-Siblings Analysis of Housing Vouchers and Public Housing.](#) This Research Partnerships study estimates the effect of residing as a teenager in voucher-assisted housing or public housing upon adult earnings and incarceration outcomes. Controlling for household attributes associated with selection into housing assistance, receipt of assistance as a teenager yields substantial positive effects on earned income as a young adult. The study also found corresponding reductions in the likelihood of adult incarceration, with lower mean incarceration rates for both males and females.

[Rent Burden in the Housing Choice Voucher Program.](#) This study by HUD's Multi-Disciplinary Research Team examined trends in housing cost burden for Housing Choice Voucher households during 2003 to 2015. The study finds that housing cost burdens among HCV participants have risen since 2003, and the year-to-year changes in housing cost burden roughly approximate trends in the recent housing market cycle. Housing cost burdens have been particularly high for assisted households earning the lowest incomes. Reflecting the national shortage of affordable housing, much of the housing cost burden faced by HCV participants is attributable to renting units above local payment standards, combined with changes in income that do not keep pace with rising rents.

[Scaling Up a Place-Based Employment Program: Highlights From the Jobs Plus Pilot Program Evaluation.](#) Under the Jobs Plus Pilot Program, nine PHAs are striving to replicate the positive results of earlier demonstrations in an expanded number of sites. The Jobs Plus model uses three integrated strategies to increase residents' earnings and employment outcomes: employment-related services, the Jobs Plus earned income disregard, and community supports for work. This report examines the pilot program's early start-up phase based on site visits, interviews and grantee data. The report describes the activities and partnerships the grantees established and the extent to which sites are implementing the model as intended. The results suggest that nearly all sites will fully replicate the model, compared with only three of six in the original demonstration.

[Reducing Work Disincentives in the Housing Choice Voucher Program: Rent Reform Demonstration Baseline Report.](#) The purpose of the Rent Reform Demonstration is to test an alternative to the current rent-setting system for families using Housing Choice Vouchers. An alternative rent model designed to incentivize employment and reduce administrative burden is being tested at four Moving to Work PHAs. This report explains the alternative rent model, the implementation of the demonstration, and the baseline data collected. Future reports will assess the impact of the alternative rent model at 12 and 36 months after random assignment on employment, earnings, and hardship for the study sample and on administrative efficiencies for the PHA, provide a process evaluation of the demonstration

implementation, and analyze the cost effectiveness of the new rent policy compared to the existing rent policy.

[The Second Generation Of Jobs-Plus Programs: Implementation Lessons from San Antonio and the Bronx](#). This report, prepared through a Research Partnership, presents the process, methods and organizational approach used in implementing the Jobs Plus work incentive and services program at two PHAs (San Antonio and New York City) using a Social Innovation Fund (SIF) grant. The report finds a very limited take-up rate of earned income disregard incentives, only 1 percent of working-age adults in the Bronx and 3 percent in San Antonio. Such take-up points to a major obstacle to the overall potential success of the initiative at these two sites.

**Strategic Objective: Health and Housing Stability**

[Linkage of 1999–2012 National Health Interview Survey and National Health and Nutrition Examination Survey Data to U.S. Department of Housing and Urban Development Administrative Records](#).

Through a collaborative interagency agreement between the National Center for Health Statistics (NCHS) and HUD, data on participants in the 1999–2012 National Health Interview Survey (NHIS) and the National Health and Nutrition Examination Survey (NHANES) were linked to administrative data from HUD through 2014. This report describes and evaluates the data linkage of these two national health surveys, which already has supported several cutting edge research papers about the relationship between housing assistance, health outcomes and health care access.

[A Health Picture of HUD-Assisted Adults, 2006–2012](#). This report uses National Health Interview Survey data linked with HUD tenants to present a broad statistical summary of demographic characteristics, health diagnoses and conditions, and health care access and utilization for HUD-assisted adults as well as for unassisted adult renters with incomes below the federal poverty line and all adults in the U.S. population. HUD-assisted adults are shown to be an older population with more disabilities and more prevalent health problems by numerous measures. Assisted renters also reported higher rates of healthcare access and utilization than unassisted low-income renters, but similar rates of unmet healthcare needs due to cost.

**Strategic Objective: End Homelessness**

[Family Options Study: 3-Year Impacts of Housing and Services Interventions for Homeless Families](#). The Family Options is experimental study tested the performance of four types of housing and service interventions for homeless families with children. This long-term report reassesses outcomes first documented in the 20-month interim report. After three years, families offered permanent housing through a voucher continue to have far better housing stability outcomes than families offered any of the other interventions. Families offered a voucher also continue to demonstrate significantly improved outcomes in non-housing domains, including adult well-being (reductions in psychological distress, intimate partner violence), child well-being (reductions in school mobility, behavior problems and sleep problems, and more pro-social behavior), and increased food security and decreased economic stress. The modest negative impacts of vouchers on employment and earnings found in the short term were smaller but still statistically significant after three years. The long-term cost of the voucher intervention was only 9 percent greater than the average cost associated with usual care.

[HUD-VASH Exit Study—Final Report](#). The HUD-VA Supportive Housing (HUD-VASH) program provides homeless veterans with permanent supportive housing by combining Housing Choice Vouchers with Veterans Administration case management. This evaluation examines program implementation and client outcomes at four sites between 2011 and 2014. HUD-VASH is found to provide stable housing, with 87 percent of the formerly homeless veterans retaining housing for at least one year and 60 percent staying for at least two years. At exit, 93 percent of leased-up exiters and 90 percent of non-leased exiters did not

return to homelessness. About half of the leased-up exiters, but only one-quarter of nonleased exiters, had positive reasons for exit such as accomplishing their goals or increased income. Common negative reasons for exit included housing difficulties, loss of contact with the program, illness, incarceration, and non-compliance with program rules. The results point to need for improving coordination of HUD and VA processes, targeting financial resources for specific situations such as move-in, threat of eviction, and transitioning out, and ensuring continuity of care for Veterans in the program.

**Strategic Objective: Fair Housing**

[Rental Housing Discrimination on the Basis of Mental Disabilities: Results of Pilot Testing](#). This pilot study represents the first comprehensive examination of discrimination in the rental housing market against people with mental disabilities, focusing on persons with mental illness and those with intellectual or developmental disabilities. The report shows that such individuals face significant levels of adverse differential treatment when compared with individuals who did not have mental disabilities. Significant disparate treatment includes lower likelihood of receiving a response to their inquiry in e-mail testing, of being told an advertised unit was available in in-person testing, of being invited to contact the housing provider in e-mail testing, and of being invited to inspect the available unit in telephone testing.

[Discrimination Against Families With Children In Rental Housing Markets: Findings Of The Pilot Study](#).

This pilot study adapted a well-established paired-testing methodology to examine discrimination in the rental housing market against families with children, one of the protected classes in the Fair Housing Act. The results show that homeseekers with or without children are equally likely to get an appointment with a rental agent and learn about at least one available housing unit. Compared with their childless counterparts, however, prospective renters with children were shown slightly fewer units and were told about units that were slightly larger, and, as a result, were slightly more expensive to rent. Other factors—race/ethnicity, marital status of the tester, and ages and sexes of the children—did not appear to affect systematically how families with children were treated in the rental housing market.

**Strategic Objective: Green and Healthy Homes**

[Utility Cost Estimation Model Development and Decisions for the 2015 American Housing Survey and Beyond](#). Utility costs are an important component of housing costs, which also include rent or mortgage payments; garbage, trash, water, and sewage costs; real estate taxes; and other housing-related fees. This paper, part of the 2015 American Housing Survey (AHS) Redesign Series, summarizes research analyzing implications of estimating utility costs in the AHS in the absence of billing data provided by respondents. The results informed the decision to use housing and household characteristics and climate data to model utility consumption and costs for housing units in the 2015 AHS rather than collecting billing data for electricity, natural gas, and bottled gas for most households. The decision reduced respondent burden for about 99 percent of households.

[Assessment of ARRA Green and Energy Retrofits in HUD-Subsidized Housing](#). The American Recovery and Reinvestment Act of 2009 (ARRA) included approximately \$3 billion stimulus funds for modernizing and renovating public housing, as well as competitive grants supporting energy efficiency or green building in public housing and privately owned assisted multifamily housing. ARRA-supported green investments were able to achieve significant energy and water savings, environmental improvements, and revitalization of the public and assisted housing stock. On average, competitive grantees achieved 20 percent energy savings from the ARRA-supported investment in energy conservation measures. The simple payback period ranged from 2.4 to 13.8 years among 20 sites, with 3 sites showing paybacks of 5 years or less.

### [Energy Performance Contracting in HUD's Public Housing Stock: A Brief Overview.](#)

HUD's Office of Public and Indian Housing administers the Energy Performance Contracting (EPC) program, an innovative approach that provides PHAs with the financial flexibility to install cost-effective, utility-related improvements to their housing stock with little or no upfront expenditure. Since the program's inception in the 1980s, HUD has approved approximately 315 EPCs providing nearly \$1.5 billion in utility cost reduction investments for 250,000 public housing units. This report summarizes an exploratory study of the effectiveness and value of the EPC program based on reviews of administrative records, surveys and interviews of PHA key staff, site visits to a small sample of PHAs, and discussions with EPC experts. The initial results suggest that the EPC program has been beneficial to PHAs, enabling them to fund improvements that otherwise would not have been possible and that generally are performing as projected or better in terms of cost savings in excess of the EPC debt service. The findings of this exploratory study will inform a comprehensive evaluation of the national EPC program.

### **Strategic Objective: Community Development**

[Evaluation of the Rural Innovation Fund.](#) The Rural Innovation Fund (RIF) is a flexible program that Congress authorized and funded for only one year to provide grants to tribal and rural organizations for addressing concentrated rural housing distress and community poverty. The evaluation compares RIF to its predecessor, Rural Housing and Economic Development (RHED), and examines RIF leveraging and grant impacts. Both programs have given special attention to rural and underserved, high-needs areas such as Native American communities, the lower Mississippi Delta, Appalachian Regional Commission distressed counties, and the colonias and farmworker communities. The data show that relative to RHED, RIF favored tribal applicants more, which contributed to a lower rate of leveraging private funds. There is little evidence that the larger grants available through RIF produced economies of scale for increased impact.

