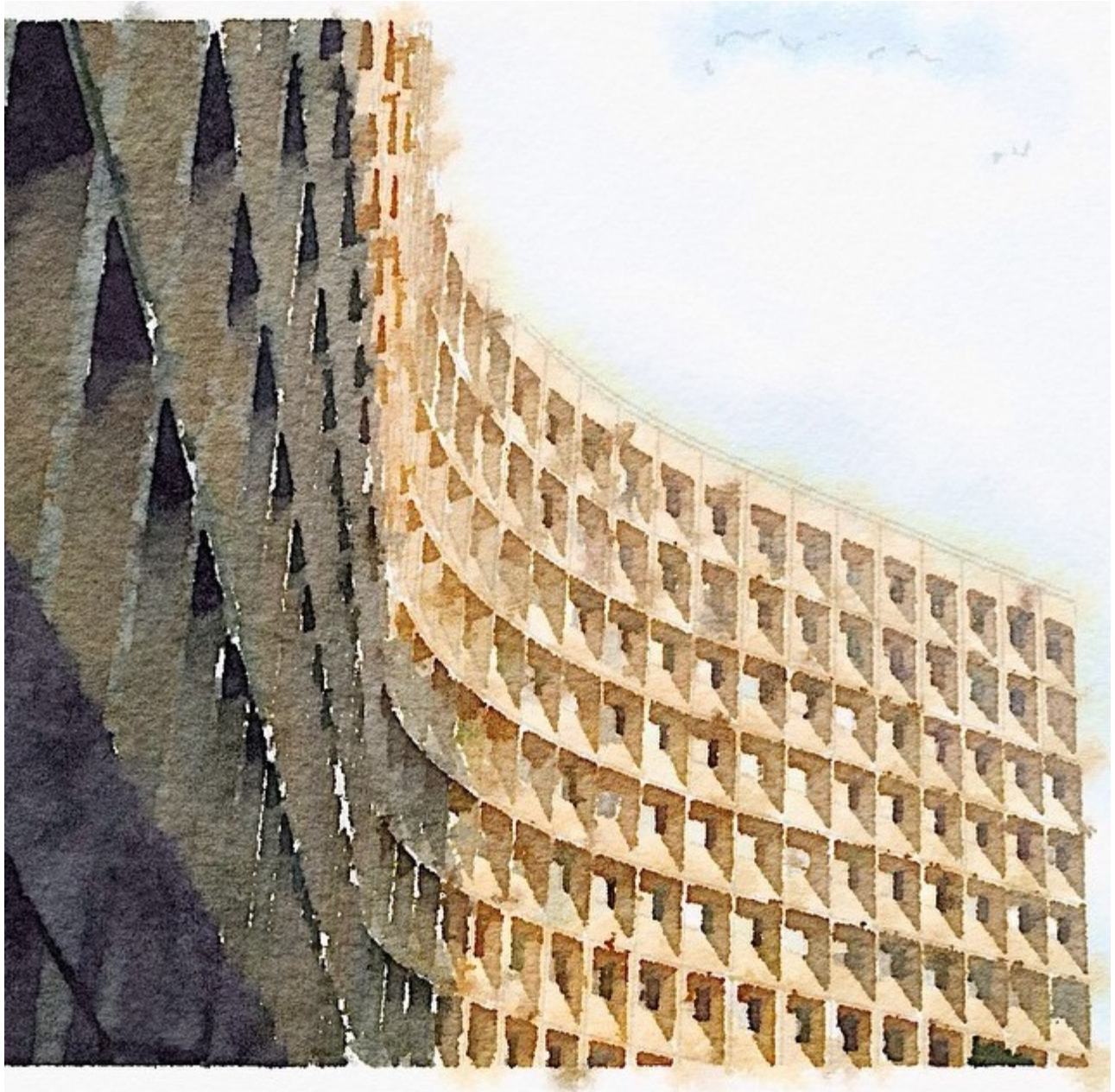




# The Department of Housing and Urban Development

## Fiscal Year 2016 Annual Performance Report



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About This Report ..... 4

**Section One: Agency and Mission**..... 6

    Introduction..... 7

**Section Two: Strategic Goals, Strategic Objectives, Performance Indicators, and Cross Agency Priority Goals** ..... 9

**Performance Indicators**..... 11

    Performance Metrics: Our Progress ..... 15

    Performance Milestones: Our Progress ..... 19

**Strategic Goal: Strengthen the Nation’s Housing Market to Bolster the Economy and Protect Consumers** ..... 24

    Strategic Objective: Housing Market ..... 25

    Strategic Objective: Credit Access..... 27

    Strategic Objective: FHA’s Financial Health ..... 32

**Strategic Goal: Meet the Need for Quality Affordable Rental Homes** ..... 35

    Strategic Objective: Rental Investment ..... 36

    Strategic Objective: Rental Preservation and Expansion..... 38

**Strategic Goal: Use Housing as a Platform for Improving Quality of Life** ..... 45

    Strategic Objective: End Homelessness ..... 46

    Strategic Objective: Economic Prosperity..... 55

    Strategic Objective: Health and Housing Stability ..... 62

**Strategic Goal: Build Strong, Resilient, and Inclusive Communities** ..... 64

    Strategic Objective: Fair Housing ..... 65

    Strategic Objective: Green and Healthy Homes..... 68

    Strategic Objective: Disaster Resilience ..... 77

    Strategic Objective: Community Development..... 80

**Achieving Operational Excellence: Management Objectives**..... 99

    Management Objective: Acquisitions..... 100

    Management Objective: Equal Employment Opportunity ..... 103

    Management Objective: Financial Management ..... 105

    Management Objective: Grants Management ..... 107

    Management Objective: Human Capital ..... 109

    Management Objective: Information Management..... 112

    Management Objective: Organizational Structure ..... 115

**Cross-Agency Priority Goals**..... 117

**Section Three: Additional Information**..... 122

**Evaluating Our Strategies and Measuring Our Progress**..... 123

**Select Program Descriptions and Funding** ..... 132

**FY 2014-18 Strategic Plan Program Map**..... 140

**Data Sources, Limitations and Advantages, and Validation** ..... 144

## About This Report

This Fiscal Year (FY) 2016 Annual Performance Report (APR) for the U.S. Department of Housing and Urban Development (HUD) provides detailed performance-related information to the President, the Congress, and the American people. This report allows readers to assess HUD’s FY 2016 performance, revisions to goals for FY 2016, and plans for our Agency Priority Goals (APGs) in FY 2017, relative to HUD’s mission and stewardship of public resources. This report consists of several important sections:

### Agency and Mission

This section contains HUD’s mission statements, its vision, organizational structure, and scope of responsibilities.

### Strategic Goals and Strategic Objectives

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

APGs are denoted by a 🌟 throughout this document. Each agency is responsible for identifying a limited number of performance goals that are high priorities over a two-year period. These APGs support improvements in near-term outcomes, customer service, or efficiencies, and advance progress toward longer-term, outcome-focused strategic goals and objectives in an agency’s Strategic Plan. Thus, while strategic objectives are evaluated annually and focus on longer-term performance goals, APGs are evaluated quarterly and focus on near-term results.

For each strategic goal, we have included its associated strategic objectives, major milestones, and performance indicators to track our progress. HUD’s APGs were established in FY 2016 to cover a two-year performance period (FY 2016-2017). In this FY 2016 APR, we present to readers a synopsis of our current progress toward the FY 2016-2017 APG targets.

For most indicators, HUD had set targets for FY 2016 that enable us to evaluate our performance over the last fiscal year. For some indicators, we are still gathering data to establish baselines and preparing to set targets in future years. These metrics are indicated with the phrase “Establish Baseline” in the tables. A third category of indicators, marked as “Tracking Only,” provide information about program operations or external conditions but will not have targets. For these indicators, targets would be difficult to establish, would not provide meaningful indications of agency performance expectations, or could create unintended incentives for program staff and our partners.

Some of the content published in the *FY 2015 APR and FY 2017 APP* has been modified by HUD program offices. 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 2016 Agency Financial Report* is available on the Web at [HUD.gov](http://HUD.gov).

## Section One: **Agency and Mission**

## Introduction

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

This *Fiscal Year (FY) 2016 Annual Performance Report (APR)* for the U.S. Department of Housing and Urban Development (HUD) contains the Department's FY 2016 performance results, and any revisions to the FY 2016 goals originally published in the *FY 2017 APP*, which covers the agency's goals for FY 2016 and 2017. This report reflects HUD's continuing commitment to inform the American people, the Congress, its partners and employees about the mission, goals, and work the Department seeks to accomplish.

HUD is a \$46.9 billion agency in which approximately 85 percent of its total budget is needed solely to renew rental assistance to 5.6 million households occupying HUD-subsidized housing, including 2.25 million households assisted with Housing Choice Vouchers, and to renew existing HUD grants to homeless assistance programs. Detailed data on 4.68 million<sup>1</sup> households reveal that: 56.5 percent are elderly or disabled, 73.5 percent are extremely low-income (below 30 percent of area median income) and an additional 20.8 percent are very low-income (below 50 percent of area median income). The President's Budget identifies the lower-priority program activities, as required under the GPRA Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at: <https://www.gpo.gov/fdsys/browse/collectionGPO.action?collectionCode=BUDGET>

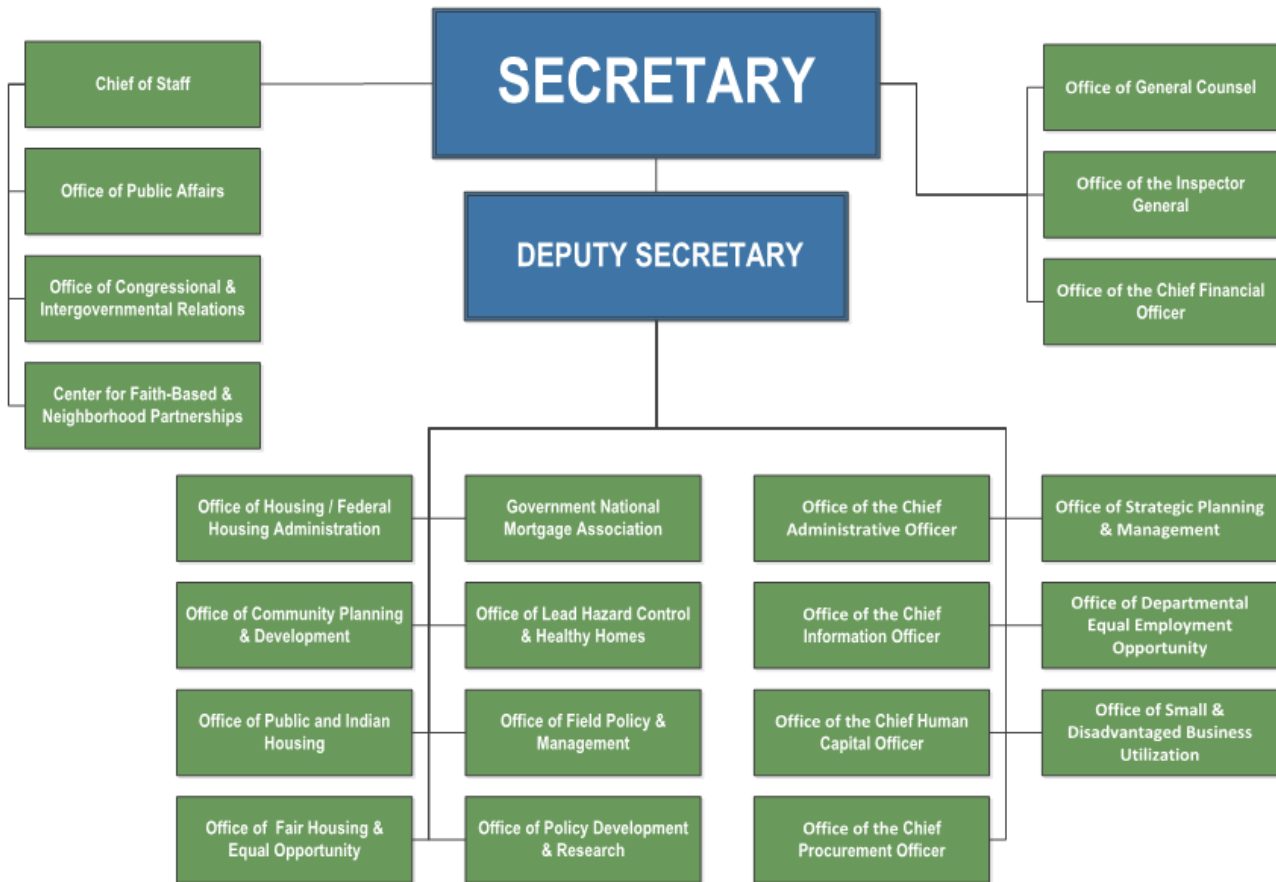
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<sup>1</sup> This number represents tenants for whom the Department has recently reported demographic data and is not the total number of tenants in HUD-subsidized housing, as shown above.