### **Strategic Objective: Rental Investment & Rental Preservation and Expansion**

[Worst Case Housing Needs: 2017 Report to Congress.](#) This Worst Case Housing Needs report is the sixteenth in a longstanding series assessing the shortage of affordable and adequate rental housing. The number of renter households with worst case housing needs, i.e. very low-income renters who do not receive government housing assistance and who paid more than one-half of their income for rent, lived in severely inadequate conditions, or both, increased to 8.3 million in 2015, up from 7.7 million in 2013 and slightly less than the record high of 8.5 million in 2011.

[Housing Needs of American Indians and Alaska Natives in Tribal Areas: A Report From the Assessment of American Indian, Alaska Native, and Native Hawaiian Housing Needs.](#) This survey sampled 1,340 low-income American Indian and Alaska Native (AIAN) households from 38 tribal areas. The survey offers information not available in existing census data sources, including estimates of electrical and heating problems, physical conditions problems, and the extent of "doubling up" among AIAN households in tribal areas. Analyses show that housing conditions are substantially worse among AIAN households than among all U.S. households, with overcrowding in tribal areas being especially severe.

[Housing Needs of American Indians and Alaska Natives in Urban Areas: A Report From the Assessment of American Indian, Alaska Native, and Native Hawaiian Housing Needs.](#) This study investigated issues related to housing among low-income American Indians and Alaska Natives (AIANs) living in urban areas using interviews with staff from social service organizations and analysis of census data, the American Community Survey (ACS), and the Home Mortgage Disclosure Act (HMDA). On average, compared to the rest of the population in the 24 sampled MSAs, AIAN individuals are younger, poorer and less educated. AIAN households are more likely to include children and on average they occupy worse

housing. The report suggests that AIAN individuals leave their village or reservation due to lack of opportunities and that some people cycle back and forth between their tribal home and a nearby primary city.

[Housing Needs of Native Hawaiians: A Report From the Assessment of American Indian, Alaska Native, and Native Hawaiian Housing Needs](#). This study examines housing needs of Native Hawaiian households in Hawaii statewide and the subset of Native Hawaiian households eligible (household head must be at least 50 percent Native Hawaiian by blood quantum) to assume a lease on the Hawaiian home lands, which comprise more than 200,000 acres of trust land administered by the State of Hawaii's Department of Hawaiian Home Lands.

[The Quality of America's Assisted Housing Stock: Analysis of the 2011 and 2013 American Housing Surveys](#). This report examined three alternative indices of housing quality: market value, consumer rating, and normative standards. This study uses the consumer rating index and normative index for the housing quality analysis. Consistent with previous AHS housing quality research, the prevalence rate of housing quality problems of almost all types is low. The quality of assisted housing is comparable to the quality of unassisted housing, and the proportion of housing problems persisting over two years is very low, as repairs appear to be made promptly.

[HOPE VI Data Compilation and Analysis](#). This report uses performance measurement data to summarize activities of HOPE VI grantees, with emphasis on demolition and production of housing units, and also supportive services provided to residents. The report finds the HOPE VI program resulted in a net loss of public housing units and a low proportion of baseline residents returned to completed developments, but that the program produced new units of different types, including other forms of affordable housing, market rate housing, and both rental and homeownership units.

[Characteristics of HUD-Assisted Renters and Their Units in 2013](#). This report uses a 2013 American Housing Survey (AHS) supplemental and regular Census sample to survey 4,490 HUD-assisted units. This report uses information on those units to characterize the 4.5 million rental units assisted by HUD and analyze how the HUD-assisted rental stock has changed over the last three decades. The report found that during the 1991–2013 period, the number of households eligible for housing assistance increased by 16 percent, while the number of HUD-assisted units increased by only 11 percent, and that relative to all renter households and income-eligible renter households, housing assistance is more scarce in the West and in suburbs.

[Understanding Whom the LIHTC Program Serves: Data on Tenants in LIHTC Units as of December 31, 2014](#). This report represents the third annual data release of information mandated by the 2008 Housing and Economic Recovery Act (HERA). This report relays the type of tenant information—race and ethnicity, disability status, family composition and age, household income, monthly rental payments and use of rental assistance—that provides a useful picture of households residing in units supported by the Low-Income Housing Tax Credit (LIHTC).

### **Strategic Objectives: Housing Market, Credit Access, & FHA's Financial Health**

[The First-Time Homebuyer Education and Counseling Demonstration: Baseline Report](#). This research utilizes a large-scale randomized experiment to answer the question about the relative efficacy of homebuyer education and counseling on first-time borrowers. The Baseline report describes the study design, implementation, characteristics of the full study sample, and the treatment groups' experiences

with the intervention including an analysis of take-up rates and focus group discussions. The study has successfully enrolled a diverse sample of over 5,800 first-time homebuyers across 28 large metropolitan areas, and has randomly assigned them to three treatment groups that were offered “remote” (on-line education and telephone-based counseling), “in-person” (group workshops and individual counseling), or a “choice” of remote or in-person homebuyer education and counseling services, and a control group that was not offered any services.

[Mortgage Lending on Tribal Land: A Report From the Assessment of American Indian, Alaska Native, and Native Hawaiian Housing Needs](#). This report covers Section 184 Guarantees for Indian Housing program loan originations from 1994 through May 2015 and analyzes the views of lenders and other key informants on barriers and facilitators of mortgage lending in Indian Country. The authors argue that lending in Indian Country faces barriers similar to those in other underserved markets and rural areas but is more complicated because tribal trust land cannot be alienated or encumbered. Between 1994 and May 2015, there were 28,840 Section 184 loans made, with a total value of \$4.709 billion (in nominal dollars); most (93 percent) of these loans were made after 2005, reflecting new regulations resulting in expansion of eligible areas for the loans.

[Literature Review: The Credit-Enhancing Functions of Downpayment and Downpayment Substitutes](#). This literature review identifies how alternative instruments could replicate or satisfy some of the credit-enhancing functions of the cash down payment. No substitute is found to replicate all functions of a cash down payment, yet the ability to replicate some of these functions does make them valuable credit enhancement tools for underwriters.

[Research Report for Importance of Mortgage Downpayment as a Deterrent to Delinquency and Default as Observed in Black Knight \(McDash\) Servicing History](#). This analysis utilized Black Knight (LPS/McDash) Financial Services loan-level mortgage origination and performance data of major mortgage servicers across a wide range of mortgage markets to examine the effectiveness of mortgage down payment as a deterrent to delinquency and default. The study found higher down payments (in proportion to home value) reduced delinquency and default risk. The study also quantified compensating factors that could make up for smaller down payments without increased risk.

### **Forthcoming**

[The National Family Self-Sufficiency Program Impact Evaluation: An Initial Description of Study Participants and Program Components](#). In 2012, HUD commissioned a national random assignment evaluation of the Family-Self Sufficiency (FSS) program’s impacts on labor market and other quality of life outcomes for households receiving Housing Choice Vouchers. FSS provides funding to PHAs for case managers and participant escrow accounts to incentivize self-sufficiency and graduation from the program. This report is the first of a forthcoming series, providing an overview of the sampled participants and a description of programmatic features at the PHA study sites.

[A Health Picture of HUD-Assisted Children, 2006–2012](#). This report uses National Health Interview Survey data linked with HUD tenants to present a broad statistical summary of demographic characteristics, health diagnoses and conditions, and health care access and utilization for HUD-assisted children ages 0–17, for children of unassisted renter households with incomes below the federal poverty line, and for all children in the U.S. population. HUD-assisted children have health outcomes more similar to children of poor renters than to children in general, including high rates of current asthma, multiple visits to the emergency room, and unmet needs for medical care.





## Data Sources, Limitations and Advantages, and Validation

This section is organized by strategic goal, measure and program.

<b>Strategic Objective</b>	Promote advancements in economic prosperity for residents of HUD-assisted housing.
<b>Metric</b>	<p><b>Percent of Housing Choice Voucher households who are proximate to proficient schools</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> 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 4<sup>th</sup> graders are performing in the top half of their state on annual assessments, standardized across the nation by Great Schools data.</li> <li>• <b>Data source:</b> Great Schools data</li> <li>• <b>Unit of measurement:</b> Percent of households</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> Count of HCV households proximate to proficient schools divided by count of total HCV households</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Data merely informs us of household proximity, but does not tell us of access or actual enrollment.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Client-level data on school enrollment would be a more informative measure of student access to high quality schools.</li> </ul> <p>Sequence: 1</p>
<b>Metric</b>	<p><b>Percentage of participants enrolled in the Family Self-Sufficiency program that have sustained wage increases</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Percent of participants enrolled in FSS program with positive wages</li> <li>• <b>Data source:</b> National Directory of New Hires database</li> <li>• <b>Unit of measurement:</b> Sample of specified individuals with sustained wage increases</li> <li>• <b>Dimension:</b> Percentage</li> <li>• <b>Calculation method:</b> Percentage of individuals enrolled in FSS with increased wages divided by total participants</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b></li> <li>• <b>Sequence:</b> 2</li> </ul>
<b>Metric</b>	<p><b>Percent of Section 3 Residents hired, of total hiring that occurs as a result of Section 3 covered HUD funding</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Percent of Section 3 Residents hired</li> <li>• <b>Data source:</b> Section 3 Performance Evaluation and Registry System (SPEARS)</li> <li>• <b>Unit of measurement:</b> Specified individuals hired</li> <li>• <b>Dimension:</b> Percentage</li> <li>• <b>Calculation method:</b> Number of Section 3 residents hired divided by total of all new hires for all agencies that reported during the period</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Sample auditing will be done</li> <li>• <b>Sequence:</b> 3</li> </ul>
<b>Metric</b>	<p><b><i>Percent of total dollar amount of construction contracts awarded to Section 3 businesses by covered HUD funding</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Percent of total dollar amount of construction contracts awarded to Section 3 businesses by covered HUD funding</li> <li>• <b>Data source:</b> SPEARS</li> <li>• <b>Unit of measurement:</b> Percentage of specified dollars used</li> <li>• <b>Dimension:</b> Ratio</li> <li>• <b>Calculation method:</b> Dollars awarded to Section 3 businesses for construction contracts divided by the total dollars awarded to Section 3 businesses for such use</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Sample auditing will be done</li> <li>• <b>Sequence:</b> 4</li> </ul>
<b>Metric</b>	<p><b><i>Percent of total dollar amount of non-construction contracts awarded to Section 3 businesses by covered HUD funding</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Percent of total dollar amount of non-construction contracts awarded to Section 3 businesses by covered HUD funding</li> <li>• <b>Data source:</b> SPEARS</li> <li>• <b>Unit of measurement:</b> Percentage of specified dollars used</li> <li>• <b>Dimension:</b> Percentage</li> <li>• <b>Calculation method:</b> Dollars awarded to Section 3 businesses for non-construction contracts divided by the total the dollars awarded to Section 3 businesses for such use</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Sample auditing will be done</li> <li>• <b>Sequence:</b> 5</li> </ul>
<b>Metric</b>	<p><b><i>Number of self-certified Section 3 businesses in HUD's registry nationwide</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of self-certified Section 3 businesses in HUD's registry nationwide</li> <li>• <b>Data source:</b> Section 3 Business Registry System</li> <li>• <b>Unit of measurement:</b> Number of certified Section 3 businesses</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Count number of businesses listed in the registry</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> This is a new registry so it can only increase as more businesses are added</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Businesses are self-certifying and all data is entered by registrant.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Data is reviewed periodically for obvious issues.</li> <li>• <b>Sequence:</b> 6</li> </ul>
<b>Metric</b>	<p><b><i>Number of states with Section 3 certified businesses in HUD's registry</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of states with Section 3 certified businesses in HUD's registry</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Data source:</b> Section 3 Business Registry System</li> <li>• <b>Unit of measurement:</b> Number of states</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Count number of states with business listed in the registry</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Businesses are self-certifying and all data is entered by registrant.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Data is reviewed periodically for obvious issues.</li> <li>• <b>Sequence:</b> 7</li> </ul>
<b>Strategic Objective</b>	Promote the health and housing stability of vulnerable populations.
<b>Metric</b>	<p><b>Number of successful transitions through Section 811 Project Rental Assistance program</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of successful Section 811 PRA transitions</li> <li>• <b>Data source:</b> TRACS</li> <li>• <b>Unit of measurement:</b> Successful program transitions</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Total number of residents of Section 811 Project Rental Assistance units</li> <li>• <b>Frequency:</b> Annually</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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).</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 8</li> </ul>
<b>Metric</b>	<p><b>Percent of public housing agencies with smoke-free housing policies</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> 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</li> <li>• <b>Data source:</b> Published public housing agency notices, state public health agency data sources, news articles, and tracking summaries by smoking cessation groups</li> <li>• <b>Unit of measurement:</b> Percentage of public housing agencies with smoke-free policies</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> 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</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increased</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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</li> </ul>

<p><b>Metric</b></p>	<ul style="list-style-type: none"> <li>• <b>Sequence:</b> 9</li> </ul> <p><b>Average CMS STAR rating of Section 232 nursing home commitments</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> CMS STAR rating of nursing homes at the point of Section 232 mortgage insurance commitment</li> <li>• <b>Data Source:</b> Data is collected from external CMS reports and tracked in SharePoint</li> <li>• <b>Unit of measurement:</b> CMS STAR rating score between 0.0 to 5.0</li> <li>• <b>Dimension:</b> Average</li> <li>• <b>Calculation Method:</b> Calculate average of scores for commitments issued within a fiscal year</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Maintain</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Data from CMS are cross-checked for consistency revalidation and verification</li> <li>• <b>Sequence:</b> 10</li> </ul>
<p><b>Strategic Objective</b></p>	<p>End homelessness for veterans, people experiencing chronic homelessness, families, youth and children.</p>
<p><b>Metric</b></p>	<p><b>Total veterans living on the streets, experiencing homelessness</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Total veterans living on the streets, experiencing homelessness</li> <li>• <b>Data source:</b> PIT</li> <li>• <b>Unit of measurement:</b> Homeless veterans in specified situation on a single night in January each year</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> A count of homeless persons a single night in January</li> <li>• <b>Frequency:</b> Annual. 24 CFR 578.7(c)(2) only requires that the counts be done “biennially”</li> <li>• <b>Direction:</b> Decrease</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 11</li> </ul>
<p><b>Metric</b></p>	<p><b>Total homeless veterans temporarily living in shelters or transitional housing</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Total homeless veterans temporarily living in shelters or transitional housing</li> <li>• <b>Data source:</b> PIT</li> <li>• <b>Unit of measurement:</b> Homeless veterans in specified situation on a single night in January each year</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> A count of homeless persons a single night in January.</li> <li>• <b>Frequency:</b> Annual. 24 CFR 578.7(c)(2) only requires that the counts be done “biennially”</li> <li>• <b>Direction:</b> Decrease</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> </ul>

<p><b>Metric</b></p>	<ul style="list-style-type: none"> <li>• <b>Sequence:</b> 12</li> </ul> <p><b>Individuals experiencing chronic homelessness</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of individuals experiencing chronic homelessness</li> <li>• <b>Data source:</b> PIT</li> <li>• <b>Unit of measurement:</b> Specified individuals</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> 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.</li> <li>• <b>Frequency:</b> Annual. 24 CFR 578.7(c)(2) only requires that the counts be done “biennially”</li> <li>• <b>Direction:</b> Decrease</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 13</li> </ul>
<p><b>Metric</b></p>	<p><b>Number of new Permanent Supportive Housing beds dedicated to individuals and families experiencing chronic homelessness</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> New permanent supportive housing beds for chronically homeless</li> <li>• <b>Data source:</b> ESNAPS</li> <li>• <b>Unit of measurement:</b> Beds for specified households</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> 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.</li> <li>• <b>Frequency:</b> Annually</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> CoCs apply for funding for new permanent supportive housing, with dedicated beds for the chronically homeless.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 14</li> </ul>
<p><b>Metric</b></p>	<p><b>Percent of new Permanent Supportive Housing beds dedicated to individuals and families experiencing chronic homelessness</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> New permanent supportive housing beds for chronically homeless</li> <li>• <b>Data source:</b> ESNAPS</li> <li>• <b>Unit of measurement:</b> Beds for specified households</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> 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.</li> <li>• <b>Frequency:</b> Annually</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> CoCs apply for funding for new permanent supportive housing, with dedicated beds for the chronically homeless.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 15</li> </ul>
<b>Metric</b>	<p><b>Veterans newly placed in permanent housing with HUD-VA Supportive Housing (HUD-VASH)</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Total number of veterans housed permanently</li> <li>• <b>Data source:</b> Veteran’s Affairs (VA) Homeless Registry, PIC</li> <li>• <b>Unit of measurement:</b> Specified persons</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Number of unique veterans who obtain permanent housing through the HUD-VASH program</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> CoCs apply for funding for permanent supportive housing for veterans</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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</li> <li>• <b>Sequence:</b> 16</li> </ul>
<b>Metric</b>	<p><b>Homeless veterans served with transitional housing through Continuum of Care resources</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Homeless veterans served through CoC transitional housing programs</li> <li>• <b>Data source:</b> ESNAPS</li> <li>• <b>Unit of measurement:</b> Specified individuals</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> 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.</li> <li>• <b>Frequency:</b> Annually</li> <li>• <b>Direction:</b> Decreasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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. HUD was unable to extract data from ESNAPS over 2015 and 2016; the agency has identified and secured funding for the reporting issues, but will not receive the aggregate data for 2014-2016 until April 2018.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 17</li> </ul>
<b>Metric</b>	<p><b>Homeless veterans served with permanent supportive housing through Continuum of Care resources</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Homeless veterans served through CoC permanent supported housing programs</li> <li>• <b>Data source:</b> eSNAPS</li> <li>• <b>Unit of measurement:</b> Count</li> <li>• <b>Dimension:</b> Homeless veterans served in specified manner</li> <li>• <b>Calculation method:</b> 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.</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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. HUD was unable to extract data from ESNAPS over 2015 and 2016; the agency has identified and secured funding for the reporting issues, but will not receive the aggregate data for 2014-2016 until April 2018.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 18</li> </ul>
<b>Metric</b>	<p><b><i>Percent of permanent supportive housing serving individuals and families experiencing chronic homelessness</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> All permanent supportive housing beds serving chronically homeless</li> <li>• <b>Data source:</b> CoC Application</li> <li>• <b>Unit of measurement:</b> Beds for specified individuals</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> 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.</li> <li>• <b>Frequency:</b> Annually</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> CoCs apply for funding for permanent supportive housing, with prioritized or dedicated beds for the chronically homeless.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 19</li> </ul>
<b>Metric</b>	<p><b><i>Families experiencing homelessness</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of families experiencing homelessness, based on Point-In-Time (PIT) count on one night</li> <li>• <b>Data source:</b> PIT</li> <li>• <b>Unit of measurement:</b> Specified groups</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> 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.</li> <li>• <b>Frequency:</b> Annual. 24 CFR 578.7(c)(2) only requires that the counts be done “biennially”</li> <li>• <b>Direction:</b> Decreasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> When CoCs submit their data in the HUD data exchange (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.</li> <li>• <b>Sequence:</b> 20</li> </ul>
<b>Metric</b>	<p><b><i>Admissions of new homeless households into HUD-assisted housing</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Admissions of new homeless households into Public Housing, Housing Choice Vouchers, or Multifamily programs</li> <li>• <b>Data source:</b> Multiple (see submetrics below)</li> <li>• <b>Unit of measurement:</b> New Homeless Admissions</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Number of families admitted into HUD-assisted housing</li> <li>• <b>Frequency:</b> Quarterly</li> </ul>

- **Direction:** Increasing
- **Data quality (limitations/advantages of the data):** see below
- **Measurement Validation, verification, and improvement of measure:** see below
- **Sequence:** 21

#### Public and Indian Housing

##### ***Public Housing***

- **Description:** Admissions of new homeless households into Public Housing
- **Data source:** PIH Information Center (PIC)
- **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):** 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:** 21a

##### ***Housing Choice Vouchers (HCV)***

- **Description:** Admissions of new homeless households into the HCV Program
- **Data source:** PIC
- **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):** 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:** 21b

#### 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:** Monthly
- **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:** 21c