## 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 and Reporting Structure



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



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

## HUD's FY 2014 – 2018 Strategic Framework

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

### Strategic Goals

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

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

### Management Objectives

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

## Performance Indicators

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

#### ▶ **Strategic Objective: Housing Market**

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

#### ▶ **Strategic Objective: Credit Access**

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

#### ▶ **Strategic Objective: FHA's Financial Health**

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

### Strategic Goal: **Meet the Need for Quality Affordable Rental Homes**

#### ▶ **Strategic Objective: Rental Investment**

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

#### ▶ **Strategic Objective: Rental Preservation and Expansion**

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

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

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

### ► Strategic Objective: Homelessness

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

### ► Strategic Objective: Economic Prosperity

#### Education

- Percent of HUD-assisted tenants who are currently enrolled in college ☼
- Percent of HUD-assisted tenants ages 16-34 who have completed a FAFSA application ☼
- Percent of HUD-assisted tenants ages 16-34 who completed a FAFSA application and then received aid to attend school ☼
- Percent of Housing Choice Vouchers households who are proximate to proficient schools<sup>2</sup> (tracking only)
- Rating of public schools in Choice Neighborhoods communities (tracking only)
- Percent of Choice Neighborhoods communities showing an increase since grant award in the percentage of target resident students who are at or above grade level according to state mathematics assessments (tracking only)
- Percent of Choice Neighborhoods communities showing an increase since grant award in the percentage of target resident students who are at or above grade level according to state reading or language arts assessments (tracking only)
- Percent of Choice Neighborhoods communities showing an increase since grant award in the percentage of target resident children, from birth to kindergarten entry, participating in center-based or formal home-based early learning settings
- Percent of Choice Neighborhoods communities showing an increase since grant award in the percentage of target resident youth involved in formal positive youth development activities

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<sup>2</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” 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.

**Economic Prosperity**

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

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

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

**Strategic Goal: Build Strong, Resilient, and Inclusive Communities**▶ **Strategic Objective: Fair Housing**

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

▶ **Strategic Objective: Green and Healthy Homes**

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

▶ **Strategic Objective: Disaster Resilience**

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

► **Strategic Objective: Community Development**

**ConnectHome**

- Percent of public housing households with school-age children in ConnectHome communities with at-home high-speed Internet 🔄
- Number of HUD-assisted households that gain high-speed internet access through ConnectHome 🔄
- Percent of new residential construction and substantial rehabilitation projects that support broadband internet connectivity in individual housing units 🔄

**Choice Neighborhoods**

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

**Community Development Block Grants (CDBG)**

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

**Community Needs Assessment (CNA)**

- Number of CNA action plans

**Promise Zones**

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

**Strong Cities, Strong Communities (SC2)**

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

**Sustainable Communities Initiative (SCI)**

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

## Performance Metrics: Our Progress

### Status of HUD Metrics in FY16

Below is a high level progress update on HUD Metrics for FY16<sup>3</sup>. Please note that this table excludes any metrics that are for “tracking only” or are meant to establish baselines.

Metric	FY16 Target	FY16 Actual	Target Met?	Page
<b>Strategic Goal: Strengthen the Nation’s Housing Market to Bolster the Economy and Protect Consumers</b>				
Federal Housing Administration share of originations	10-15%	16.9%	X	29
Percent of loans endorsed with credit score < 680	70.0%	55.2%	X	30
Percent of loans endorsed with credit score < 680 without a 90-day delinquency during the first three years	85.0%	89.6%	✓	31
HUD’s Housing Counseling program clients served	1,400,000	1,207,849	X	31
Percent of Housing Counseling clients that gain access to resources to improve their housing situation	25%	23.2% <sup>4</sup>	X	31
Percent of Housing Counseling clients for whom a counselor developed a sustainable household budget	50%	41.5% <sup>5</sup>	X	31
Asset disposition recovery rate	48%	49%	✓	33
Percent of modifications resulting in re-defaults within six months of closing	<10%	6.45%	✓	33
Loss mitigation uptake	>20%	35.7%	✓	34
Number of FHA-insured mortgages benefitting from housing counseling	70,000	56,748	X	34
Capital Reserve Ratio	≥2.00%	2.32%	✓	34
<b>Strategic Goal: Meet the Need for Quality Affordable Rental Homes</b>				
Number of households served through HUD rental assistance	5,618,083	5,625,944	✓	38
Number of units converted using the Rental Assistance Demonstration (RAD): First Component	75,000	42,465	X	39
Number of units converted using the Rental Assistance Demonstration (RAD): Second Component	17,900	18,695	✓	39
Housing Choice Voucher budget utilization rate	CY16: 99.00%	101.84%	✓	40
Public Housing occupancy rate	96.00%	95.69%	X	40
Percent of Section 8 Housing Assistance Payment contracts renewed	98.50%	98.09%	X	40
<b>Strategic Goal: Use Housing as a Platform for Improving Quality of Life</b>				
Total veterans living on the streets, experiencing homelessness	FY15: 0	FY15: 13,067	X	48

<sup>3</sup> Footnotes explaining missed targets appear throughout the document, but are not present here.

<sup>4</sup> Ibid.

<sup>5</sup> Ibid.

Metric	FY16 Target	FY16 Actual	Target Met?	Page
Total homeless veterans temporarily living in shelters or transitional housing	FY15: 12,500	FY15: 26,404	X	48
Individuals experiencing chronic homelessness	FY15: 66,000	FY15: 77,486	X	48
Number of new permanent supportive housing beds dedicated to individuals and families experiencing chronic homelessness	FY15: 5,000	FY15: 8,878	X	48
Percent of new permanent supportive housing beds dedicated to individuals and families experiencing chronic homelessness	FY15: 100%	FY15: 97%	X	49
Veterans placed in permanent housing	49,000	63,094	✓	49
Percent of permanent supportive housing serving individuals and families experiencing chronic homelessness	FY15: 47%	FY15: 49%	✓	50
Families Experiencing Homelessness	FY15: 66,110	FY15: 61,265	✓	50
Percent of Emergency Solutions Grant dollars dedicated to rapid re-housing for homeless families	FY15: 25%	FY15: 27%	✓	50
Percent of Section 3 residents hired, of total hiring that occurs as a result of Section 3 covered HUD funding	47.0%	51.4%	✓	59
Percent of total dollar amount of construction contracts awarded to Section 3 businesses by covered HUD funding	12.5%	9.0% <sup>6</sup>	X	59
Number of self-certified Section 3 businesses in HUD's registry nationwide	1,500	2,709	✓	60
Number of states with Section 3 certified businesses in HUD's registry	45	51	✓	60
Number of successful transitions from institutions through Section 811 Project Rental Assistance program	250	231	X	63
Percent of PHAs that have smoke-free public housing policies (cumulative)	22.0%	22.1%	✓	63
Average CMS STAR rating of Section 232 nursing home commitments	>2.8	2.8	✓	63
<b>Strategic Goal: Build Strong, Resilient, and Inclusive Communities</b>				
Number of people receiving remedies through Fair Housing Act enforcement work	≥4,500	7,425	✓	66
Average number of persons receiving remedies through Fair Housing Act enforcement work per case	≥5.6	13.4	✓	66
Number of Fair Housing Act cases with relief exceeding \$25,000	≥45	35	✓	66
Number of Fair Housing Act cases open more than 300 days at the end of the fiscal year	≤650	579	✓	67
Number of HUD-assisted or HUD-associated units completing energy efficient and healthy retrofits or new construction	≥79,537	83,385	✓	69

<sup>6</sup> Data still preliminary: With 63 percent of FY 2016 report received as of December 2016.



Metric	FY16 Target	FY16 Actual	Target Met?	Page
Number of properties participating in utility data benchmarking	≥3,300	N/A	N/A	70
Installed megawatts toward federal renewable energy target	≥20 MW	76 MW	✓	70
Estimated impact of energy efficiency programs on HUD-assisted portfolio: Cumulative estimate of energy savings in the HUD-assisted portfolio	≥2.9%	2.8%	X	71
Estimated impact of energy efficiency programs on HUD-assisted portfolio: Estimated share of HUD-assisted portfolio impacted by energy efficiency programs	≥12.1%	11.9%	X	71
Estimated cumulative reduction in carbon emissions (metric tons)	≥182,955	189,810	✓	71
Estimated Cumulative Water Saved (gallons)	≥21.6 million	20.9 million	X	71
Percentage of Better Buildings Challenge multifamily housing partners reporting energy use	≥50%	42%	X	72
Number of Better Buildings Challenge multifamily housing units	≥500,000	693,917	✓	72
Percent of the HUD Climate Change Adaptation Plan actions completed	≥60%	71%	✓	79
Percentage of public housing households with school-age children in ConnectHome communities with at-home high-speed internet	≥35%	54%	✓	82
Number of Public Housing households with school-age children that gain free or low-cost high-speed internet access through ConnectHome	≥10,000	5,000	X	82
Number of replacement housing units developed	≥662	449	X	86
Number of non-replacement housing units developed	≥346	91	X	86
Number of jobs created or retained by CDBG grantees	≥18,000	18,884	✓	89
Number of Community Needs Assessment (CNA) action plans	≥75	85	✓	92
Promise Zones: Number of Federal grants received with preference	25	17	X	94
Strong Cities (SC2): Amount of existing federal funds more effectively utilized due to technical assistance and capacity building	≥\$50 million	\$43.3 million	X	97
Number of best practices adopted by SC2 cities	≥20	24	✓	97
Number of new local partnerships formed as a result of an SC2 intervention	≥220	305	✓	97

<b>Achieving Operational Excellence</b>				
<b>Metric</b>	<b>FY16 Target</b>	<b>FY16 Actual</b>	<b>Target Met?</b>	<b>Page</b>
<b>Percentage of requisitions released by the target requisition release date (by Program Office)</b>	30%	N/A	N/A	101
<b>Percentage of awards meeting target award date (by the Office of the Chief Procurement Officer)</b>	60%	N/A	N/A	101
<b>Number of pre-complaint resolutions occurring through the Alternate Dispute Resolution process</b>	55	50	<b>X</b>	104
<b>Number of complaint filings per fiscal year</b>	72	54	✓	104
<b>Reduce significantly overdue audit recommendations</b>	50%	52.8%	✓	106
<b>Percentage of timely management decisions</b>	95%	93%	<b>X</b>	106
<b>Notice of Funding Availability (NOFA) timeliness</b>	210	229	✓	108
<b>Promote greater leadership effectiveness at HUD: Retention rate of supervisors/managers</b>	93.2%	97.6%	✓	110
<b>Promote greater leadership effectiveness at HUD: Number of management training completions</b>	2,685	495	<b>X</b>	110
<b>Promote greater leadership effectiveness at HUD: Number of workshops, seminars, and trainings for leaders, managers, and supervisors</b>	50	93	✓	110
<b>Enhance employee engagement: Employee Viewpoint Survey engagement index</b>	64	66	✓	111
<b>Enhance employee engagement: Percent of offices with engagement plans</b>	100%	100%	✓	111
<b>Enhance employee engagement: Percent of activities on engagement plans complete</b>	75%	47	<b>X</b>	111
<b>Human capital customer satisfaction</b>	48.9	N/A	N/A	111
<b>Number of IT systems</b>	186	193	<b>X</b>	113
<b>Cost of IT systems (in millions)</b>	\$76.86	N/A	N/A	113
<b>IT customer service satisfaction scores</b>	82%	97%	✓	114
<b>Amount of money spent on space and travel (in millions)</b>	\$122.00	\$144.05	<b>X</b>	115
<b>HUD Space Utilization (in sq. ft.)</b>	342	360	<b>X</b>	116

## Performance Milestones: Our Progress

### Status of Milestones in FY 2016

Below is a high level progress update on HUD Goals and Milestones for FY 2016.<sup>7</sup>

Key	
Green	Achieved
Yellow	Delayed
Red	Cancelled or Removed

Milestone	Target Date	Status	Page
<b>Determine appropriate testing strategy for the use of alternative credit scorecards.</b>	9/30/2016	Achieved	25
<b>Issue guidance to lenders on statistically robust scorecards to help remove incentives for overlays.</b> Overlays are additional requirements by loan providers that can prevent otherwise creditworthy borrowers from accessing loan products.	9/30/2016	Canceled	25
<b>Complete and implement components of the new quality assurance framework</b> to provide clarity and transparency in FHA's policies and encourage lending to qualified borrowers across the credit spectrum.	9/30/2016	Achieved	27
<b>Evaluate policy regarding loss mitigation and asset disposition</b> and issue appropriate mortgagee letters on any updates necessary to revise FHA guidance.	12/31/2016	Achieved August 2016	27
<b>Publish rule that revises FHA condominium policy.</b>	12/31/2016	Delayed. The rule is expected to be finalized in FY2017.	27
<b>Update and streamline single family housing policy and underwriting standards</b> by transitioning from multiple handbooks to a single policy handbook.	12/31/2016	Achieved	28
<b>Begin certifying housing counselors</b> to create a professional network of independent and knowledgeable housing counselors	3/30/2017	Achieved	28
<b>Implement comprehensive policies through mortgagee letters and rulemaking</b> that will mitigate the negative capital reserve on the Mutual Mortgage Insurance Home Equity Conversion Mortgage (HECM) portfolio.	3/31/2016	Achieved as of January 2017	32
<b>Implement system changes to improve data quality</b> for the number of FHA borrowers who receive housing counseling before loan origination.	9/30/2016	Achieved June 2016	32

<sup>7</sup> Footnotes explaining missed milestones appear throughout the document, but are not present here.