<p><b>Metric</b></p>	<p><b>Percent of Emergency Solutions Grant dollars dedicated to Rapid Re-housing for homeless families</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Percent of specified grant dollars for Rapid Re-housing of homeless families</li> <li>• <b>Data source:</b> IDIS</li> <li>• <b>Unit of measurement:</b> Grant Dollars</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> 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 committed on RRH activities.</li> <li>• <b>Frequency:</b> Annually</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Each year, HUD allocates funding to ESG through a formula grant. HUD is encouraging ESG recipients to use funding to rapid rehouse its participants.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> HUD will look at the percent of its total ESG funds that are expended on RRH activities.</li> <li>• <b>Sequence:</b> 22</li> </ul>
<p><b>Strategic Objective</b></p>	<p>Reduce housing discrimination, affirmatively further fair housing through HUD programs, and promote diverse, inclusive communities.</p>
<p><b>Metric</b></p>	<p><b>Number of people receiving remedies through Fair Housing Act enforcement work</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of people receiving remedies and the number of people per case receiving remedies through Fair Housing Act enforcement work</li> <li>• <b>Data source:</b> HUD Enforcement Management System (HEMS)</li> <li>• <b>Unit of measurement:</b> Individuals</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> 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).</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> The number of 'additional victims' is often an estimate so it may not be accurate.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Under evaluation and consideration for future remedies.</li> <li>• <b>Sequence:</b> 23</li> </ul>
<p><b>Metric</b></p>	<p><b>Average number of people receiving remedies through Fair Housing Act enforcement per case</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> The average number of people per case receiving remedies through Fair Housing Act enforcement work</li> <li>• <b>Data source:</b> HEMS</li> <li>• <b>Unit of measurement:</b> Individuals per case</li> <li>• <b>Dimension:</b> Ratio</li> <li>• <b>Calculation method:</b> 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.</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> The number of 'additional victims' is often an estimate so it may not be accurate.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Under evaluation and consideration for future remedies.</li> <li>• <b>Sequence:</b> 24</li> </ul>
<b>Metric</b>	<p><b><i>Number of Fair Housing cases with monetary relief exceeding \$25,000</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of cases closed with resolutions that include relief in excess of specified threshold</li> <li>• <b>Data source:</b> HEMS</li> <li>• <b>Unit of measurement:</b> Number of qualifying closed cases</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Number of closed Title VIII investigations with relief that exceeds threshold</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Metric can be readily verified from source data.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> N/A</li> <li>• <b>Sequence:</b> 25</li> </ul>
<b>Metric</b>	<p><b><i>Number of Fair Housing cases open more than 300 days at the end of the fiscal year.</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of cases open more than 300 days at the end of the fiscal year.</li> <li>• <b>Data source:</b> HEMS</li> <li>• <b>Unit of measurement:</b> Number of qualifying open cases</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Sum of cases open end of fiscal year plus 300 calendar days</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Decrease</li> <li>• <b>Data quality (limitations/advantages of the data):</b> This will be a new process and new system, so there will be a learning curve for all users.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> N/A</li> <li>• <b>Sequence:</b> 26</li> </ul>
<b>Metric</b>	<p><b><i>Percent of jurisdictions that receive training or technical assistance from HUD within 12 months of Assessment of Fair housing (AFH) submission due dates</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Proportion of jurisdictions required to submit AFH documentation who receive specified assistance prior to expected date of AFH submission to HUD.</li> <li>• <b>Data source:</b> SharePoint tracking system</li> <li>• <b>Unit of measurement:</b> Percent</li> <li>• <b>Dimension:</b> Ratio</li> <li>• <b>Calculation method:</b> Number of jurisdictions submitting AFH documentation during the period divided into the number of these jurisdictions who received assistance prior to submission.</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> N/A</li> <li>• <b>Sequence:</b> 27</li> </ul>
<b>Metric</b>	<ul style="list-style-type: none"> <li>• <b>Percent of AFH submission reviews completed and accepted by HUD within 60 days of receipt of the first submission</b></li> <li>• <b>Description:</b> Of all AFH documents received by HUD, the percent of initial reviews completed within 60 days of receipt.</li> <li>• <b>Data source:</b> AFFH User Interface</li> <li>• <b>Unit of measurement:</b> Percent</li> <li>• <b>Dimension:</b> Ratio</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Calculation method:</b> Number of AFH initial reviews completed on day 60 after receipt divided by the number of jurisdictions submitting AFH documentation at that time. This percentage will be calculated cumulatively for each fiscal year.</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> The AFH is a new process, so systems for data capture are still being established.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> TBD</li> <li>• <b>Sequence:</b> 28</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Percent of AFH submissions deemed acceptable by their second submission</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of AFH submissions that are accepted after first or second review divided by the number of submission so reviewed during the period.</li> <li>• <b>Data source:</b> AFFH User Interface</li> <li>• <b>Unit of measurement:</b> Percent</li> <li>• <b>Dimension:</b> Ratio</li> <li>• <b>Calculation method:</b> During a given period, the number of AFH submissions that are deemed acceptable after either their first or second review divided by the total number of reviews conducted. This will be calculated on the date the second review is required to be completed, even if a second review is not required for a given jurisdiction.</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> The AFH is a new process, so systems for data capture are still being established.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> N/A</li> <li>• <b>Sequence:</b> 29</li> </ul>
<p><b>Strategic Objective 4</b></p>	<p>Increase the health and safety of homes and embed comprehensive energy efficiency and healthy housing criteria across HUD programs.</p>
<p><b>Metric with Sub-metrics</b></p>	<p><b><i>Number of HUD-assisted or HUD-associated units completing energy efficient and healthy retrofits or new construction</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Total number of energy efficient and healthy retrofits</li> <li>• <b>Data source:</b> Multiple</li> <li>• <b>Unit of measurement:</b> Number of energy efficient and healthy retrofits</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Total of related-programs</li> <li>• <b>Frequency:</b> Varied, see sub-metrics below.</li> <li>• <b>Direction:</b> Increased</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Varied, see sub-metrics below.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Varied, see sub-metrics below.</li> <li>• <b>Sequence:</b> 30</li> </ul> <p><u>Public and Indian Housing</u>  <b><i>Indian Housing Block Grant/Public Housing Capital Fund (PHCF)</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Public Housing Capital Fund (PHCF) energy efficient unit-equivalents.</li> <li>• <b>Data source:</b> PIH created the Energy and Performance Information Center (EPIC) which collects information on energy conservation measures implemented by housing authorities. Using a checklist, public housing agencies also report on all units that include 1 or more of 39 Energy Conservation Measures, as well as on new or substantial rehabilitation projects that meet ENERGY STAR for New Homes or one or more green standards.</li> <li>• <b>Unit of measurement:</b> The number of specified energy retrofits</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> A “unit equivalent” method was developed to address these data limitations, using the top 10 most cost-effective measures.</li> </ul>

- **Frequency:** Quarterly
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** The energy data collected is self-reported and limited; each Energy Conservation Measure is reported separately for each unit (by project) but not bundles so as to report on which bundle of Energy Conservation Measures was installed in a particular unit. Other data limitations are that HUD does not collect pre- and post-retrofit consumption data for these measures, or Energy Conservation Measure costs, so determinations of cost effectiveness for these investments must be estimates, using recognized engineering or costs methods.
- **Measurement Validation, verification, and improvement of measure:** Public and Indian Housing staff validates the data entered into the system in terms of completeness of information. Public and Indian Housing staff provides information to grantees to ensure that the definitional boundaries of data prompts are fully understood. Data may also be confirmed through remote and onsite reviews of public housing agencies.
- **Sequence:** 30a

#### ***Energy Performance Contracts (EPC)***

- **Description:** Energy Performance Contract units
- **Data source:** The data used for reporting for the Energy Performance Contract program were gathered through the Energy Performance Contract Inventory, which all Public and Indian Housing field offices are required to complete annually.
- **Unit of measurement:** Number of Energy Performance Contract Units with Retrofits
- **Dimension:** Count
- **Calculation method:** Every unit incorporated into EPC
- **Frequency:** Annually
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** For the first time, in FY 2010, the Energy Performance Contract Inventory was restructured to gather data at the asset management project level rather than at the contract level. Training was provided to the field offices to increase the reporting accuracy and completeness. Despite this effort, the Energy Performance Contract Inventory frequently contains missing or erroneous data.
- **Measurement Validation, verification, and improvement of measure:** The data are reviewed for suspected inaccuracies. When reporting data, the Office of Public and Indian Housing makes a strong effort to confirm the data are valid and makes corrections as noted. The Office of Public and Indian Housing is endeavoring to improve the Energy Performance Contract Inventory to make it easier to complete, thus improving accuracy and completeness. At the same time, the Office of Public and Indian Housing is working to integrate the Energy Performance Contract Inventory with its existing reporting systems, which tend to be more sophisticated, yet easier to use.
- **Sequence:** 30b

#### ***Developed/Retrofitted Energy Efficient Units (HOPE VI/Mixed-Finance/Choice Neighborhoods)***

- **Description:** Developed Energy Efficient Units, including HOPE VI, Mixed-Finance, and energy efficient Choice Neighborhoods units.
- **Data source:** The HOPE VI Grants Management System and Choice Neighborhoods INFORM system
- **Unit of measurement:** Units built to green standard
- **Dimension:** Count
- **Calculation method:** Units built to green standard
- **Frequency:** Quarterly
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** For the first time, during FY 2010, the Grants Management System was expanded to collect information on whether the HOPE VI units

being built were achieving a comprehensive green standard (for example, LEED for Homes), a non-comprehensive energy-efficiency standard (for example, ENERGY STAR for New Homes), or meeting the local building code. The Grants Management System has some limitations. In particular, the data are self-reported. The data collected through the system are limited in scope to the achievement of green standards. Although these standards are the highest ideal, no data are collected about building practices that are better than the minimum, but yet, the practices do not reach the level of a green standard.

- **Measurement Validation, verification, and improvement of measure:** Grantees are required to use the data system quarterly. Each quarter, the grants manager in charge of each project checks the data for reasonableness. In addition, the HOPE VI program has a data collection contractor on staff to provide technical assistance to grantees that are completing their reporting requirements.
- **Sequence:** 30c

#### 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 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:** 30d

##### **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:** 30e

##### **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:** 30f

#### 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:** 30g

##### **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:** 30h

**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:** 30i

**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:** 30j

**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 everyone funded in FY 2009 that have completed construction count towards the goal. Thus, the information is considered to valid and reliable.
- **Sequence:** 30k

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 of Energy Efficient Mortgages
- **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:** 30l

**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 of PowerSaver 203(k) loans
- **Frequency:** Quarterly
- **Direction:** Stable
- **Data quality (limitations/advantages of the data):** Lender supplied is good as reporting is connected to grant funds.
- **Sequence:** 30m

**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 of PowerSaver Title 1 loans
- **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:** 30n

#### ***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 of 203(k) non-PowerSaver loans
- **Frequency:** Quarterly
- **Direction:** Stable
- **Data quality (limitations/advantages of the data):** Lender supplied is good as reporting is connected to grant funds.
- **Sequence:** 30o

#### 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:** 30p

##### ***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

	<ul style="list-style-type: none"> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 30q</li> </ul> <p><b>Lead Hazard Enforcement</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Housing units made lead-safe per agreements or orders under the Lead Disclosure Rule</li> <li>• <b>Data source:</b> Property owner/property manager reports</li> <li>• <b>Unit of measurement:</b> Housing units</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Total of units from each owner/manager</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increased</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 30r</li> </ul> <p><u>Community Planning &amp; Development</u>  <b>Lead Safe Housing Rule (LSHR) - HOME-CDBG-HOPWA</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Housing units made lead safe through work under HUD’s Lead Safe Housing Rule</li> <li>• <b>Data source:</b> Reporting by funding recipients as tracked by CPD’s Integrated Disbursement and Information System (IDIS)</li> <li>• <b>Unit of measurement:</b> Housing units</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Total of units from each funding recipient</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increased</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 30s</li> </ul>
<p><b>Metric</b></p>	<p><b>Estimated impact of energy efficiency programs on HUD-assisted portfolio</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> 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.</li> <li>• <b>Data source:</b> Energy Model tool</li> <li>• <b>Unit of measurement:</b> 1) Increase in HUD’s estimated (modeled) energy savings; 2) increase in number of units impacted by relevant energy efficient programs.</li> <li>• <b>Dimension:</b> Count</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Calculation method:</b> 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.</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Energy savings are based upon pre-populated assumptions grounded in industry research and not actual utility usage data.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> As HUD expands its utility benchmarking efforts, the amount to actual utility usage data in the Energy Model tool will increase.</li> <li>• <b>Sequence:</b> 31</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Estimated cumulative water saved</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Cumulative estimate of utility water saved since 2010</li> <li>• <b>Data source:</b> Energy Model tool</li> <li>• <b>Unit of measurement:</b> Gallons</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> 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.</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> As HUD expands its utility benchmarking efforts, the amount to actual utility usage data in the Energy Model tool will increase.</li> <li>• <b>Sequence:</b> 32</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Better Buildings Challenge Multi-family housing partners’ energy use</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Better Buildings Challenge Multi-family housing partners’ energy use intensity as measured in BTUs/sq. ft.</li> <li>• <b>Data source:</b> EPA’s Portfolio Manager</li> <li>• <b>Unit of measurement:</b> BTUs/sq. ft.</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Energy use in BTUs as reported in EPA’s Portfolio Manager divided by the square footage of the building.</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Decreasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Dependent upon end-user accurately and consistently entering utility data into EPA’s Portfolio Manager.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Future HUD benchmarking requirements will improve consistency of process.</li> <li>• <b>Sequence:</b> 33</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Percent of Better Building Challenge multifamily housing partners reporting energy use data</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Tracks the percent of all Better Building Challenge multifamily partners that report energy use data to HUD</li> <li>• <b>Data source:</b> Better Building Challenge Tracking Database</li> <li>• <b>Unit of measurement:</b> Partners that report energy use data to HUD</li> <li>• <b>Dimension:</b> Percent</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Calculation method:</b> Count of partners reporting energy use data to HUD divided by the total count of partners that are participating in the Better Building Challenge.</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Dependent upon partners accurately and consistently reporting information to HUD.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 34</li> </ul>
<b>Metric</b>	<p><b><i>Number of Better Buildings Challenge multifamily units</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Track the number of Multi-family housing units in a participating Better- Buildings Challenge partner's portfolio</li> <li>• <b>Data source:</b> Better Building Challenge Tracking Database</li> <li>• <b>Unit of measurement:</b> Partners that are participating in the Better Building Challenge</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Total count of partners that are participating in the Better Building Challenge</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Dependent upon partners accurately and consistently reporting information to HUD.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 35</li> </ul>
<b>Strategic Objective</b>	Strengthen communities' economic health, resilience, and access to opportunity.
<b>Metric</b>	<p><u>Community Partnerships</u></p> <p><b><i>Number of Community Partnerships Implemented</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Field Working Group will implement a community partnership within which the Office will hold roundtables with key stakeholders, create an opportunity matrix and plan projects to be implemented to achieve locally-driven community goals. This indicator counts the cumulative number of Community Partnerships that have been implemented.</li> <li>• <b>Data source:</b> FPM's Operating Plan System</li> <li>• <b>Unit of measurement:</b> The unit of measure is the development of a partnership.</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> A minimum of one partnership per field office.</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> NA</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Current limitations are provided due to outcome metrics being evaluated.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Validation and verification will be completed through the quarterly reports</li> <li>• <b>Sequence:</b> 38</li> </ul>
<b>Metric</b>	<p><u>Promise Zones (PZ)</u></p> <p><b><i>Number of Federal grants received with preference</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of Federal grants received with preference</li> <li>• <b>Data source:</b> PZs and federal agencies</li> <li>• <b>Unit of measurement:</b> Grants</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> 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</li> </ul>

	<p>grants received that had offered preference points or priority consideration for Promise Zones.</p> <ul style="list-style-type: none"> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 39</li> </ul> <p><b>Number of federal grants offering preference points</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of federal grants offering preference points</li> <li>• <b>Data source:</b> Fiscal Year grant list maintained by FPM with support from partner agencies</li> <li>• <b>Unit of measurement:</b> Grants</li> <li>• <b>Dimension:</b> Counts</li> <li>• <b>Calculation method:</b> Total number of federal grant programs offering Promise Zone preference points.</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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, a grant that does not include PZ or priority consideration might be included on the list. In these infrequent cases the grant will be removed on an ongoing basis as needed.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> HUD will work with agencies to make the reporting system more seamless and accurate.</li> <li>• <b>Sequence:</b> 40</li> </ul> <p><b>Federal dollars awarded to Promise Zone communities and surrounding jurisdictions</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Federal dollars awarded to Promise Zone communities</li> <li>• <b>Data source:</b> PZs and federal agencies with assistance from OMB</li> <li>• <b>Unit of measurement:</b> US Dollar</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> 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.</li> <li>• <b>Frequency:</b> Monthly from designees, quarterly from agencies</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> A major limitation of the data is 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> HUD is working with OMB to streamline the reporting process and establish consistent definitions for what is considered an award to a PZ.</li> <li>• <b>Sequence:</b> 41</li> </ul>
<b>Metric</b>	<b>Strong Cities, Strong Communities (SC2)</b>

	<p><b>Amount of existing federal funds more effectively utilized due to technical assistance and capacity building</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> 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.</li> <li>• <b>Data source:</b> Reported by SC2 Team Leads and/or National Resource Network grantee.</li> <li>• <b>Unit of measurement:</b> US Dollar</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Addition of funds in all the categories above across all SC2 and National Resource Network cities.</li> <li>• <b>Frequency:</b> Annually</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 42</li> </ul> <p><b>Number of best practices adopted by SC2 cities</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> 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.</li> <li>• <b>Data source:</b> Reported by SC2 Team Leads</li> <li>• <b>Unit of measurement:</b> Number</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Summation of all best practices adopted across all SC2 cities.</li> <li>• <b>Frequency:</b> Annually</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 43</li> </ul> <p><b>Number of new local partnerships formed as a result of an SC2 intervention</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> 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.</li> </ul>
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	<ul style="list-style-type: none"> <li>• <b>Data source:</b> Reported by SC2 Team Leads</li> <li>• <b>Unit of measurement:</b> Number</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Summation of all new partnerships across all SC2 cities.</li> <li>• <b>Frequency:</b> Annually</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> The data is reported and confirmed by SC2 Team Leads working in the field with City staff.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 44</li> </ul>
<b>Strategic Objective</b>	Ensure sustainable investments in affordable rental housing.
<b>Metric</b>	<p><b><i>Number of households experiencing “Worst Case Housing Needs”</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Measure of the number very low-income, un-assisted renter households that face severe housing problems: rent burdens exceeding 50 percent of income or severely inadequate units or both.</li> <li>• <b>Data source:</b> American Housing Survey</li> <li>• <b>Unit of measurement:</b> Number of specified households</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Tabulation of restricted-use survey data with income limits attached.</li> <li>• <b>Frequency:</b> Biennial</li> <li>• <b>Direction:</b> Downward</li> <li>• <b>Data quality (limitations/advantages of the data):</b> HUD reports this metric in a long-standing series of biennial Worst Case Housing Needs reports to Congress. The AHS data provide the most comprehensive measurements of both housing costs and household income that are available in any national dataset. The AHS data have the disadvantage of being available only every two years.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> The AHS underwent a sample redesign in 2015, and sample sizes are sufficient to represent selected large metropolitan areas.</li> <li>• <b>Sequence:</b> 45</li> </ul>
<b>Metric</b>	<p><b><i>Proportion of very-low income renters facing severe rent burdens</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Measures the percentage of very low-income renter households that have severe rent burdens exceeding 50 percent of household income. Very low income renters have a household income of 50 percent or less of the area median income, with adjustments for household size. Renter costs include both contract rent and renter-paid utilities.</li> <li>• <b>Data source:</b> American Community Survey data with income limits attached, such as Comprehensive Housing Affordability Strategy (CHAS) data..</li> <li>• <b>Unit of measurement:</b> Specified renters with rent burdens</li> <li>• <b>Dimension:</b> Percentage</li> <li>• <b>Calculation method:</b> Tabulation of restricted-use survey data with income limits attached.</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Downward</li> <li>• <b>Data quality (limitations/advantages of the data):</b> ACS data with income limits attached are available on a lagged basis. 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.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> See above.</li> <li>• <b>Sequence:</b> 46</li> </ul>
<p><b>Metric</b></p>	<p><b>Percent of rental units built in the preceding four years that are affordable to very low-income renters</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Indicator tracking the U.S. housing market's recent performance in providing new affordable rental housing</li> <li>• <b>Data source:</b> American Housing Survey</li> <li>• <b>Unit of measurement:</b> Percent (affordable rental units divided by all rental units)</li> <li>• <b>Dimension:</b> Ratio</li> <li>• <b>Calculation method:</b> Tabulation of restricted-use survey data with income limits attached</li> <li>• <b>Frequency:</b> Biennial</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 47</li> </ul>
<p><b>Metric</b></p>	<p><b>Production of rental units</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> 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.</li> <li>• <b>Units of Measure:</b> Units</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Sequence:</b> 48</li> </ul> <p><b>Multi-family Housing Programs (RAD, FHA New Construction)</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> 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)</li> <li>• <b>Data source:</b> Development Application Processing (DAP) system; RAD data system</li> <li>• <b>Unit of measurement:</b> Units</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Sum of (1) RAD new construction and substantial rehabilitation, (2) FHA new construction and substantial rehabilitation endorsements.</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> N/A Tracking Only</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> For RAD units, new construction and substantial rehabilitation is determined in the application process in the process of the Development Budget: Sources &amp; 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.</li> <li>• <b>Sequence:</b> 48a</li> </ul>