Milestone	Target Date	Status	Page
<b>Update the Distressed Asset Stabilization Program (DASP)</b>	12/31/2016	<b>Achieved September 2016</b>	32
<b>Implement an asset execution model that supports FHA realization of optimal recovery across disposition strategies.</b> These strategies are geared to keep distressed borrowers in their homes and communities.	12/31/2016	<b>Delayed</b>	33
<b>Provide technical assistance on the HOME Rule.</b>	9/1/2016	<b>Achieved September 2016</b>	38
<b>Ensure elimination of the unit cap on RAD First Component conversions by Congress.</b>	10/1/2016	<b>Incomplete</b>	38
<b>Publish the HMIS Final Rule.</b>	12/31/2015	<b>Delayed</b>	46
<b>Announce FY 2015 CoC Program Competition awards per the FY 2015 Notice of Funding Availability (NOFA).</b>	2/15/2016	<b>Achieved March 2016</b>	46
<b>Publish the Notice for public comment for the CoC Program Interim Rule.</b>	7/31/2016	<b>Delayed</b>	46
<b>End veteran homelessness.</b> Completion of this milestone will be assessed using the January 2016 PIT count, available in fall 2016.	End of 2015	<b>Delayed</b>	46
<b>With VA, encourage maximum participation among communities in the 2016 PIT count.</b>	1/31/2016	<b>Achieved January 2016</b>	46
<b>Release report on the University of Pennsylvania multi-site study</b> on the effect of HUD assistance on educational outcomes for children and youth, a pilot study that demonstrates the potential of matching housing and education administrative data for research.	7/15/2016	<b>Delayed until March 2017</b>	55
<b>Develop and sign an MOU between HUD, Federal Student Aid (FSA), and IRS Volunteer Income Tax Assistance (VITA) sites</b> serving HUD-assisted households to increase awareness and early completion of FAFSA applications.	9/30/2016	<b>Removed</b>	55
<b>Collect baseline data on Section 3 results using new Section 3 reporting tool.</b>	2/1/2016	<b>Achieved November 2016</b>	55
<b>Assess current capacity of Neighborhood Network Centers</b> in Multi- family and public housing developments to improve understanding of residents' digital literacy and access to online resources.	3/31/2016	<b>Achieved May 2016</b>	56
<b>Develop technical assistance strategy and materials, and deliver technical assistance on Section 3.</b>	9/30/2016	<b>Delayed. New target date 6/30/2017</b>	56
<b>Building evidence of effective models and cross system impact.</b>	Summer 2015	<b>Achieved January 2016</b>	62

Milestone	Target Date	Status	Page
Increasing use of Medicaid as a source for services in Continuums of Care through the H <sup>2</sup> Initiative.	7/31/2016	Achieved	62
Develop a measure(s) for assessing the effect of targeted education and outreach efforts.	9/30/2016	Achieved September 2016	65
Incorporate fair housing topics into existing technical assistance delivery by HUD program offices.	9/30/2016	Achieved September 2016	65
Develop and implement internal training to increase HUD employee understanding of the role of fair housing in HUD's mission.	9/30/2016	Achieved September 2016	65
Complete outreach to impacted states on new energy code requirements (2009 IECC/ASHRAE 2007).	12/31/2015	Delayed	68
Establish solar/renewable energy baseline in federally assisted housing.	6/30/2016	Achieved Summer 2016	68
Release a green Capital Needs Assessment e-tool in multifamily housing.	6/30/2016	Achieved December 2016	68
Publish guidance on single family Property Assessed Clean Energy (PACE) program.	9/30/2016	Achieved July 2016	68
Implement HUD portfolio-wide utility data collection and benchmarking policies.	9/30/2016	Delayed	68
Issue Energy Retrofit Pay for Success NOFA.	10/31/2016	Delayed	68
Ensure that Notices of Funding Availability (NOFAs) throughout the Department include information on lead safety and disclosure rules.	9/30/2017	Achieved November 2016	69
Publish consistent and aligned disaster assistance policies and program requirements.	9/30/2017	Achieved April 2016	77
Publish guidance on the use of 203(k) products for hazard mitigation.	10/1/2016	Delayed until mid-2017	77
Update Consolidated Planning guidance to require consideration of climate change impacts on low- and moderate-income individuals.	10/1/2016	Achieved January 2017	77
Publish analysis of impacts that identifies the most vulnerable HUD-funded physical assets.	10/1/2016	Delayed to January 2018	78
Complete the rulemaking process to update 24 CFR Part 55 in alignment with the Federal Flood Risk Management Standard.	12/31/2016	Delayed	78
Publish additional guidance to grantees on compliance and the use of green infrastructure approaches.	12/31/2016	Achieved in December 2016	78
Publish guidance on the use of CDBG for climate change adaptation/resilience.	12/31/2016	Delayed	78

Milestone	Target Date	Status	Page
Begin rulemaking that requires HUD-funded new residential construction and substantial rehabilitation projects to support high-speed internet connectivity in each housing unit.	2/29/2016	Achieved May 2016	81
Begin rulemaking to integrate high-speed internet feasibility and needs assessment as a component of the Consolidated Planning process, which serves as a framework for a community-wide dialogue to identify housing and municipal development priorities.	2/29/2016	Achieved in May 2016	81
Supply guidance and share best practices with CPD and Office of Native American Programs (ONAP) grantees on how to use existing HUD funding to support high-speed internet connectivity.	12/31/2016	Achieved February 2016	81
Award new technical assistance contract or cooperative agreement.	10/1/2015	Achieved February 2016	85
Establish formal procedure for closing Choice Neighborhoods transactions that replace public housing with Rental Assistance Demonstration (RAD) units.	6/30/2016	Achieved October 2016	85
Award Choice Neighborhoods Planning and Action Grants.	9/30/2016	Achieved June 2016	85
Award Community Compass Cooperative Agreements for Choice Neighborhoods data/reporting and technical assistance.	12/31/2016	Achieved December 2016	86
Develop a CNA Best Practices Document.	9/30/2016	Achieved June 2016	91
Complete Operational Action Plan submitted by each Round 2 CNA Community.	9/30/2016	Achieved September 2016	91
Create and Test Community Development Marketplace (CDM).	9/30/2015	Achieved April 2016	93
Deepen placed based professional development for staff.	9/30/2016	Achieved in FY 2016	94
Designate a total of 20 Promise Zones.	12/31/2016	Achieved June 2016	94
Complete the second SC2 Annual Report.	3/31/2016	Achieved in January 2017	96
Complete an exit strategy report for each SC2 city with an engagement end date in FY16.	3/31/2016	Delayed until Q2 FY17	96
Develop and implement a means to measure the quality of acquisitions at various pain points in the acquisition process.	9/30/2016	Achieved June 2016	100
IT integration of ODEEO cloud based system with current HUD IT infrastructure.	6/30/2016	Achieved August 2016	103

Milestone	Target Date	Status	Page
Completion of agency-wide phased E-file education to program offices.	6/30/2016	Achieved August 2016	103
Initial execution of a virtual data layer for the DATA Act.	2/29/2016	Delayed till September 2017	105
Realign and consolidate performance data elements for enterprise performance reporting for discretionary grants.	4/30/2016	Achieved August 2016	107
Implement grants management pilot leveraging shared services software solution for electronic processing of competitive grant awards.	7/30/2016	Achieved August 2016	108
Implement an enterprise performance reporting capability pilot for competitive grants.	10/31/2016	Achieved September 2016	108
Launch Hiring Excellence Campaign to educate and support hiring officials and applicants.	2/1/2016	Achieved March 2016	109
Conduct quality improvement project with the hiring process.	3/1/2016	Delayed. Will be completed by FY17	109
Conduct human capital customer satisfaction survey of transactional products and services.	3/15/2016	Delayed. Will be completed by FY17	110
Update the Department and program offices' employee engagement strategy.	3/15/2016	Achieved December 2016	110
Implement an IT Human Capital Plan.	6/30/2016	Delayed till Q3 FY2017	112
Execute training strategy to close skills gap identified through the HUD Learn organization-wide skills assessment.	7/31/2016	Achieved July 2016	112
Establish baseline and roadmap for platform modernization and standardization.	9/1/2016	Delayed till Q2 FY2017	112
Establish a continuous governance process where OCIO Senior Leadership communicates regularly with Program and other CXO office's Senior Leadership.	9/30/2016	Achieved September 2016	113
Transition HUD data center.	12/31/2016	Achieved November 2016	113
Identify opportunities to reduce space through better use of technology.	3/31/2016	Achieved in 2016	115

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

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

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

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



## 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.

### FY 2016 PROGRESS UPDATE<sup>8</sup>

For the first three quarters of FY 2016, the overall market-share of single-family originations insured by FHA was 17.1 percent. Full FY 2016 data will not be available until March 2017. Previously in FY 2015, the overall market-share of single-family originations insured by FHA was 17.4 percent (based on number of loans), compared to 13.6 percent in FY 2014. This 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. Additionally, HUD determined appropriate testing strategies for the use of alternative scorecards ahead of the September 30, 2016 target date; testing is underway and is expected to conclude in the Spring of 2017.

### MAJOR MILESTONES

9/30/2016

**Determine appropriate testing strategy for the use of alternative credit scorecards.** Credit scorecards estimate the probability a potential borrower will exhibit a behavior like bankruptcy, default, or delinquency. Several methods are available to calculate a more accurate scorecard, increasing the predictability of borrower activity.

*Achieved. A testing strategy was determined, and testing was underway as of this publication. Testing is expected to be completed in Spring of 2017.*

9/30/2016

**Issue guidance to lenders on statistically robust scorecards to help remove incentives for overlays.** Overlays are additional requirements by loan providers that can prevent otherwise creditworthy borrowers from accessing loan products.

*Canceled. Senior leadership decided in the last fiscal year to move away from this milestone, and instead focused on removing incentives for overlays through discussions with lenders and improved clarity in enforcement policy and guidelines.*

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<sup>8</sup> Performance indicators for this Strategic Objective are measured on a Calendar Year (CY) basis.

**MEASURING OUR PROGRESS**

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 single-family new originations for private capital, Government-sponsored enterprises (GSEs), Federal Housing Administration (FHA), and Veterans Affairs (VA)**

This measure tracks the share of the mortgage market for all private lenders, GSEs (Fannie Mae and Freddie Mac), FHA, and VA in order to observe FHA’s role in the housing market and the balance of the housing market.

	CY13 Actual	CY14 Actual	CY15 Actual	CY16 Actual <sup>9</sup>	CY16 Target
Overall market-share of single-family originations for private capital	21%	26%	29%	TBD	Tracking Only
Overall market-share of single-family originations for GSEs	61%	53%	47%	TBD	Tracking Only
Overall market-share of single-family originations for FHA	11%	11%	13%	TBD	Tracking Only
Overall market-share of single-family originations for VA	7%	10%	10%	TBD	Tracking Only

► **Share of FHA mortgages to first-time home buyers<sup>10</sup>**

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	CY16 Target
79.1%	81.6%	81.5%	82.25%	Tracking Only

<sup>9</sup> CY 2016 data will be available September 2017 via Home Mortgage Disclosure Act Data.

<sup>10</sup> CY 2013 and CY 2014 numbers have been updated from previously reported results due to regular minor revisions to prior years’ data within the Single Family Data Warehouse.

## Strategic Objective: Credit Access

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

### FY 2016 PROGRESS UPDATE

Through the third quarter of FY 2016, housing counseling providers have reported serving over 945,000 clients toward the year-end target of 1.4 million clients served. More than 23 percent of these housing counseling clients gained access to resources to improve their housing situation, exceeding last year's percent of 17.5; 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 2016, 89.6 percent of loans endorsed with credit scores below 680 did not include a 90-day delinquency during the first three years; this is exceeding our target of 85 percent.

### MAJOR MILESTONES

- 9/30/2016**      **Complete and implement components of the new quality assurance framework** to provide clarity and transparency in FHA's policies and encourage lending to qualified borrowers across the credit spectrum.
- Develop new underwriting defect taxonomy framework.  
*Achieved as of the end of FY2015.*
  - Implement supplemental performance metric.  
*Achieved as of 8/17/2015.*
  - Update lender and loan-level certifications.  
*Achieved as of 8/4/2016.*
  - Implementation of new Loan Review System to include defect taxonomy framework.  
*Delayed. While the development of the Loan Review System is on schedule, implementation is expected in April 2017. This date was extended from 9/30/2016 due to acquisition related delays.*
- 12/31/2016**      **Evaluate policy regarding loss mitigation and asset disposition** and issue appropriate mortgagee letters on any updates necessary to revise FHA guidance.
- Achieved as of August 2016. In Feb 2016, HUD published three key loan servicing mortgagee letters to assist servicers in offering loss mitigation, clarifying foreclosure timelines, and in conveying properties to HUD in a timely manner. In August 2016 FHA published the Single Family Disposition Final Rule, updating 20-year-old regulatory guidance that aligned the Department's disposition activities with current industry practices, and allows HUD to conduct its Single-Family Property Disposition Program more efficiently and effectively. FHA also published a Mortgagee letter that updated FHA's loss mitigation retention option waterfall.*
- 12/31/2016**      **Publish rule that revises FHA condominium policy.** Condominium purchases provide affordable homeownership opportunities for first-time homebuyers who may not otherwise be able to secure financing. FHA requires the condominium projects to be approved in order to permit purchasers to use FHA financing to purchase condominium units. FHA monitors the performance of the condominium project portfolio to determine if the current policy guidelines are effective in reducing risk to

the Mutual Mortgage Insurance Fund (MMIF). In FY2015 and FY2016 FHA worked on rulemaking to implement several improvements to condominium policy. The rulemaking process started during FY2016, with positive feedback from the industry on the proposed rule that was published near the end of the fiscal year.

*Delayed. The rule finished its 60-day public comment period on 11/28/16, and FHA staff is currently evaluating the feedback, with the rule targeted to be finalized in FY2017.*

**12/31/2016**

**Update and streamline single family housing policy and underwriting standards** by transitioning from multiple handbooks to a single policy handbook. The goal of the new handbook is to create a single authoritative source of policy that uses clear, consistent, and more direct language that aligns the flow of the handbook to the mortgage process and makes it easier to understand and implement policy changes.

*Achieved. The new handbook has been completed through a method of posting subsections for stakeholder feedback before publication.*

**3/30/2017**

**Begin certifying housing counselors** to create a professional network of independent and knowledgeable housing counselors. Statutory requirements of Public Law 111-203, 124 Stat. 1376 required the creation of a certification process for individual counselors. During FY 2015 and 2016, the Office of Housing Counseling continued work on the final counselor certification rule, while also producing significant preparatory materials for counselors anticipating the exam.