	<p><b>Public and Indian Housing Programs</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Units included for PIH are, Section 8 (non-FHA) substantial rehabilitation Indian Housing Block Grant Funds, HOPEVI, Mixed Finance, and traditional development using Capital Funds. For PIH this indicator does not include substantial redevelopment</li> <li>• <b>Data source:</b> ONAP Access databases, HUD's Inventory Management System/Public and Indian Housing Information Center System, PIH Internal Excel tracking</li> <li>• <b>Unit of measurement:</b> Rental Units</li> <li>• <b>Dimension:</b> Construction</li> <li>• <b>Calculation method:</b> Count</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> N/A Tracking Only</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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</li> <li>• <b>Sequence:</b> 48b</li> </ul> <p><b>Community Planning and Development Programs</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Units included for CPD are, HOME Rental.</li> <li>• <b>Data source:</b> IDIS</li> <li>• <b>Unit of measurement:</b> Completed Rental Units</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Data is derived from grantee accomplishments reported by HOME grantees in the Integrated Disbursement and Information System.</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> N/A Tracking Only</li> <li>• <b>Data quality (limitations/advantages of the data):</b> System has edit controls that help prevent Grantees from making data entry errors.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> When monitoring grantees, Community Planning and Development field staff verifies program data.</li> <li>• <b>Sequence:</b> 49c</li> </ul>
<p><b>Strategic Objective</b></p>	<p>Preserve quality affordable rental housing, where it is needed most, by simplifying and aligning the delivery of rental housing programs.</p>
<p><b>Metric</b></p>	<p><b>Number of families served through HUD rental assistance</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Total number of households served through HUD rental assistance</li> <li>• <b>Data source:</b> Multiple</li> <li>• <b>Unit of measurement:</b> Households served through HUD rental assistance</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Total count of units supported by rental assistance programs serving Households</li> <li>• <b>Frequency:</b> Varied, see below</li> <li>• <b>Direction:</b> Increased</li> <li>• <b>Data quality (limitations/advantages of the data):</b> See sub-metrics below.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> See sub-metrics below.</li> <li>• <b>Sequence:</b> 50</li> </ul> <p><i>Public and Indian Housing</i> <b>Tenant Based Rental Assistance Vouchers (TBRA) [HCV]</b></p>

- **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 (Occupied units)
- **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:** 50a

***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:** Occupied 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:** 50b

#### **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 unit 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:** 50c

#### **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:** Occupied Unit
- **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:** 50d

#### **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:** Occupied Unit
- **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:** 50e

***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:** Occupied Unit
- **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 specialist's follow-up with grantees to resolve.
- **Sequence:** 50f

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:** Households 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:** 50g

#### ***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:** Occupied Unit
- **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:** 50h

#### ***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 Households living in units subsidized by the old 202, 236, IRP, and BMIR programs
- **Dimension:** Occupied Unit
- **Calculation method:** Count
- **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:** 50i

***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:** Households 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:** 50j

***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:** Unit
- **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:** 50

#### ***Rental Assistance Payments (RAP)***

- **Description:** This sub-metric tracks the number of families receiving rental assistance through the Rental Assistance Payment (RAP) program
- **Data source:** Tenant Rental Assistance Certificate System (TRACS) and Integrated Real Estate Management System (iREMS)
- **Unit of measurement:** Households receiving rental assistance through the Rental Assistance Payment (RAP) program
- **Dimension:** Count
- **Calculation method:** 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:** 50I

#### ***Rent Supplement***

- **Description:** This sub-metric tracks the number of families receiving rental assistance through the Rent Supplement (SUP) program
- **Data source:** Tenant Rental Assistance Certificate System (TRACS) and Integrated Real Estate Management System (iREMS)
- **Unit of measurement:** Households receiving rental assistance through Rent Supplement (SUP) program
- **Dimension:** Count
- **Calculation method:** 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:** 50m

***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 percent 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:** 50n

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:** 50o

***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:** 50p

#### ***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:** 50q

#### ***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:** 50r

#### ***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:** Households receiving assistance
- **Dimension:** Count
- **Calculation method:** These performance reports are collected by grantees
- **Frequency:** Annually

	<ul style="list-style-type: none"> <li>• <b>Direction:</b> Increased</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 50s</li> </ul> <p><b>HOME TBRA</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> For tenants with incomes at or below 80 percent of area median income.</li> <li>• <b>Data source:</b> IDIS</li> <li>• <b>Unit of measurement:</b> Households assisted with TBRA</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Data is derived from grantee accomplishments reported by HOME grantees in the Integrated Disbursement and Information System.</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increased</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Current data systems do not capture the length of time or type of assistance (e.g. security deposit) provided to households.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> When monitoring grantees, Community Planning and Development field staff verifies program data. For FY2014, presentation of this data was revised.</li> <li>• <b>Sequence:</b> 50t</li> </ul>
<p><b>Metric</b></p>	<p><b>Number of units converted using the Rental Assistance Demonstration (RAD): First Component</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of public housing and Section 8 Moderate Rehabilitation (Mod Rehab) units converted to PBRA or TBRA.</li> <li>• <b>Data source:</b> Office of Recapitalization data systems (MS Access Database)</li> <li>• <b>Unit of measurement:</b> Units converted through RAD</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Total units counted through RAD</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increased</li> <li>• <b>Data quality (limitations/advantages of the data):</b> The data is considered to be accurate and reliable.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 51</li> </ul>
<p><b>Metric</b></p>	<p><b>Number of units converted using the Rental Assistance Demonstration (RAD): Second Component</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of projects funded under the Rent Supplement (RentSupp), Rental Assistance Payment (RAP), and Mod Rehab programs converted to project-based vouchers (PBVs) or project-based rental assistance (PBRA).</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Data source:</b> Office of Recapitalization data systems</li> <li>• <b>Unit of measurement:</b> Units converted through RAD</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Total units counted through RAD</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increased</li> <li>• <b>Data quality (limitations/advantages of the data):</b> The data is considered to be accurate and reliable.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> The data is entered and validated by RECAP staff.</li> <li>• <b>Sequence:</b> 52</li> </ul>
<p><b>Metric</b></p>	<p><b>Housing Choice Voucher budget utilization rate</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Budget authority expended as a percent of all budget authority for the calendar year.</li> <li>• <b>Data source:</b> VMS</li> <li>• <b>Unit of measurement:</b> Budget authority expended as a percent of all budget authority.</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> 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.</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Varies based on budget provided</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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:             <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> </ol> </li> <li>• <b>Sequence:</b> 53</li> </ul>
<p><b>Metric</b></p>	<p><b>Public Housing occupancy rate</b></p>



	<ul style="list-style-type: none"> <li>• <b>Frequency:</b> Annually (tracking only)</li> <li>• <b>Direction:</b> Increased</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 56</li> </ul>
<b>Strategic Objective</b>	Establish a sustainable housing finance system that provides support during market disruptions, with a properly defined role for the U.S. government.
<b>Metric</b>	<p><b>Overall market-share of single-family new originations for private capital, Government-sponsored enterprises (GSEs), Federal Housing Administration (FHA), and the Veterans Affairs (VA)</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This measure tracks 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</li> <li>• <b>Data source:</b> FHA Single Family Data Warehouse, CoreLogic TrueStandings; Mortgage Bankers Association of America</li> <li>• <b>Unit of measurement:</b> Share of market</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> Share of specified mortgage market over share of entire market</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Downwards</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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).</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 57</li> </ul>
<b>Metric</b>	<p><b>Share of FHA mortgages to first-time home buyers</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This measure tracks the share FHA originations that are made to first-time home buyers.</li> <li>• <b>Data source:</b> Single-Family Data Warehouse and American Housing Survey</li> <li>• <b>Unit of measurement:</b> Share of FHA originations that belong to first-time home buyers</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> Percent of FHA originations made to first-time homebuyers.</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Data quality (limitations/advantages of the data):</b> 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</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> American Housing Survey is available every 2 years</li> <li>• <b>Sequence:</b> 58</li> </ul>
<b>Strategic Objective</b>	Ensure equal access to sustainable housing financing and achieve a more balanced housing market, particularly in underserved communities.
<b>Metric</b>	<p><b>Federal Housing Administration share of originations</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This measure will show the percent of mortgage originations in the housing market that were made by FHA.</li> <li>• <b>Data source:</b> FHA Single Family Data Warehouse, Corelogic TrueStandings; Mortgage Bankers Association of America</li> <li>• <b>Unit of measurement:</b> Percent of FHA Mortgage Originations</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> Share of specified mortgage market over share of entire market</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Downwards</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> We discuss data quality with MBA and with CoreLogic, and have open communications to express any concerns.</li> <li>• <b>Sequence:</b> 59</li> </ul>
<b>Metric</b>	<p><b>Federal Housing Administration number of minority borrowers</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This indicator measures the minority share of new FHA endorsements.</li> <li>• <b>Data source:</b> Single Family Data Warehouse</li> <li>• <b>Unit of measurement:</b> Percent of FHA endorsements</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>calculation method:</b> The number of endorsements in which the primary borrower is identified as of a minority race or of Hispanic or Latino origin, divided by the total number of new FHA endorsements.</li> <li>• <b>Frequency:</b> Monthly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Internal FHA data provides the most comprehensive coverage of FHA endorsements. "Minority" excludes borrowers that did not disclose a race or ethnicity.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Metric could disaggregate between FHA programs or loan purpose.</li> <li>• <b>Sequence:</b> 60</li> </ul>
<b>Metric</b>	<p><b>Federal Housing Administration insured lending as a percent of total purchase activity by Census region</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This indicator measures FHA's market-share of home purchase mortgage originations by Census region</li> <li>• <b>Data source:</b> Home Mortgage Disclosure Act (HMDA) via Consumer Financial Protection Bureau (CFPB) <a href="http://www.consumerfinance.gov/data-research/hmda/explore">http://www.consumerfinance.gov/data-research/hmda/explore</a></li> <li>• <b>Unit of measurement:</b> Percent of all purchase loans.</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> The number of FHA-insured first lien mortgage originations for purchase of owner-occupied one-to-four unit properties divided by all first lien mortgage originations for purchase of owner-occupied one-to-four unit properties.</li> <li>• <b>Frequency:</b> Annual (9 Month Lag)</li> <li>• <b>Direction:</b> Decrease</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Data quality (limitations/advantages of the data):</b> HMDA provides the most comprehensive coverage of the entire mortgage market (including conventional loans), but has a nine-month lag.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> FHA loan totals can be compared to internal data from the Single Family Data Warehouse. A timelier measure could be generated using McDash servicing data, but would not be as comprehensive. The measure could be disaggregated and re-aligned with HUD regions. There appear to be some small data discrepancies between the interactive tool provided by CFPB and the HMDA data currently stored in the Single Family Data Warehouse.</li> <li>• <b>Sequence:</b> 61</li> </ul>
<p><b>Metric</b></p>	<p><b>Percent of loans endorsed with credit score &lt; 680</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This measure tracks the percent of FHA loans endorsed that have borrowers with a credit score under 680.</li> <li>• <b>Data source:</b> FHA Single Family Data Warehouse (FHA Single-Family Origination Trends Report)</li> <li>• <b>Unit of measurement:</b> Loans endorsed that have borrowers with a credit score less than 680</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> 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)</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increased</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> “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.</li> <li>• <b>Sequence:</b> 62</li> </ul>
<p><b>Metric</b></p>	<p><b>Percent of loans endorsed with credit score &lt;680 that evidence successful homeownership during the first three years</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This measure tracks the percent of loans endorsed with credit score less than 680 that evidence successful homeownership over the first three years</li> <li>• <b>Data source:</b> FHA Single Family Data Warehouse</li> <li>• <b>Unit of measurement:</b> Loans with specified credit score conditions</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> 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.</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Data comes from FHA systems and is solid.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> We will likely see ways to improve this over time.</li> <li>• <b>Sequence:</b> 63</li> </ul>
<p><b>Metric</b></p>	<p><b>HUD's Housing Counseling Program clients served</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This indicator measures the number of clients served through the HUD Housing Counseling program.</li> <li>• <b>Data source:</b> 9902</li> <li>• <b>Unit of measurement:</b> Number of clients served</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Number of clients served as aggregated by agency reporting into 9902.</li> </ul>