*The final counselor certification rule was published 12/14/2016. HUD estimates that housing counselors could begin testing and certification by 3/30/2017, but certification will not be mandatory until approximately March 2020.*

**MEASURING OUR PROGRESS**

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

▶ **Federal Housing Administration share of originations<sup>11</sup>**

This indicator measures the percentage of mortgage originations<sup>12</sup> in the housing market that were made by FHA.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
13.8%	13.6%	17.4%	16.9% <sup>13</sup>	10-15%

▶ **Federal Housing Administration minority<sup>14</sup> borrowers<sup>15</sup>**

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

	CY13 Actual	CY14 Actual	CY15 Actual	CY16 Actual	CY16 Target
Minority Endorsements	333,443	250,861	381,995	416,758	Tracking Only
Minority Share of Total	27.8%	32.1%	31.4%	32.2%	Tracking Only

<sup>11</sup> FY 2013 and FY 2014 numbers have been updated to reflect regular revisions in both HUD and publicly available numbers.

<sup>12</sup> Single Family Housing mortgage originations.

<sup>13</sup> The FY 2015 and FY 2016 actuals are outside of the target range due to FHAs lowering of the annual mortgage insurance premiums. This reduction was made effective on 1/26/2015 and had an impact on origination volume throughout FY 2015 and into FY 2016.

<sup>14</sup> For this metric, “minority” is defined to include all persons of Hispanic or Latino origin and all races other than White.

<sup>15</sup> Past years updated to reflect more precise reporting metric. Source: Single Family Data Warehouse.

► **Federal Housing Administration insured purchase lending as a percent of total purchase activity by region<sup>16</sup>**

This indicator measures FHA’s market-share by Census region.<sup>17</sup>

Region	CY13 Actual	CY14 Actual	CY15 Actual	CY16 Actual <sup>18</sup>	CY16 Target
Midwest	23%	20%	24%	TBD	Tracking Only
Northeast	21%	19%	23%	TBD	Tracking Only
West	25%	23%	26%	TBD	Tracking Only
South	25%	22%	26%	TBD	Tracking Only
Puerto Rico	36%	36%	52%	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. Credit scores help lenders to make billions of credit decisions every year. Scores range from 300 to 850. FHA’s traditional first-time borrower is targeted to be a borrower with a credit score of less than 680.

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
45.5%	55.1%	55.7%	55.2% <sup>19</sup>	70.0%

<sup>16</sup> Past years updated to reflect more precise reporting metric.

<sup>17</sup> All regions calculated according to Census region, except for Puerto Rico.

<sup>18</sup> CY 2016 data available September 2017 from the Consumer Financial Protection Bureau.

<sup>19</sup> FHA does not make loans to borrowers, so is unable to have full control over this metric. FHA continues to work with lender partners to seek increased Access to Credit for creditworthy borrowers.

▶ **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	FY16 Target
83.4%	86.0%	87.6% <sup>20</sup>	89.6%	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	FY16 Target
1,567,530	1,331,573	1,336,920	1,207,849 <sup>21</sup>	1,400,000

▶ **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	FY16 Target
No Data	No Data	17.5%	23.2% <sup>22</sup>	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	FY16 Target
No Data	No Data	41.4%	47.4% <sup>23</sup>	50%

<sup>20</sup> The FY 2015 Annual Performance Report/FY 2017 Annual Performance Plan reported the FY 2015 actual as 88.0 percent. Based on improved historical calculations, this actual has been revised to 87.6 percent.

<sup>21</sup> The program fell short of the FY 2016 target due to decreases in funding from major sources such as the National Foreclosure Mitigation Counseling program, the National Mortgage Settlement, and the Home Affordable Modification Program. This decline in funding accompanied by increases in costs due to greater complexity of cases, limits the capacity of housing counseling agencies and caused a number of counseling programs to close down.

<sup>22</sup> HUD believes the reported percentage is negatively impacted by challenges among housing counseling agencies in tracking and reporting data, and is working with them to improve data quality.

<sup>23</sup> HUD believes the reported percentage is negatively impacted by challenges among housing counseling agencies in tracking and reporting data, and is working with them to improve data quality.

## 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.**

### FY 2016 PROGRESS UPDATE

The MMI Capital Reserve Ratio moved to 2.32 percent in FY 2016, accumulating \$3.8 billion in economic value over the fiscal year. The economic net worth of the single family housing portfolio increased by \$18.3 billion, but the Home Equity Conversion Mortgage (HECM) portfolio decreased by \$14.5 billion, again reflecting its volatility. The Capital Reserve Ratio has improved three years in a row, and continues to exceed the congressionally mandated two percent threshold.

In FY 2016, over 56,000 FHA-insured mortgages benefitted from housing counseling. Though this number represents a ten percent decrease from FY 2015, the decrease was primarily driven by a lower volume of HECMs. HECMs require borrowers to receive HUD approved counseling services. Efforts instituted via system changes and communications yielded positive results in that the volume of FHA loans that do not require counseling, but reportedly benefitted from HUD-approved counseling, increased by nearly 3,000 from FY 2015, a 60 percent increase. This increase partially off-set the decrease in HECM volume, but was not enough to increase the total number of FHA loans benefitting from housing counseling.

### MAJOR MILESTONES

**3/31/2016**                      **Implement comprehensive policies through mortgagee letters and rulemaking** that will mitigate the negative capital reserve on the Mutual Mortgage Insurance Home Equity Conversion Mortgage (HECM) portfolio.

*Achieved as of January 2017. The final rule was published 1/19/2017 and goes into effect 9/19/2017.*

**9/30/2016**                      **Implement system changes to improve data quality** for the number of FHA borrowers who receive housing counseling before loan origination.

*Achieved as of June 2016.*

**12/31/2016**                      **Update the Distressed Asset Stabilization Program (DASP).** The DASP sale program is a disposition option that allowed FHA Servicers to assign defaulted mortgages to HUD; the Department then sells these notes in competitive sales. The Neighborhood Stabilization Outcome (NSO) strategy pools some of these assigned loans in targeted geographical areas.

*Achieved in September 2016. Enhancements to the DASP sale were announced in June 2016 and implemented in the DASP 2016-2 sale on September 14, 2016. Eleven changes were implemented, including a requirement for buyers to make principal forgiveness the first option buyers must consider offering to borrowers when evaluating for a modification, a payment shock prevention requirement to prevent rapid and significant increases in modification payment terms when modifications are offered, and an abandonment/lien release prohibition to prevent buyers from walking away from vacant properties.*



12/31/2016

**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.

*On track. On September 29, 2016, FHA completed the procurement of a Best Asset Execution contractor to assist with the optimal disposition of single family assets. As of March 2017, full implementation is on hold due to a protest of the contract award by a non-selected offeror.*

**MEASURING OUR PROGRESS**

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

▶ **Asset disposition recovery rate<sup>24</sup>**

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. REO Alternate Strategies include Note Sales (DASP and Claims without Conveyance of Title [CWCOT]), Third Party Sales (TPS), and Pre-Foreclosure Sales (PFS). This broader metric better reflects the change in asset disposition recovery strategy and specifically success in the REO Alternate Strategies. Beginning with FY 2016, HUD established a target for the entire asset disposition recovery strategy, rather than disposition of individual REO assets. This strategy better ensures that HUD will help stabilize neighborhoods.

	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
<b>Overall</b>	42%	48%	49%	49%	48%

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

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

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

<sup>24</sup> Previously reported FY 2013 and FY 2015 numbers have been updated to reflect occasional revisions to the underlying data.

► **Loss mitigation uptake**

The loss mitigation uptake metric assesses the efforts of servicers in assisting borrowers to avoid foreclosure and allow them to remain in their homes. This indicator is calculated by dividing the number of permanent loss mitigation retention actions received by borrowers by the number of seriously delinquent mortgages in that same month, calculated each month and averaged across the past 12 months. “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<sup>25</sup> and partial claims<sup>26</sup> on the unpaid balance of the loan.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
24.9%	51.7%	39.8%	35.7%	≥20.0%

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

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
No Data	No Data	63,083	56,748 <sup>27</sup>	70,000

► **Capital Reserve Ratio**

The Capital Reserve Ratio compares the economic net worth of the MMIF to the dollar balance of active, insured loans at a point in time. Economic net worth is defined as a net asset position, where the present value of expected future revenues and net claim expenses is added to current balance sheet positions. The Capital Reserve Ratio computation is part of an annual valuation of the outstanding portfolio of insured loans at the end of each fiscal year. The two percent target represents the statutory requirement for the fund.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
-0.11%	0.41%	2.07%	2.32%	≥2.00%

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

<sup>26</sup> In a partial claim action, the lender makes a claim on the government’s mortgage insurance for part of the borrower’s indebtedness, resulting in a deferred subordinate lien to the government in that amount at zero percent (0 percent) interest rate. This reduces the borrower’s indebtedness to the lender, enabling the borrower to make payments on the remaining portion of the mortgage debt. The amount of the partial claim does not have to be repaid to the government until the property is sold or refinanced or until the modified loan balance is paid in full.

<sup>27</sup> The number of FHA-insured mortgages benefitting from housing counseling experienced a 10 percent decrease from FY 2015. This decrease was primarily driven by a decrease in Home Equity Conversion Mortgages (HECMs), which require borrowers to receive HUD approved counseling services. During FY 2016, HUD issued system changes and communications to improve how FHA lenders report counseling for loans with no counseling requirement. These efforts appear to have yielded positive results that partially offset the decrease in HECM volume but were not enough to increase the total number of FHA loans benefitting from housing counseling. HUD hopes to continue to see positive results from these efforts during FY 2017, but the volume of HECM loans will likely continue to be a major driver for this metric.

## **Strategic Goal: Meet the Need for Quality Affordable Rental Homes**

**Strategic Objective:** Ensure sustainable investments in affordable rental housing.

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

## Strategic Objective: Rental Investment

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

### FY 2016 PROGRESS UPDATE

The nation’s affordable rental housing crisis has worsened rapidly, exacerbated by the tightening of rental markets due to a lack of affordable housing units. HUD programs produced 78,432 rental units in FY 2016. The Office of Housing programs produced 45,012 rental units, Public and Indian Housing programs produced 25,786 units, and Community Planning and Development programs produced 7,625 units.

### MEASURING OUR PROGRESS<sup>28</sup>

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

▶ **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	TBD <sup>29</sup>	Tracking Only

▶ **Proportion of very low-income renters facing severe rent burdens<sup>30</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	Tracking Only

<sup>28</sup> The three indicators below do not have annual targets. Indicators are based on datasets that are not all reported annually and not available until at least one year later in quarter two of FY 2017.

<sup>29</sup> Data on worst case housing needs, proportion of very low-income renters facing severe rent burdens, and percentage of rental units built in the preceding four years that are affordable to very low-income renters are published every other year. The next report and the 2015 data it will use are expected in early 2017.

<sup>30</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.

► **Percentage of rental units built in the preceding four years that are affordable to very low-income renters,**<sup>31</sup> prepared using [AHS](#) data.

FY11 Actual	FY13 Actual	FY15 Actual	FY15 Target
34%	22.3%	TBD <sup>32</sup>	Tracking Only

► **Production of rental units**

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

	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
Housing Programs	28,674	37,155	46,615	Tracking Only
Public and Indian Housing Programs	5,773	3,985	4,179	Tracking Only
Community Planning and Development Programs <sup>33</sup>	20,540	14,779	14,026	Tracking Only

<sup>31</sup> Very low-income renters have a household income of 50% or less of the area median income.

<sup>32</sup> The 2015 data is expected in May 2017 with the release of the Worst Case Housing Needs Reports.

<sup>33</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.

### ★ Preserving Affordable Rental Housing is an Agency Priority Goal (APG) for FY 2016 ★

#### FY 2016 PROGRESS UPDATE

Please refer to the Final Progress Update on page 43 for details.

#### MAJOR MILESTONES

- 9/1/2016**                      **Provide technical assistance on the HOME Rule.**

*Achieved. Guidance and technical assistance on the HOME Rule were provided on multiple occasions to grantees throughout 2016. Commitment subsidy layering notices were issued in December 2015 and webinars were executed in May and November of 2016.*
- 10/1/2016**                      **Ensure elimination of the unit cap on RAD First Component conversions by Congress.**

*Incomplete. The unit cap on RAD public housing conversions was not eliminated.*

#### MEASURING OUR PROGRESS

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

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

Between October 1, 2015 and September 30, 2017, HUD aims to preserve and expand affordable rental housing through its rental housing programs to serve an additional 134,418 households over a baseline of 5,547,521. For a detailed breakdown of each program office’s contributions toward the agency’s rental target, see page 43.

FY13 Actual	FY14 Actual	FY15 Actual <sup>34</sup>	FY16 Actual	FY16 Target <sup>35</sup>
5,425,424	5,471,618	5,547,521	5,625,944	5,618,083

<sup>34</sup> Revised down from the total reported in the FY 2015 Annual Performance Report based upon improved RAD data.  
<sup>35</sup> Adjusted to reflect revised FY 2015 baseline and corrected FY 2016 incremental target for the HOME TBRA program.