	<ul style="list-style-type: none"> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Housing Counseling Agencies submit the data to HUD's Housing Counseling System (HCS).</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 64</li> </ul>
<b>Metric</b>	<p><b>Percent of housing counseling clients that gain access to resources to improve their housing situation</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This indicator measures 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.</li> <li>• <b>Data source:</b> Revised 9902 released October 2014</li> <li>• <b>Unit of measurement:</b> Clients households counseled that gain access to housing finance resources</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> Total number of clients that gain access to resources, divided by clients receiving one-on-one counseling.</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Housing Counseling Agencies submit the data to HUD's Housing Counseling System (HCS).</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> data point that HUD started collecting in fiscal year 2015, and some client management systems have had difficulty tracking and reporting the new data points to HUD. HUD is currently working with housing counseling agencies to improve data and report quality. The Housing Counseling Agencies enter the data, and the Office of Housing Counseling monitors the data entry.</li> <li>• <b>Sequence:</b> 65</li> </ul>
<b>Metric</b>	<p><b>Percent of housing counseling clients with whom a counselor developed a sustainable household budget</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> 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.</li> <li>• <b>Data source:</b> Revised 9902 released October 2014</li> <li>• <b>Unit of measurement:</b> Households counseled that develop a sustainable household budget</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> Total number of clients that develop a sustainable household budget, divided by clients receiving one-on-one counseling.</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Housing Counseling Agencies submit the data to HUD's Housing Counseling System (HCS).</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> This is a new data point that HUD started collecting in fiscal year 2015, and some client management systems have had difficulty tracking and reporting the new data points to HUD. HUD is currently working with housing counseling agencies to improve data and report quality. The Housing Counseling Agencies enter the data, and the Office of Housing Counseling monitors the data entry.</li> <li>• <b>Sequence:</b> 66</li> </ul>
<b>Strategic Objective</b>	Restore the Federal Housing Administration's financial health, while supporting the housing market recovery and access to mortgage financing.
<b>Metric</b>	<b>Asset disposition recovery rate</b>

	<ul style="list-style-type: none"> <li>• <b>Description:</b> This is the net recovery rate that FHA realizes on the sale of distressed assets as a percent of unpaid loan balance.</li> <li>• <b>Data source:</b> FHA Single Family Data Warehouse</li> <li>• <b>Unit of measurement:</b> Net recovery rate as a percent of unpaid loan balance of loans that go to claim.</li> <li>• <b>Dimension:</b> Percent of defaulted unpaid principal balance (UPB)</li> <li>• <b>Calculation method:</b> 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"> <li>○ <b>Real Estate Owned (REO).</b> 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.</li> <li>○ <b>Distressed Asset Stabilization Program (DASP).</b> 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.</li> <li>○ <b>Third-Party Sales (TPS).</b> 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.</li> <li>○ <b>Pre-foreclosure Sales (PFS).</b> 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</li> </ul> </li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> reduced overall loss rates (increased recovery rates)</li> <li>• <b>Data quality (limitations/advantages of the data):</b> There are timing lags and reporting lags that make this difficult to accurately assess in real time.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> We are constantly reviewing how we calculate net loss and recovery on asset disposition.</li> <li>• <b>Sequence:</b> 67</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Percent of modifications resulting in re-defaults within six months of closing</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This measure tracks 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.</li> <li>• <b>Data source:</b> FHA Single Family Data Warehouse</li> <li>• <b>Unit of measurement:</b> Borrowers</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> 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.</li> <li>• <b>Frequency:</b> Monthly</li> <li>• <b>Direction:</b> Decreased</li> <li>• <b>Data quality (limitations/advantages of the data):</b> The data originate in the Single Family Insurance System-Claims Subsystem, and for convenience are reported from FHA Single Family Housing Enterprise Data Warehouse.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> No data limitations are known to affect this indicator. The loan servicers enter the FHA data, and the FHA monitors the data entry.</li> <li>• <b>Sequence:</b> 68</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Loss mitigation uptake</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This is the percent of permanent loss mitigation actions taken as a percent of serious delinquencies.</li> <li>• <b>Data source:</b> FHA Single Family Data Warehouse</li> <li>• <b>Unit of measurement:</b> Borrowers</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> 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.</li> <li>• <b>Frequency:</b> Monthly</li> <li>• <b>Direction:</b> Increased</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> No data limitations are known to affect this indicator. The loan servicers enter the FHA data, and the FHA monitors the data entry.</li> <li>• <b>Sequence:</b> 69</li> </ul>
<p><b>Metric</b></p>	<p><b>Number of FHA insured mortgages benefitting from housing counseling</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This is the number of FHA borrowers that receive pre- or post-purchase counseling.</li> <li>• <b>Data source:</b> FHA Single Family Data Warehouse</li> <li>• <b>Unit of measurement:</b> Number of specified mortgages</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Number of FHA borrowers under specified conditions</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increased</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Loan servicers submit data through TOTAL Scorecard and FHA Connection.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Loan servicers are required to submit counseling data for HECM loans and HAWK Back to Work loans, and for other loan products that do not require housing counseling. During FY 2016, HUD issued system changes and communications to improve how FHA lenders report counseling for loans with no counseling requirement.</li> <li>• <b>Sequence:</b> 70</li> </ul>
<p><b>Metric</b></p>	<p><b>Capital Reserve Ratio</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> 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.</li> <li>• <b>Data source:</b> FHA Single Family Data Warehouse Meta Tables.</li> <li>• <b>Unit of measurement:</b> Comparative between net asset position to balance of loans</li> <li>• <b>Dimension:</b> Ratio</li> <li>• <b>Calculation method:</b> The Net Present Value of future cash flows plus capital resources divided by insurance-in-force</li> <li>• <b>Frequency:</b> annual; we will investigate ways of showing on a quarterly basis how the business is actually tracking against the most recent actuarial forecast.</li> <li>• <b>Direction:</b> Increased</li> <li>• <b>Data quality (limitations/advantages of the data):</b> The data originate in the Single Family Insurance System-Claims Subsystem, and for convenience are reported from FHA Single Family Housing Enterprise Data Warehouse.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> No data limitations are known to affect this indicator. The loan servicers enter the FHA data, and the FHA monitors the data entry.</li> <li>• <b>Sequence:</b> 71</li> </ul>
<p><b>Management Objective</b></p>	<p><b>Operational Excellence</b></p>

<b>Acquisitions</b>	Improve HUD's acquisitions performance through early collaborative planning and enhanced utilization of acquisition tools.
<b>Metric</b>	<p><b>Percent of requisitions released by the target requisition release date (by Program Office)</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Improve customers' timely submission of acquisition requirements by the agreed-upon planned target requisition release date.</li> <li>• <b>Data Source:</b> HIAMS</li> <li>• <b>Unit of measurement:</b> Requisitions released</li> <li>• <b>Dimension:</b> Timeliness</li> <li>• <b>Calculation Method:</b> 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'</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Identify or build a reporting solution that includes HUD, GNMA, and OIG</li> <li>• <b>Sequence:</b> 72</li> </ul>
<b>Metric</b>	<p><b>Percent of awards meeting target award date (by the Office of the Chief Procurement Officer)</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This indicator tracks the percent of awards that are made by the agreed-upon target award date, for actions released by the target requisition release date.</li> <li>• <b>Data Source:</b> HIAMS</li> <li>• <b>Unit of measurement:</b> Awards</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation Method:</b> 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.</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Identify or build a reporting solution that includes HUD, GNMA, and OIG</li> <li>• <b>Sequence:</b> 73</li> </ul>
<b>Metric</b>	<p><b>Total number of days to contract award, by acquisition strategy</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This indicator tracks the total number of days to award procurement, categorized by each of the main acquisition strategies used to make the award.</li> <li>• <b>Data Source:</b> HIAMS</li> <li>• <b>Unit of measurement:</b> Days</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation Method:</b> Total number of days from requisition release date to the contract award, grouped by acquisition strategy</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Decrease</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Identify or build a reporting solution</li> <li>• <b>Sequence:</b> 74</li> </ul>