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

The first component of the RAD allows projects funded under the public housing and Section 8 Moderate Rehabilitation (Mod Rehab) programs to convert their assistance to long-term, project-based Section 8 rental assistance contracts. HUD is exercising its discretion to prioritize public housing conversions under the competitive requirements of this component.<sup>36</sup> HUD remains behind in the conversion of units using the RAD First Component, having converted 42,465 units cumulatively through FY2016. To address these challenges, HUD has been working with the Toyota Production System Support Center to coordinate process improvement effort around RAD. Targets are cumulative.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
30	6,167	19,570	42,465	75,000

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

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
4,789	7,511	14,826	18,695	17,900

<sup>36</sup> The demand for public housing conversions is extremely high and significantly exceeded the initial limitation on the number of units that could be converted under the First Component. In addition, unlike Mod Rehab conversions, there is no Second Component option available for public housing projects. Consequently, Mod Rehab conversions will now be processed exclusively under the Second Component of RAD, which is non-competitive. Any existing Mod Rehab projects being processed under the First Component are grandfathered under provisions of Revision 2 of PIH-2012-32 (HA), REV-2 or have the option to switch to a conversion under the Second Component. Public housing agencies (PHAs) may choose between two forms of Section 8 Housing Assistance Payment (HAP) contracts: project-based vouchers (PBVs) or project-based rental assistance (PBRA).

★ **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>37</sup> PIH works closely with Public Housing Authorities (PHAs) to identify specific budget utilization, voucher utilization, and limited HAP reserve targets, which will optimize the number of households that a PHA is able to serve given its budget and current reserve level. This indicator is measured on a calendar year (CY) basis.

CY13 Actual	CY14 Actual	CY15 Actual	CY16 Actual	CY16 Target
103.48% <sup>38</sup>	96.93%	98.33%	101.84% <sup>39</sup>	99.00%

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

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

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
95.2%	95.1%	94.4% <sup>40</sup>	94.6%	Tracking Only

<sup>37</sup> Assumes 100 percent utilization in Moving to Work PHAs.

<sup>38</sup> Sequestration drastically cut voucher funding; insufficient funding to cover existing HAPs meant many PHAs had to use reserve funds to maintain funding to households with vouchers beyond the sequestration budget authority.

<sup>39</sup> CY16 spending was over 100% because some PHAs had excess reserves in CY14 and CY15 and were deliberately spending down those reserves to house more families.

<sup>40</sup> Revised from previous occupancy rate of 94.7 percent. Occupancy data will fluctuate because data is not considered complete at least three months beyond the reporting period.



**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	FY16 Target
97.04%	97.96%	98.41%	98.09%	98.50%

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
114 <sup>41</sup>	707 <sup>42</sup>	839 <sup>43</sup>	1,037 <sup>44</sup>	Tracking Only

<sup>41</sup> Estimated number of inspections saved during pilot, with participation by six states.

<sup>42</sup> The FY 2014 pilot was larger (26 states) and did not include all the same participants as the FY 2013 pilot.

<sup>43</sup> These numbers do not include U.S. Department of Agriculture (USDA) inspections saved in units that have multiple funding streams.

<sup>44</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 things 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, and the U.S. Department of Agriculture and a 2015 Revenue Procedure published by the Internal Revenue Service 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 Multifamily saved 537 inspections for a total of 1,037 inspections saved.

### Retrospective: FY 2016-17 Agency Priority Goal 🎯 Preserve Affordable Rental Housing

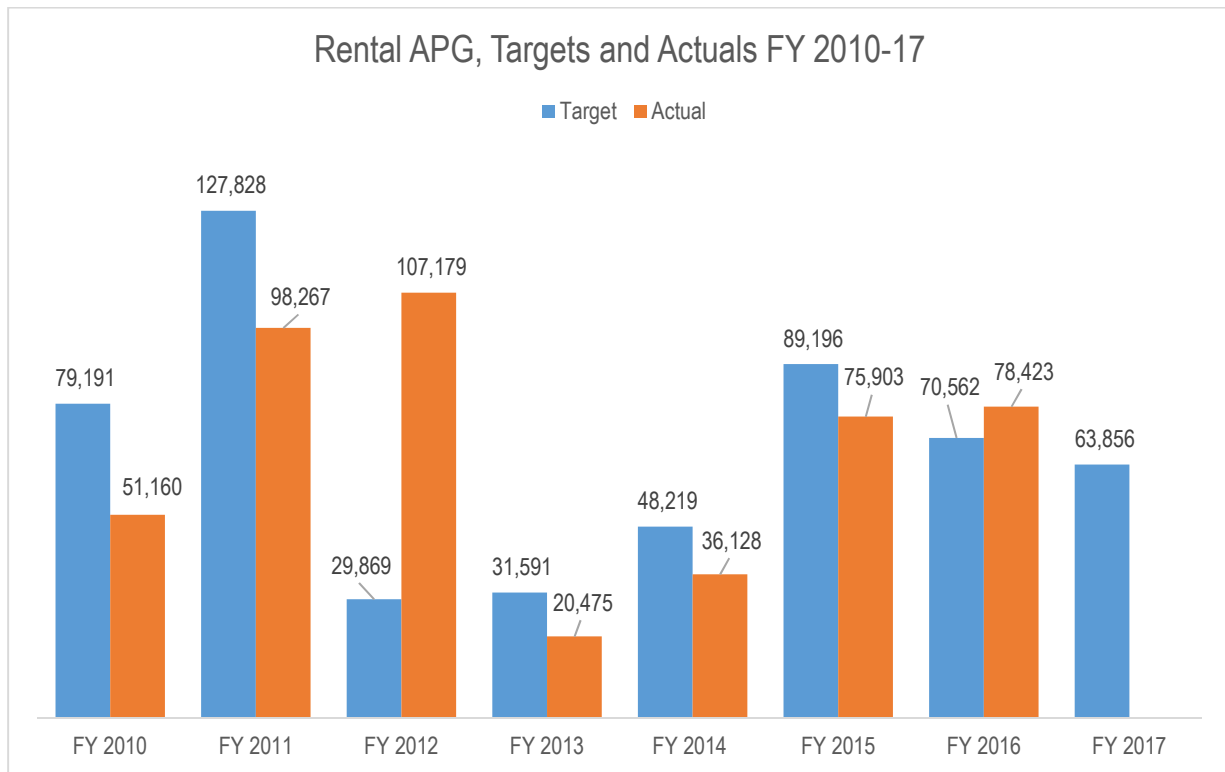
Between October 1, 2016, and September 30, 2017, HUD aims to preserve and expand affordable rental housing through its rental housing programs to serve 134,418 additional households. Targets are based on market factors, congressional appropriations, legacy status of programs, and best-available data. Therefore, the overall target for this goal fluctuates with each fiscal year.

#### Additional households served through HUD rental assistance

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

	<u>Target</u>	<u>Actual</u>	<u>Change from Previous Year</u>	<u>Target Met?</u>
→ FY 2010	79,191	51,160	N/A	N/A
→ FY 2011	127,828	98,267	+47,107 (↑ 92%)	✓
→ FY 2012	29,869	107,179	+8,912 (↑ 9%)	✓
→ FY 2013	31,591	20,475	-86,704 (↓ 81%)	✗
→ FY 2014	48,219	36,128	+15,653 (↑ 76%)	✗
→ FY 2015	89,196	75,903	+39,775 (↑ 110%)	✗
→ FY 2016	70,562	78,423	+2,520 (↑ 3%)	✓
→ FY 2017	63,856	TBD	TBD	TBD
→ <i>FY 2016 + FY 2017 combined two-year goal</i>	<i>134,418</i>		<i>TBD</i>	<i>TBD</i>

Net increase, from FY 2010 to FY 2016: +467,586 households served by affordable rental housing programs.



## **FINAL PROGRESS UPDATE**

During FY 2016, HUD assisted 78,423 additional households through its rental programs: 7,861 units over its year-end target. A detailed explanation is below.

**Programs managed by the Office of Housing** served an additional 45,012 households: 12,468 units short of the FY 2016 target. The Low-Income Housing Tax Credits (LIHTC) program is the largest contributor to the Office of Housing's new assisted units, serving 33,657 households: 4,222 units short of its target. The RAD programs are the greatest contributors to the shortfalls in reaching programmatic targets. HUD remains behind in the conversion of units using the RAD First Component, having converted 42,465 units cumulatively through FY2016. (The units that have not converted remain in the unit counts for the Public Housing program.) HUD did not hit its cumulative goal of 75,000 RAD units converted by the end of FY 2016. In order to address challenges, HUD has been working with the Toyota Production System Support Center to coordinate a process improvement effort around RAD.

**The Office of Public and Indian Housing** has exceeded its target of serving 3,350,255 rental households by 22,545 units in FY 2016. The Housing Choice Voucher (HCV) program assisted 42,068 new households and exceeded its target by 13,813 households. The Public Housing program anticipated losing nearly 50,000 units, largely due to RAD conversions; however, slower than expected RAD conversions meant that only 27,239 units were converted in FY16. While these slower-than-expected conversions challenge the PBRA and Voucher programs in meeting their assistance goals, they assist Public Housing in meeting its target since those units remain in the Public Housing portfolio.

**The Office of Community Planning and Development (CPD)** fell short of its FY 2016 target of serving 9,841 additional households. In FY2016, CPD reports assisting 7,625 new units. The Continuum of Care program fell short of its target by 5,062 units

For up-to-date quarterly assessments of progress, readers may consult the quarterly updates on [Performance.gov](http://Performance.gov).

Households in Occupied Rental Units Receiving Assistance by Program <sup>45</sup>	FY 2014 Cumulative Baseline	FY 2015 Incremental Actual	FY 2015 Cumulative Actual	FY 2016 Incremental Actual	FY 2016 Incremental Target	FY 2016 Cumulative Actual	FY 2016 Cumulative Target
Project Based Rental Assistance (Section 8) <sup>46</sup>	1,163,807	-6,897	1,156,910	5,931	-1,000	1,162,841	1,155,910
Rental Assistance Demonstration (RAD) units moved to PBRA <sup>47</sup>	2,532	6,039	8,571	15,276	24,112	23,847	32,683
Other Multifamily Subsidies <sup>48</sup>	108,364	-18,444	89,920	-7,529	-4,000	82,391	85,920
Project Rental Assistance Contract (Sect. 202 & 811)	148,692	2,645	151,337	-193	400	151,144	151,737
Insured Tax Exempt or Low-Income Housing Tax Credit	165,079	38,089	203,168	33,657	37,879	236,825	241,047
Rental Housing Assistance Program (RAP)	9,572	-2,655	6,917	-2,266	-130	4,651	6,787
Rent Supplement	7,908	-4,306	3,602	-1,242	-891	2,360	2,711
Mortgage Insurance for Residential Care Facilities (Sect. 232)	4,960	1,299	6,259	1,378	1,110	7,637	7,369
<b>TOTAL Housing Programs</b>	<b>1,610,914</b>	<b>15,770</b>	<b>1,626,684</b>	<b>45,012</b>	<b>57,480</b>	<b>1,671,696</b>	<b>1,684,164</b>
Tenant Based Rental Assistance (TBRA) / Housing Choice Vouchers (HCV)	2,158,606	53,939	2,212,545	42,068	28,255	2,254,613	2,240,800
Rental Assistance Demonstration (RAD) units moved to TBRA	10,394	11,574	21,968	10,782	25,462	32,750	41,248
Public Housing	1,082,991	-17,750	1,065,241	-27,239	-49,889	1,038,002	1,015,352
PIH Mod Rehab	21,123	-621	20,502	-393	-1000	20,109	19,502
Mainstream Vouchers	13,680	327	14,007	341	63	14,348	14,070
Native American Housing (ONAP)	12,429	322	12,751	227	350	12,978	13,101
<b>TOTAL Public and Indian Housing</b>	<b>3,299,223</b>	<b>47,791</b>	<b>3,347,014</b>	<b>25,786</b>	<b>3,241</b>	<b>3,372,800</b>	<b>3,350,297</b>
HOME Rental	280,601	1,499	282,100	-665	-5,000	281,435	277,100
McKinney / Continuums of Care (CoC)	129,573	8,604	138,177	1,938	7,000	140,115	145,177
Tax Credit Assistance Program <sup>49</sup>	59,580	0	59,580	0	0	59,580	59,580
Community Development Block Grants – Disaster Recovery	43,257	2,521	45,778	7,950	7,985	53,728	53,763
Housing Opportunities for Persons Living with AIDS (HOPWA)	25,801	-141	25,660	-1,496	-46	24,164	25,614
Neighborhood Stabilization Program	21,544	0	21,544	0	0	21,544	21,544
HOME TBRA <sup>50</sup>	1125	-141	984	-102	-98	882	886
<b>TOTAL Community Planning and Development</b>	<b>561,481</b>	<b>12,342</b>	<b>573,823</b>	<b>7,625</b>	<b>9,841</b>	<b>581,448</b>	<b>583,664</b>
<b>HUD TOTAL</b>	<b>5,471,618</b>	<b>75,903</b>	<b>5,547,521</b>	<b>78,423</b>	<b>70,562</b>	<b>5,625,944</b>	<b>5,618,083</b>

<sup>45</sup> All cumulative totals, including historic data, reflect the best information to date and may include revisions of previously published totals due to data quality reviews and late reporting.

<sup>46</sup> The Housing Certificate Fund (HCF) is used to fund Performance-Based Contract Administration (PBCA) in the PBRA program. The FY 2017 request for \$235 million for PBCA will be combined with \$60 million in anticipated recaptures in the HCF account to allow HUD to extend current PBCA contracts as necessary and to execute potentially new awards during the fiscal year.

<sup>47</sup> For Agency Priority Goal (APG) reporting purposes, RAD to PBRA and RAD to TBRA programs are calculated using an 87% occupancy rate to identify occupied units while the RAD First and Second Components are calculated based on number of conversions in the RAD program.

<sup>48</sup> These programs do not include funding from the Housing Certificate Fund (HCF) because after 2013, no additional budget authority was requested for this account.

<sup>49</sup> A short-term Recovery Act program, expired in FY 2014.

<sup>50</sup> Year-end data reflect the number of households receiving HOME-TBRA in Q4 of the respective year. Previous year's total does not carry over.

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

**Strategic Objective:** End homelessness for veterans, people experiencing chronic homelessness, families, youth, and children.

**Strategic Objective:** Promote advancements in economic prosperity and education for residents of HUD-assisted housing.

**Strategic Objective:** Promote the health and housing stability of vulnerable populations.

## Strategic Objective: End Homelessness

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

### ★ Ending Homelessness is an Agency Priority Goal (APG) for FY 2016 ★

#### FY 2016 PROGRESS UPDATE

Please refer to the Final Progress Update on page 53 for details.

#### MAJOR MILESTONES

##### Supporting All Goals of *Opening Doors*

<b>12/31/2015</b>	<p><b>Publish the HMIS Final Rule.</b></p> <p><i>Delayed. Revisions addressing comments are under review.</i></p>
<b>2/15/2016</b>	<p><b>Announce FY 2015 CoC Program Competition awards per the FY 2015 Notice of Funding Availability (NOFA).</b> The FY 2015 NOFA selection criterion is HUD's primary policy tool to fulfill the <i>Opening Doors</i> goals.</p> <p><i>Achieved March 2016. HUD announced Tier 1 funding on March 9, which represents 85 percent of the total CoC award. Tier 2 announcement was made May 2.</i></p>
<b>7/31/2016</b>	<p><b>Publish the Notice for public comment for the CoC Program Interim Rule.</b></p> <p><i>Delayed. Revisions addressing comments are under review. The new projected publication date is July 1, 2017.</i></p>

##### Population-Specific Goals

<b>End of 2015</b>	<p><b>End veteran homelessness.</b> Completion of this milestone is assessed using the January 2016 PIT count, available in fall 2016.</p> <p><i>Delayed. In January 2016, 39,471 veterans were experiencing homelessness, representing a 47 percent reduction over six years but still greater than the target of 12,500. This target represented an aggressive and aspirational goal to push the agencies and communities across the country to think of creative, collaborative solutions to help veterans. Communities saw a high inflow of veterans over those six years, as outreach improved and systems became more effective at engaging and placing veterans. This increase in demand occurred as the stock of available, affordable housing declined across many communities, together creating headwinds against the progress many systems were making. As of December 2016, 37 communities – including three states – were confirmed as having effectively ended veteran homelessness. HUD, VA, and USICH continue to provide TA and resources to communities to optimize their systems and finish the job of ending veteran homelessness.</i></p>
<b>1/31/2016</b>	<p>With VA, encourage maximum participation among communities in the 2016 PIT count.</p>

*Achieved January 2016. HUD set a target of 80 percent coverage of the unsheltered homeless count in the 2016 PIT count, with an emphasis on communities with historically high unsheltered PIT counts. (Participation in the unsheltered count was voluntary in 2016 as unsheltered counts are only required in odd years.) This target focused on ensuring PIT counts were conducted in large communities with the majority of the national unsheltered population. Community participation was greatly improved in the 2016 PIT count, resulting in 75 percent coverage of the unsheltered homeless count (just 5 percent below HUD's target) and 85 percent of communities conducting an unsheltered count.*

**End of 2017****End chronic homelessness.**

*No sub-milestones were indicated in the last Annual Performance Plan for FY 2016 aside from those achieved and reported on in the FY 2015 Annual Performance Report/ FY 2017 Annual Performance Plan.*

**End of 2020****End youth homelessness.**

1/1/2017

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

*Achieved in January 2017. This initiative provided lessons on the partnerships and processes necessary to leverage an effective community response to end youth homelessness. Many of these lessons were incorporated into the Notice of Funding Availability for the FY 2016 Youth Homelessness Demonstration Program. While the initiative was completed in January 2017, the communities continue to implement homelessness prevention efforts for LGBTQ youth experiencing homelessness.*

**End of 2020****End family homelessness.**

*No sub-milestones were indicated in the last Annual Performance Plan for FY 2016 aside from those achieved and reported on in the FY 2015 Annual Performance Report/ FY 2017 Annual Performance Plan.*

**MEASURING OUR PROGRESS**

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

**Note on the first three veteran 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 2016 actual will be measured in the January 2017 PIT count and released in the 2017 AHAR and in HUD’s FY 2017 APR.

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

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target
17,570 <sup>51</sup>	16,220	13,067 <sup>52</sup>	0	0

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

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target
32,119	31,505	26,404 <sup>53</sup>	12,500	12,500

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

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target
83,989	83,170	77,486	66,000	56,000

✦ **Number of new permanent supportive housing beds dedicated<sup>54</sup> to individuals and families experiencing chronic homelessness (supporting indicator)**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target
5,123	5,170	8,878 <sup>55</sup>	5,000	25,500 <sup>56</sup>

<sup>51</sup> In the FY 2016 Annual Performance Plan, the reported FY 2013 actual was 17,885. This update reflects an adjustment made to the estimates of unsheltered homelessness submitted by the Las Vegas Continuum of Care.

<sup>52</sup> Despite sizable reductions since 2010, HUD believes the high inflow of veterans and decreasing stock of available, affordable housing across many communities mitigated the progress communities have made towards ending veteran homelessness.

<sup>53</sup> Ibid.

<sup>54</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>55</sup> This is the first time FY 2015 actual data has been reported.

<sup>56</sup> This target was contingent upon FY 2016 funding of homeless assistance grants.



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

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target
94%	98%	97% <sup>57</sup>	100%	100%

**Other Measures:**

▶ **Veterans placed in permanent housing**

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
48,061	53,475	64,902	63,094	49,000

▶ **Homeless veterans served with transitional housing through Continuum of Care Program resources<sup>58</sup>**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target
10,789	N/A	N/A	9,178	8,902

▶ **Homeless veterans served with permanent supportive housing through Continuum of Care Program resources<sup>59</sup>**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target
12,919	N/A	N/A	13,705	14,117

<sup>57</sup> This is the first time FY 2015 actual data has been reported. HUD required all new permanent supportive housing to be dedicated to persons experiencing chronic homelessness. HUD believes that reporting confusion is the only reason that actual data does not reflect 100% compliance with this requirement; often recipients providing resources to chronically homeless families fail to report the children as chronically homeless. We are working to provide clearer guidance with the Notice on Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons in Permanent Supportive Housing released here: <https://www.hudexchange.info/resources/documents/notice-cpd-16-11-prioritizing-persons-experiencing-chronic-homelessness-and-other-vulnerable-homeless-persons-in-psh.pdf> on July 25, 2016 and continuing technical assistance.

<sup>58</sup> The FY 2016 Annual Performance Plan indicated that CoC Annual Performance Report data, which provides the data for Veterans served through transitional housing and permanent supportive housing, would be available in FY 2016 Q3. However, HUD was unable to extract data from the reporting tool over 2015 and 2016. The agency has identified the reporting issues and secured funding to correct them, but will not receive the aggregate data for 2014-2016 until April 2018.

<sup>59</sup> Ibid.

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

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target
23%	44%	49%	47%	48%

▶ **Families experiencing homelessness**

This metric will be measured by the annual PIT count, a count of homeless persons on a single night in January each year. Each January count corresponds to the impact of the previous fiscal year’s activities and is released in the Annual Homeless Assessment Report (AHAR) in the fall following each count. The FY16 actual will be measured in the January 2017 PIT count and released in the 2017 AHAR and in HUD’s FY17 APR.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target
67,613	64,197	61,265	66,110	58,724

▶ **Admissions of new homeless households into HUD-assisted housing (Public Housing, Housing Choice Vouchers and Multifamily Housing programs)<sup>60</sup>**

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

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

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target
23.5% <sup>61</sup>	29.0% <sup>62</sup>	27.0% <sup>63</sup>	25.0%	28.0%

<sup>60</sup> For 2013 and 2014, this metric includes all households that were experiencing homelessness just prior to admission into Public Housing and Housing Choice Vouchers. In 2015 and future years, this metric will include admissions into multifamily properties as well.

<sup>61</sup> This data reflects grantee commitments for the FY 2013 Emergency Solutions Grants (ESG) allocation as of November 2016.

<sup>62</sup> This number was previously reported as 24.9 percent but has been updated in light of lagged commitments. Data is based on the 98 percent of grantees who have already made commitments as of November 2016.

<sup>63</sup> Data is based on the 86 percent of grantees who have already made commitments as of November 2016; grantees have until early 2018 (varies by grantee) to make commitments.

## Retrospective: FY 2016-17 Agency Priority Goal End Homelessness

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

### Total veterans experiencing homelessness living on the streets

	<u>Target</u>	<u>Actual</u> <sup>64</sup>	<u>Change from Previous Year</u>	<u>Target Met?</u>
→ 2009	N/A	30,650	N/A	N/A
→ 2010	N/A	25,422	-5,531 (↓ 17.7%)	N/A
→ 2011	N/A	25,436	+14 (Δ 0%)	N/A
→ 2012	N/A	20,710	-4,726 (↓ 18.6%)	N/A
→ 2013	N/A	17,570	-3,140 (↓ 15.2%)	N/A
→ 2014	4,000	16,220	-1,350 (↓ 7.7%) <sup>65</sup>	✘
→ 2015	0	13,067	-3,153 (↓ 19.4%)	✘
→ 2016	0	TBD	TBD	TBD
→ 2017	0	TBD	TBD	TBD

Net change, 2009 to 2015: 17,583 fewer veterans living on the streets.

### Total veterans experiencing homelessness temporarily living in shelters or transitional housing

	<u>Target</u>	<u>Actual</u>	<u>Change from Previous Year</u>	<u>Target Met?</u>
→ 2009	N/A	43,437	N/A	N/A
→ 2010	N/A	40,033	-3,404 (↓ 7.8%)	N/A
→ 2011	N/A	35,143	-4,890 (↓ 12.2%)	N/A
→ 2012	N/A	34,909	-234 (↓ .6%)	N/A
→ 2013	N/A	32,119	-2,790 (↓ 8.0%) <sup>66</sup>	N/A
→ 2014	23,500	31,505	-614 (↓ 1.9%)	✘
→ 2015	12,500	26,404	-5,101 (↓ 16.2%)	✘
→ 2016	12,500	TBD	TBD	TBD
→ 2017	12,500	TBD	TBD	TBD

Net change, 2009 to 2015: 17,033 fewer veterans temporarily living in shelters or transitional housing.

<sup>64</sup> The reported FY 2010-2013 actuals all slightly lower than those reported in previous Annual Performance Plan. This update reflects an adjustment made to the estimates of unsheltered homelessness submitted by the Las Vegas Continuum of Care.

<sup>65</sup> In FY 2015 Annual Performance Report and FY 2017 Annual Performance Plan, this reduction was incorrectly reported as 1.9 percent.

<sup>66</sup> In FY 2015 Annual Performance Report and FY 2017 Annual Performance Plan, this reduction was incorrectly reported as 2,861 and 8.2 percent.

### Individuals experiencing chronic homelessness

	<u>Target</u>	<u>Actual</u> <sup>67</sup>	<u>Change from Previous Year</u>	<u>Target Met?</u>
→ 2009	N/A	106,062	N/A	N/A
→ 2010	N/A	103,522	-2,540 (↓ 2.4%)	N/A
→ 2011	N/A	96,268	-7,254 (↓ 7%)	N/A
→ 2012	N/A	86,289	-9,979 (↓ 10.4%)	N/A
→ 2013	N/A	83,989	-2,300 (↓ 2.7%)	N/A
→ 2014	80,500	83,170	-819 (↓ 1%)	✘
→ 2015	66,000	77,486	-5,684 (↓ 6.8%)	✘
→ 2016	56,000	TBD	TBD	TBD
→ 2017	15,000	TBD	TBD	TBD

Net change, 2009 to 2015: 28,576 fewer individuals experiencing chronic homelessness.

<sup>67</sup> The reported FY 2010-2013 actuals are all slightly lower than those reported in previous Annual Performance Plan. This update reflects an adjustment made to the estimates of unsheltered homelessness submitted by the Las Vegas Continuum of Care.

## **FINAL PROGRESS UPDATE**

On November 17, 2016, HUD released the 2016 Point-in-Time (PIT) count, which found that 549,928 persons experienced homelessness on a single night in 2016, a decline of 14 percent since the 2010 launch of Opening Doors. Homelessness has continued to fall across all groups, including one-year reductions of 17 percent among veterans, 7 percent among individuals experiencing chronic homelessness, and 5 percent among families since the 2015 PIT count. This progress has been realized locally through the implementation of Housing First strategies and the increased coordination of partners, including groups from housing, healthcare, criminal justice, elected office, and the business community. Nationally, HUD has committed to lifting up what works; the competition to award FY 2015 CoC grants was the most competitive ever, moving \$124 million from low performing projects to provide permanent supportive housing and rapid re-housing solutions for those experiencing homelessness. In 2016, HUD also announced the FY 2016 CoC awards, which continued to target funding to high performing local programs. The FY16 award was announced on December 20, 2016, providing \$1.95 billion to over 7,600 local homeless housing and service programs across the country. HUD will need targeted investments by subpopulation and local coordination to continue to drive forward progress toward the goals of Opening Doors.