<b>Equal Employment Opportunity Management</b>	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
<b>Metric</b>	<p><b><i>Number of pre-complaint resolutions occurring through traditional counseling, withdrawals, and the Alternate Dispute Resolution process</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> HUD will seek to increase the number of pre-complaint resolutions occurring through the Alternate Dispute Resolution process.</li> <li>• <b>Data Source:</b> iComplaints software</li> <li>• <b>Unit of measurement:</b> Pre-complaint Filings</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation Method:</b> Number of pre-complaint resolutions occurring through the traditional counseling, withdrawals, and the Alternative Dispute Resolution process</li> <li>• <b>Frequency:</b> Two times in a fiscal year</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Data quality/integrity of the new iComplaints system is being tested and evaluated</li> <li>• <b>Measurement Validation, verification, and improvement of measure):</b> Management dashboards will be developed in the new iComplaints system to validate data</li> <li>• <b>Sequence:</b>75</li> </ul>
<b>Metric</b>	<p><b><i>Number of complaint filings per fiscal year</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> HUD will seek to reduce the number of complaint filings per fiscal year on the basis of reprisal resulting in a hostile working environment.</li> <li>• <b>Data Source:</b> iComplaints software</li> <li>• <b>Unit of measurement:</b> Filings</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation Method:</b> Number of complaint filings per fiscal year</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Decrease</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Data quality/integrity of the new iComplaints system is being tested and evaluated</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Management dashboards will be developed in the new iComplaints system to validate data</li> <li>• <b>Sequence:</b> 76</li> </ul>
<b>Financial Management</b>	Increase accuracy, speed, transparency, and accountability in financial management and budgeting for the agency.
<b>Metric</b>	<p><b><i>Reduce significantly overdue audit recommendations</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> 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.</li> <li>• <b>Data Source:</b> The Audit Resolution Corrective Action Tracking System (ARCATS)</li> <li>• <b>Unit of measurement:</b> Significantly overdue OIG audit recommendation as of the end of the fiscal year.</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation Method:</b> 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.</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Decrease in number of significantly overdue or increase in percent closed (depends on perspective)</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Data are reliable and reviewed and maintained in ARCATS.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 77</li> </ul>
	<p><b>Percent of timely management decisions</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Each OIG recommendation requires a management decision which is an approved corrective action plan. Maintain percent of timely management decisions established by the OIG timeline</li> <li>• <b>Data Source:</b> The Audit Resolution Corrective Action Tracking System and the Inspector General's Semiannual Report to Congress</li> <li>• <b>Unit of measurement:</b> Management decisions reached</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation Method:</b> 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.</li> <li>• <b>Frequency:</b> Semiannual but reported annually</li> <li>• <b>Direction:</b> Decrease in the number of decisions needed or Increase in the percent reached (depends on perspective)</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Data are reliable and reviewed and maintained in ARCATS. OIG identifies and reports this data set semiannually.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Source data are jointly maintained, managed and confirmed by both OIG and HUD management.</li> <li>• <b>Sequence:</b>78</li> </ul>
<b>Grants Management</b>	Make the grants management process more efficient and effective by automating and streamlining processes, improving timeliness, and tracking performance.
<b>Metric</b>	<p><b>Notice of Funding Availability (NOFA) Timeliness</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of days from submission of NOFA into departmental clearance to obligation of funds</li> <li>• <b>Data Source:</b> Grantsolutions</li> <li>• <b>Unit of measurement:</b> Days</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation Method:</b> Days from budget pass to obligation</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Decrease</li> <li>• <b>Data quality (limitations/advantages of the data):</b> No data quality issues</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Quality control performed by Grants Management and Oversight Division</li> <li>• <b>Sequence:</b> 79</li> </ul>
<b>Human Capital Management</b>	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.
<b>Metric</b>	<p><b>Promote greater leadership effectiveness</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> 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.</li> </ul> <p><b>Retention rate of supervisors/manager</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This metric looks at the retention rate for supervisors and managers</li> <li>• <b>Data Source:</b> NFC</li> <li>• <b>Unit of measurement:</b> Percent of managers retained</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation Method:</b> Number of managers retained over total number of managers at the start of the fiscal year</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Good, NFC is the system of record.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> The NFC bi-weekly reporting structure has a data lag of two weeks. The lag allows for critical data verification and validation.</li> <li>• <b>Sequence:</b>80</li> </ul> <p><b>Number of management training completions</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This metric looks at the total number of management trainings completed.</li> <li>• <b>Data Source:</b> HVU (HUD Virtual University)</li> <li>• <b>Unit of measurement:</b> Number of management trainings</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation Method:</b> Sum of total management trainings taken by managers</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Good.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> None.</li> <li>• <b>Sequence:</b> 81</li> </ul> <p><b>Number of workshops, seminars, and trainings for leaders, managers, and supervisors</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of workshops, seminars, and trainings for leaders, managers, and supervisors given by HUD Learn</li> <li>• <b>Data Source:</b> HVU (HUD Virtual University)</li> <li>• <b>Unit of measurement:</b> Number of management training events</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation Method:</b> Sum of trainings</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Good</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> None</li> <li>• <b>Sequence:</b> 82</li> </ul>
<p><b>Metric</b></p>	<p><b>Enhance Employee Engagement</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> 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.</li> </ul> <p><b>Employee Viewpoint Survey Engagement Index</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Employee Engagement Index score as defined by OPM</li> <li>• <b>Data Source:</b> EVS Program Offices are generated by OCHCO; OPM provides the responses</li> <li>• <b>Unit of measurement:</b> Percent positive responses</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation Method:</b> Engagement score based on an average of 15 EVS questions</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Good</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> None</li> <li>• <b>Sequence:</b> 83</li> </ul> <p><b>Percent of offices with engagement plans</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> The percent of HUD offices with employee engagement plans</li> <li>• <b>Data Source:</b> EVS Program Offices are generated by OCHCO; OPM provides the responses</li> <li>• <b>Unit of measurement:</b> Percent of offices</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation Method:</b> Number of offices with engagement plans divided by total number of offices.</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increase</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Data quality (limitations/advantages of the data):</b> Good</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> None</li> <li>• <b>Sequence:</b> 84</li> </ul> <p><b>Percent of activities on engagement plans complete</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Percent of activities on employee engagement plans complete.</li> <li>• <b>Data Source:</b> EVS Program Offices are generated by OCHCO; OPM provides the responses</li> <li>• <b>Unit of measurement:</b> Percent of activities</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation Method:</b> Number of activities complete on engagement plan divided by the total number of activities on engagement plan</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Good.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> None.</li> <li>• <b>Sequence:</b> 85</li> </ul>
Metric	<p><b>Human capital customer satisfactions scores</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> GSA surveyed all senior supervisory employees (GS-13 to GS-15 supervisors, SES and equivalents) at 23 of the 24 CFO Act agencies, asking about their satisfaction with human capital services across the previous 12 months.</li> <li>• <b>Data Source:</b> GSA Customer Satisfaction Survey</li> <li>• <b>Unit of measurement:</b> Scored response</li> <li>• <b>Dimension:</b> Score (1-5)</li> <li>• <b>Calculation Method:</b> Average</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Survey is administered by GSA using industry standards</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Quality control and analysis done by GSA</li> <li>• <b>Sequence:</b> 86</li> </ul>
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><b>IT customer service satisfaction scores</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Conduct an annual survey of HUD staff on satisfaction with IT services provided.</li> <li>• <b>Data Source:</b> Survey Monkey</li> <li>• <b>Unit of measurement:</b> Satisfaction</li> <li>• <b>Dimension:</b> Score</li> <li>• <b>Calculation Method:</b> Average</li> <li>• <b>Frequency:</b> Semi-annually</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Currently the IT survey is administered ad-hoc to a random selection of recipients.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> The survey is myopic and not inclusive of all service types offered by IT.</li> <li>• <b>Sequence:</b> 87</li> </ul>
Metric	<p><b>Number of Enterprise IT Solutions Implemented</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b></li> <li>• <b>Data Source:</b></li> <li>• <b>Unit of measurement:</b></li> <li>• <b>Dimension:</b></li> <li>• <b>Calculation Method:</b></li> <li>• <b>Frequency:</b></li> <li>• <b>Direction:</b></li> <li>• <b>Data quality (limitations/advantages of the data):</b></li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b></li> <li>• <b>Sequence:</b> 88</li> </ul>



<p><b>Metric</b></p>	<p><b><i>Data Center Productivity Improved</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b></li> <li>• <b>Data Source:</b></li> <li>• <b>Unit of measurement:</b></li> <li>• <b>Dimension:</b></li> <li>• <b>Calculation Method:</b></li> <li>• <b>Frequency:</b></li> <li>• <b>Direction:</b></li> <li>• <b>Data quality (limitations/advantages of the data):</b></li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b></li> <li>• <b>Sequence: 89</b></li> </ul>
<p><b>Organizational Structure Management</b></p>	<p>Reduce the cost of leased space, utilities, travel, and other related costs by adapting our business processes.</p>
<p><b>Metric</b></p>	<p><b><i>Amount of money spent on space and travel (in millions)</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Total dollars spent on leased space, building maintenance, utilities, travel and other related costs. Includes contract costs for rent, as calculated using GSA’s Exhibit 54 tool; facilities maintenance (cleaning, janitorial, landscaping, energy savings performance); and utilities (electric, gas, water).</li> <li>• <b>Data Source:</b></li> <li>• <b>Unit of measurement:</b> Dollars</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation Method:</b></li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Decrease</li> <li>• <b>Data quality (limitations/advantages of the data):</b></li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b></li> <li>• <b>Sequence: 90</b></li> </ul>
<p><b>Metric</b></p>	<p><b><i>Space Utilization (in sq. ft.)</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Average square footage of usable workspace per employee and contractor.</li> <li>• <b>Data Source:</b></li> <li>• <b>Unit of measurement:</b> Average Square Foot</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation Method:</b> Add head count for all employees and contractors at a given time in the fiscal year and divide by the usable square feet.</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Down</li> <li>• <b>Data quality (limitations/advantages of the data):</b></li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b></li> <li>• <b>Sequence: 91</b></li> </ul>