HUD achieved the notable milestones across all subpopulations in FY 2016, as described below:

- **Veterans:** Since 2010, homelessness among veterans has been reduced by 47 percent. HUD has not yet met its goal to end veteran homelessness, with 39,471 veterans experiencing homelessness in the 2016 PIT count (compared to a goal of 12,500), but nearly 40 communities have effectively ended homelessness among veterans, including the entire states of Virginia, Connecticut, and Delaware. In 2016, HUD and VA focused on getting resources to reach and work in all communities. On January 6, 2016, HUD and VA awarded \$5.9 million for 500 vouchers across 26 tribes for a HUD-VASH demonstration on tribal reservations. On June 2, 2016, HUD and VA awarded \$38 million to help more than 5,200 chronic and highly vulnerable veterans. On November 14, 2016, the two agencies announced the largest project-based award to date, \$18.5 million for over 2,100 units across 39 PHAs, to increase the stock of available affordable housing in the wake of increasingly tight rental markets, especially in the west. On December 22, 529 vouchers were awarded to serve veterans experiencing homelessness in rural areas. In addition to these special set-asides, communities have continued to make use of existing resources dedicated to supporting homeless veterans, and to leverage CoC and other affordable housing resources for veterans who are not eligible for VA healthcare services. HUD has been committed to making sure resources work for all veterans, no matter where they experience homelessness.
- **Individuals experiencing chronic homelessness:** Since 2010, chronic homelessness has been reduced by 27 percent, with a single-year decline of 7 percent (or 5,684 individuals) from 2015 to 2016, according to the 2016 PIT count. While no new resources have been provided, HUD has redirected existing resources to make progress on this goal, although it has not yet reached its target. On December 4, 2015, HUD published the Final Rule on Defining “Chronically Homeless,” providing a final Federal definition of the population of people experiencing chronic homelessness. This final definition fixes a long-standing ambiguity in the original definition and gets us closer to the originally intended target population—the subset of people with high service needs and disabilities who, if not provided with long-term housing assistance and supportive services (e.g., permanent supportive housing), would likely remain homeless. HUD continues to hold communities accountable for targeting permanent supportive housing (PSH) to individuals experiencing chronic homelessness; 49 percent of FY 2015 CoC-funded PSH units (awarded in FY 2016) were targeted to chronically homeless individuals compared to 23 percent in FY13 and exceeding our target of 47 percent.

- **Families:** Since 2010, family homelessness has been reduced by 23 percent, with a single-year decline among family households of 5 percent (2,932) from 2015 to 2016, according to the 2016 PIT count. On October 25, 2016 HUD released the *Family Options Study: Three-year Impacts of Housing and Services Interventions for Homeless Families*, which showed that 37 months after enrolling into the study and being randomly assigned to one of four interventions, the families offered a long-term subsidy experienced significant reductions in subsequent homelessness and in housing and school mobility. Families offered rapid rehousing or transitional housing had similar outcomes to families offered usual care (i.e., not given preferential access to a particular intervention), but rapid rehousing programs proved to be significantly less expensive. As such, HUD continues to use the Continuum of Care (CoC) NOFA to incentivize providing permanent housing through permanent supportive housing and rapid rehousing, shorter term assistance through rapid rehousing, awarding the most competitive CoC grant ever in 2016. HUD also continues to encourage the use of Emergency Solutions Grants (ESG) for rapid rehousing; 27 percent of the FY 2015 funds were used for this purpose, up from 23.5 percent in 2013. Finally, HUD is working with PHAs and Multifamily property owners to develop preferences for and serve a greater number of households experiencing homelessness through mainstream affordable rental housing programs; 28,403 households exited homelessness through HUD-assisted housing in FY 2016.
- **Youth:** HUD is working in partnership with the Department of Education, Department of Health & Human Services, and USICH to develop a shared understanding of where youth are experiencing homelessness and the interventions needed to serve them. The 2017 PIT count will serve as the baseline measure of unaccompanied youth experiencing homelessness. In FY 2016, \$33 million was appropriated to HUD to provide funding to up to 10 communities for the Youth Homelessness Demonstration Program to develop and execute a coordinated community approach to preventing and ending youth homelessness; four of the selected communities will be rural communities. This NOFA went out on August 22, 2016 and applications were due on November 30, 2016. The selection of these demo communities and the implementation of their strategies will build the path for ending youth homelessness throughout the country.

### **Next Steps**

HUD will provide an update on its next steps toward ending chronic, veterans, youth, and family homelessness in its *FY 2018 Annual Performance Plan*.

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

## Strategic Objective: Economic Prosperity

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

### ✦ Increasing Educational Attainment is an Agency Priority Goal (APG) for FY 2016 ✦

#### FY 2016 PROGRESS UPDATE

##### Educational Attainment

Please refer to the Final Progress Update on page 61 for details.

##### Economic Prosperity

HUD has increased the number of targeted jobs and education programs over FY 2016 and is improving the data collected on program outcomes. On September 26, 2016, HUD announced \$14.3 million in grant funds to six PHAs and their partners to implement Jobs-Plus, a place-based program that combines employment, work-readiness training, and job placement services with targeted financial incentives and community support for work.

In FY 2015, HUD released the new Section 3 Performance Evaluation and Registration System (SPEARS), which significantly improved HUD's ability to analyze Section 3 compliance continues to collect initial performance data. The Section 3 business registry experiences ongoing strong interest from Section 3 businesses, with over 2,700 listed at the end of FY 2016.

#### MAJOR MILESTONES

##### Educational Attainment Milestones

- |                  |  |
|------------------|--|
| <b>7/15/16</b>   | <p><b>Release report on the University of Pennsylvania multi-site study</b> on the effect of HUD assistance on educational outcomes for children and youth, a pilot study that demonstrates the potential of matching housing and education administrative data for research.</p> <p><i>Delayed. The researchers on this study were granted an extension on the delivery of findings, due to unforeseen staffing issues. The report is now expected in March 2017.</i></p>               |
| <b>9/30/2016</b> | <p><b>Develop and sign an MOU between HUD, Federal Student Aid (FSA), and IRS Volunteer Income Tax Assistance (VITA) sites</b> serving HUD-assisted households to increase awareness and early completion of FAFSA applications.</p> <p><i>Removed. HUD has MOUs in place with both FSA and IRS, and is partnering with both for strategic alignment and outreach to our assisted families. The agency decided it wasn't necessary to develop a new tri-agency MOU at this time.</i></p> |

##### Economic Prosperity Milestones

- |                 |   |
|-----------------|---|
| <b>2/1/2016</b> | <b>Collect baseline data on Section 3 results using new Section 3 reporting tool.</b> |
|-----------------|---|

*Achieved as of November 2016. As of November, 82% of recipients of Section 3-covered funds had submitted data for the baseline.*

**3/31/2016**

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

*Achieved as of May 2016. The Neighborhood Network survey results were available in May, and showed that 20 percent of the PHA and Multifamily property respondents had a Neighborhood Networks center or some other type of computer lab. An overwhelming majority (93 percent) of the those with computer centers reported that the centers improved the quality of life for residents, however, only 50 percent felt they were “adequately equipped” to address residents’ digital literacy needs. HUD expects to release a full study of findings in spring 2017.*

**9/30/2016**

**Develop technical assistance strategy and materials, and deliver technical assistance on Section 3.**

*Delayed. Without the release of a final Section 3 Rule, technical assistance efforts are being refocused to smaller agencies with limited administrative capacity.*

**MEASURING OUR PROGRESS**

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

**Educational Attainment APG Performance Indicators**

- ★ **Percentage of HUD-assisted tenants ages 17-34 who are currently enrolled in college<sup>68</sup> (key indicator)**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	N/A	N/A	Establish Baseline

- ★ **Percentage of HUD-assisted tenants ages 17-34 who have completed a FAFSA application<sup>69</sup> (supporting indicator)**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	27%	25% <sup>70</sup>	Establish Baseline

<sup>68</sup> The data will reflect the American Community Survey representative sample estimate of higher education enrollment among HUD-assisted residents. HUD continues to work with Census to get a representative sample, data is expected in February 2017.

<sup>69</sup> In the *FY 2017 Annual Performance Plan* this measure looked at data on tenants aged 16-34. This group was updated to exclude 16 year olds upon review of baseline data; 16 year old residents are typically younger than the target college-bound population and misleadingly lowered the performance of this measure.

<sup>70</sup> Nationally, 2015-2016 FAFSA submissions decreased approximately four percent compared to the previous application cycle. HUD and ED are testing the theory that this is the result of an improved economy attracting more potential students into the workforce instead of school. HUD is analyzing regional variations to see what more can be done to support economic mobility for residents.



✦ **Percentage of HUD-assisted tenants ages 17-34 who completed a FAFSA application and then received aid to attend school (supporting indicator)**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	18%	16%	Establish Baseline

▶ **Percentage of Housing Choice Vouchers households who are proximate to proficient schools<sup>71</sup> (supporting indicator)**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	27.8%	26.4%	Tracking only

**Note on the following Choice Neighborhoods measures:** Choice Neighborhoods grantees report data on a calendar year (CY) basis. Grantees have until April 15 to report the previous year’s required annual data, after which the data is reviewed at HUD for accuracy. Annual data includes a variety of metrics requiring data sharing with third parties, such as local school districts. Therefore, CY 2016 actuals for the annual data is not expected until July 2017 and will be published in the *FY17 Annual Performance Report*.

▶ **Rating of public schools in Choice Neighborhoods communities<sup>72</sup> (tracking only)**

CY13 Actual	CY14 Actual	CY15 Actual	CY15 Target	CY16 Target
N/A	2.9	2.5 <sup>73</sup>	Tracking only	Tracking only

**Note on the following four Choice Neighborhoods indicators:** These measures were updated from the 2016 Annual Performance Plan to focus on year-over-year improvement of implementation grantees after award receipt.

<sup>71</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>72</sup> These ratings are an average of the available Great Schools ratings for “neighborhood schools” as designated by Choice Neighborhood grantees, and are measured on a scale of 1 to 10. Students of grantee communities may attend “neighborhood schools” or other schools in the area.

<sup>73</sup> This measure is based off 12 of the 17 implementation grantees.

- ▶ **Percent of Choice Neighborhoods communities showing an increase in the percentage of target resident students who are at or above grade level according to state mathematics assessments since grant award (tracking only)<sup>74,75</sup>**

CY13 Actual	CY14 Actual	CY15 Actual	CY15 Target	CY16 Target
N/A	N/A	0% <sup>76</sup>	Tracking only	Tracking only

- ▶ **Percent of Choice Neighborhoods communities showing an increase in the percentage of target resident students who are at or above grade level according to state reading or language arts assessments since grant award (tracking only)<sup>77</sup>**

CY13 Actual	CY14 Actual	CY15 Actual	CY15 Target	CY16 Target
N/A	N/A	0% <sup>78</sup>	Tracking only	Tracking only

- ▶ **Percent of Choice Neighborhoods communities showing an increase in the percentage of target resident children participating in center-based or formal home-based early learning settings since grant award (tracking only)**

CY13 Actual	CY14 Actual	CY15 Actual	CY15 Target	CY16 Target
N/A	N/A	67% <sup>79</sup>	Tracking only	Tracking only

<sup>74</sup> For this measure and all proceeding Choice Neighborhood education measures the term “target resident” refers to residents of the public and/or assisted housing site identified in the Choice Neighborhoods implementation application.

<sup>75</sup> In at least the grades required by the Elementary and Second Education Act (ESEA).

<sup>76</sup> This represents the reported improvement in Choice Neighborhood communities from 2014 to 2015 for 6 of 12 implementation grantees who have been in the program for at least two years. HUD has learned a lot about the difficulties sharing education data and the limited vehicles to improve educational outcomes through Choice Neighborhoods in a single year. HUD continues to understand and define the targeted strategies to move educational outcomes in these communities.

<sup>77</sup> In at least the grades required by the ESEA.

<sup>78</sup> This represents the reported improvement in Choice Neighborhood communities from 2014 to 2015 for 6 of 12 implementation grantees who have been in the program for at least two years.

<sup>79</sup> This represents the reported improvement in Choice Neighborhood communities from 2014 to 2015 for 9 of 12 implementation grantees who have been in the program for at least two years

- ▶ **Percent of Choice Neighborhoods communities showing an increase in the percentage of target resident youth involved in formal positive youth development activities since grant award (tracking only)**

CY13 Actual	CY14 Actual	CY15 Actual	CY15 Target	CY16 Target
N/A	N/A	80% <sup>80</sup>	Tracking only	Tracking only

**Economic Prosperity Performance Indicators**

- ▶ **Percentage of participants enrolled in the Family Self Sufficiency program who have sustained wage increases<sup>81</sup>**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	TBD	TBD	TBD	TBD <sup>82</sup>

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

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	47.2%	51.4%	47.0%

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

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	9.5%	9.0% <sup>83</sup>	12.5%

<sup>80</sup> This represents the reported improvement in Choice Neighborhood communities from 2014 to 2015 for 10 of 12 implementation grantees who have been in the program for at least two years.

<sup>81</sup> The data match of FSS participants to the National Directory of New Hires (NDNH) match was delayed as HUD and HHS developed the MOU. This MOU was finalized in December 2016 and data is expected in April 2017.

<sup>82</sup> Targets were expected to be set after the initial FSS-NDNH data match was complete.

<sup>83</sup> With of 63 percent of FY 2016 report received as of December 2016, data is still preliminary. Efforts are focused on increased cooperation with other HUD program offices to obtain remaining reports. Target for FY2016 was based on previous reporting system, which may not prove directly comparable to reporting using SPEARS.

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

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	5.5%	6.6%	TBD

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
551	808	1,399	2,709	1,500

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
7	27	43 <sup>84</sup>	51 <sup>85</sup>	45 <sup>86</sup>

<sup>84</sup> This represents 43 unique locations, including 41 states, the District of Columbia, and Puerto Rico.

<sup>85</sup> This represents 51 unique locations, including 48 states, the District of Columbia, and 2 territories.

<sup>86</sup> Increased from 40 states in *FY 2016 Annual Performance Plan*, in light of higher than anticipated use of the Business Registry.

## **FINAL PROGRESS UPDATE**

In July 2016, HUD completed the first data match with Federal Student Aid, finding that 27 percent residents age 17-34 (a target population for higher education) are completing the FAFSA and 18 percent are enrolled in higher education and receiving aid. The agency is focused on increasing these numbers over time and increasing pathways to higher education and meaningful employment for HUD-assisted families. HUD was part of the Summer Opportunity Project with PHAs, an interagency initiative led by the White House, alongside non-profit and private sector partners, to increase the number and quality of summer jobs, learning, and meals programs across the country. HUD surpassed its goal of connecting more than 1,000 HUD-assisted youth to summer opportunities in the 10 Summer Opportunity Hubs by helping 1,336 youth secure employment (and data is still coming in from other cities). On December 9, 2016, HUD awarded approximately \$2.5 million to help low-income families and young people apply for federal aid for college and other post-secondary educational opportunities through ROSS for Education/Project SOAR. The funding will support education navigators in the nine participating PHAs across the country.

### ***Next Steps***

3/31/2017

Use behavioral insights to promote completion of FAFSA applications by HUD-assisted students through a low-cost, evidence-based, experimental approach in partnership with the U.S. Social and Behavioral Sciences Team and the Department of Education.

## Strategic Objective: Health and Housing Stability

Promote the health and housing stability of vulnerable populations.

### FY 2016 PROGRESS UPDATE

On November 30, 2016, the Department published a rule requiring the more than 3,000 PHAs with conventional public housing units to implement smoke-free policies to permanently address this public health problem. HUD helps protect the health of residents of assisted multifamily and public housing from both direct and environmental tobacco smoke exposure by encouraging owners to issue and implement smoke free policies, and by providing outreach and technical support. As of September 2016, 676 (22.1 percent) public housing authorities had adopted smoke-free policies for their public housing units, protecting residents in about 250,000 units. The remaining PHAs have a period of 18 months to implement their policies.

In 2016, HUD worked to understand and address aging across the agency portfolio and to educate key stakeholders. In January, HUD announced the availability of \$15 million to offer three-year grants to eligible owners of HUD-assisted senior housing developments to cover the cost of a full-time Enhanced Service Coordinator and a part-time Wellness Nurse. This demonstration will test the promising housing and services model for low-income seniors to age in their own homes and delay or avoid the need for costly nursing home care. These awards were announced on January 13, 2017.

On June 13, 2016 HUD issued the Lead-Safe Homes, Lead-Free Kids Toolkit, which outlines the immediate actions and a long-term vision to address lead in homes, especially those with children.<sup>87</sup> Among other activities, HUD is collaborating with federal, state, and local governments to address lead contamination from drinking water supplies, such as in Flint, MI, and from soil at and near Superfund sites, such as in East Chicago, IN. On January 13, 2017 HUD issued the final Lead Safe Housing Rule to require assisted housing owners (public and private) to respond to high childhood blood lead levels sooner and more comprehensively.

### MAJOR MILESTONES

#### Ongoing

#### Building evidence of effective models and cross system impact

Summer 2015<sup>88</sup>

With HHS, publish second report for evaluation of the impact of linking supportive services with health care coordination through Supports and Services at Home (SASH) on health care utilization, health care costs, and health outcomes among HUD-assisted households.

*Achieved. HUD and HHS published a report on socio-demographic characteristics of HUD-NCHS linked individuals in January 2016.*

7/31/2016<sup>89</sup>

#### Increasing use of Medicaid as a source for services in Continuums of Care through the Housing & Health (H<sup>2</sup>) Initiative

- Develop 20 community action plans with local and state healthcare service representatives to improve access and effective use of services for HUD-assisted individuals.

<sup>87</sup> See: <https://portal.hud.gov/hudportal/documents/huddoc?id=HUDLeadToolkitFACTSHEET.pdf>

<sup>88</sup> In the *FY 2015 Annual Performance Report / FY 2017 Annual Performance Plan*, this target was listed as summer 2015, but due to delays, a new target of spring 2016 was adopted.

<sup>89</sup> In the *FY 2016 Annual Performance Plan*, this target date was listed as 3/31/16. The last of the action planning sessions occurred in April 2016. The assessment of these sessions and lessons learned were released in July 2016.

- Disseminate local case studies on the use of Medicaid and other ACA-expanded services in supportive housing programs.

*Achieved. Action plans and case studies for each state are posted online: <https://www.hudexchange.info/programs/aca/h2/#nevada>.*

## 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	FY16 Target
N/A	N/A	72	231 <sup>90</sup>	250

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

CY13 Actual <sup>91</sup>	CY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
16.5%	18.7%	20.0%	22.1%	22.0%

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
3.1	3.2	3.2	2.8 <sup>92</sup>	>2.8

<sup>90</sup> Section 811 PRA has seen slower than expected turnover in FY16, especially in tight rental markets. New development was driven by LIHTC, which should see an uptick of units coming online in FY17 Q3.

<sup>91</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>92</sup> In 2015, the Centers for Medicare & Medicaid Services (CMS) released a major revision to the CMS 5-star rating systems of nursing homes, after which one third of all nursing homes in the country saw a decline in ratings; HUD is assessing the portfolio for improvement in this new rating system. HUD is also shifting to assessing if the Section 232 commitment has an impact on the facility rating, before and after commitment.

## Strategic Goal: Build Strong, Resilient, and Inclusive Communities

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

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

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

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



## Strategic Objective: Fair Housing

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

### FY 2016 PROGRESS UPDATE

HUD continued to advance its fair housing efforts with the successful publication of the AFFH Assessment Tool for Local Governments in early January 2016, as well as ongoing development and review of the Assessment Tools for use by Local Government, PHAs, States and Insular Areas. HUD achieved all of its Annual Performance Plan milestones by September 30, 2016, including incorporating fair housing topics into existing HUD TA, delivering HUD employee training for AFFH and developing staff training that includes the role of fair housing in HUD's mission. Additionally, over 7,000 people received remedies through HUD's Fair Housing Act enforcement work in FY 2016. Of these cases, 35 have resulted in relief exceeding \$25,000, which is 78 percent of the FY 2016 target. As of September 30, 2016, HUD had 579 Fair Housing Act cases that had been open for more than 300 days. This is a reduction of 19.5 percent since the beginning of FY 2016 when there were 717 such cases.

### MAJOR MILESTONES

- |                  |   |
|------------------|---|
| <b>9/30/2016</b> | <p><b>Develop a measure(s) for assessing the effect of targeted education and outreach efforts.</b></p> <p><i>Achieved as of September 2016. Initial targeted outreach campaigns are planned for FY 2017. Assessment will use reporting capabilities of the chosen social media platform and evaluation of HUD contacts during the campaign. HUD will monitor the total users reached, web clicks, and engagements (liked or shared) as measures of the effectiveness of a campaign to get viewer attention. HUD will monitor the number of contacts, formal inquiries, and filed complaints as measures of the effectiveness of a campaign to encourage subsequent action,</i></p> |
| <b>9/30/2016</b> | <p><b>Incorporate fair housing topics into existing technical assistance delivery by HUD program offices.</b></p> <p><i>Achieved as of September 2016. AFFH technical assistance has been incorporated using a common platform with other HUD programs.</i></p>   |
| <b>9/30/2016</b> | <p><b>Develop and implement internal training to increase HUD employee understanding of the role of fair housing in HUD's mission.</b></p> <p><i>Achieved as of September 2016. Multiple staff-focused trainings on the AFFH rule and its implementation have been delivered. HUD has also launched an on-going speaker series for HUD staff on general fair housing issues.</i></p>  |

**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 that favored the complainant. The relatively high number of persons receiving relief in FY 2016 is due to two cases resolved through conciliation that together provided relief to an estimated 4,500 persons.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
4,147	16,088 <sup>93</sup>	4,182	7,425	≥4,500

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

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	FY16 Target
5.3	23.3 <sup>94</sup>	5.8	13.4	≥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. The nature of the cases and timing of resolution resulted in lower than expected cases with larger monetary settlements by the end of the fiscal year. HUD did resolve five cases during FY 2016 with monetary relief in excess of \$1 million. HUD completed conciliation training in January 2017 for investigative staff to ensure equitable settlement of cases.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
35	40	41	35	≥45

<sup>93</sup> HUD settled a small number of large fair lending cases in FY 2014.

<sup>94</sup> Ibid.

▶ **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. Reducing the number of older unresolved cases has been and continues to be a priority for HUD. During FY 2016, headquarters staff provided assistance to field offices in assessing and resolving long-standing investigations.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
586	799	719	579	≤650

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

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.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	N/A	93%	Tracking Only

▶ **Percent 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 on day 60 after 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	FY16 Target
N/A	N/A	N/A	N/A <sup>95</sup>	Tracking Only

▶ **Percent 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	FY16 Target
N/A	N/A	N/A	N/A <sup>96</sup>	Tracking Only

<sup>95</sup>This performance indicator will first report in FY 2017. Revised from FY 2016 in the *FY 2016 Annual Performance Plan*.

<sup>96</sup>Ibid.

## Strategic Objective: Green and Healthy Homes

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

### 🌟 Green and Healthy Homes is an Agency Priority Goal (APG) for FY 2016 🌟

#### FY 2016 PROGRESS UPDATE

Please refer to the Final Progress Update on page 74 for details.

#### MAJOR APG MILESTONES

##### Energy Efficiency and Renewable Energy

<b>12/31/2015</b>	<p><b>Complete outreach to impacted states on new energy code requirements (2009 IECC/ASHRAE 2007).</b></p> <p><i>Delayed. HUD is collaborating with DOE and the Pacific Northwest National Laboratory (PNNL) to host webinars on the new codes. FHA recently updated their updated Builder Certification to reflect the 2009 International Energy Conservation Code. HUD expects to complete this outreach by February 2017.</i></p>
<b>6/30/2016</b>	<p><b>Establish solar/renewable energy baseline in federally assisted housing.</b></p> <p><i>Achieved in the Summer of 2016. See the “Installed Megawatts” performance indicator for the FY 2016 baseline (actual).</i></p>
<b>6/30/2016<sup>97</sup></b>	<p><b>Release a green Capital Needs Assessment (CNA) e-tool in multifamily housing.</b></p> <p><i>Achieved in December 2016. A major milestone was achieved when the CNA e-tool was released on December 30, 2016. Further work is needed to complete certain Business to Government (B2G) features.</i></p>
<b>9/30/2016</b>	<p><b>Publish guidance on single family Property Assessed Clean Energy (PACE) program.</b></p> <p><i>Achieved July 19, 2016. See Mortgagee Letter 2016-11 for more details, located at: <a href="http://portal.hud.gov/hudportal/documents/huddoc?id=16-11ml.pdf">http://portal.hud.gov/hudportal/documents/huddoc?id=16-11ml.pdf</a>.</i></p>
<b>9/30/2016</b>	<p><b>Implement HUD portfolio-wide utility data collection and benchmarking policies.</b></p> <p><i>Delayed. Finalization of PRA is on hold pending Administration review. Completion of this step will allow HUD to on-board assisted and public housing providers to this initiative incrementally between late 2017 and late 2019.</i></p>
<b>10/31/2016</b>	<p><b>Issue Multifamily Pay for Success NOFA.</b></p> <p><i>Delayed.</i></p>

<sup>97</sup> Revised from 12/31/2015 target in the FY 2016 Annual Performance Plan.

**Safe and Healthy Housing**

**9/30/2017**      **Publish Lead Safe Housing Rule Update final rule.** This rule reflects the Centers of Disease Control and Prevention’s (CDC) new and more stringent reference range level to protect more children from lead-based paint hazards in HUD assisted housing.

*Achieved on January 13, 2017. The change to the Lead Safe Housing Rule will allow for a faster response when a young child is exposed to lead-based paint hazards in their HUD-assisted home.*

**9/30/2017**      **Ensure that Notices of Funding Availability (NOFAs) throughout the Department include information on lead safety and disclosure rules.** CDBG, HOME, and other grant programs that conduct renovation and rehabilitation of older homes that may contain lead hazards are required to use standard wording on lead safety requirements (e.g. HUD and EPA regulations) in their program NOFAs.

*Achieved in September 2016. HUD has continued to use the departmental clearance process to ensure that program NOFAs include the appropriate language on lead and healthy homes regulations and practices.*

**MEASURING OUR PROGRESS**

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

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

To assess our progress towards increasing the energy efficiency and health of the nation's housing stock, HUD tracks the number of new construction or retrofitted housing units that are healthy, energy-efficient, or meet green building standards. For analysis and a detailed breakdown of each program office’s contributions toward the agency’s APG target, see page 90.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target	FY17 Target <sup>98</sup>
75,951	78,489 <sup>99</sup>	81,451 <sup>100</sup>	83,385	≥79,537 <sup>101</sup>	≥80,463 <sup>102</sup>

<sup>98</sup> Included for reference as this APG is tracked as a two-year goal. Two-year target is 160,000.

<sup>99</sup> Revised up from 78,457 in the HUD FY 2015 Annual Performance Report due to a typographical error.

<sup>100</sup> Revised up from 77,396 in the HUD FY 2015 Annual Performance Report due to 203(k) FY 2015 completions that did not report until FY 2016.

<sup>101</sup> FY 2016 target includes 2,883 “stretch units” which are not assigned to a specific program but are applied to the overall APG.

<sup>102</sup> FY 2017 target includes 2,882 “stretch units” which are not assigned to a specific program but are applied to the overall APG. Overall, HUD has set a two-year APG target of 160,000, which is consistent with the Department’s two-year APG target since FY 2010.

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

Measurement of the number of public housing and multifamily building properties which have entered utility data into EPA’s Portfolio Manager or another compatible data collection tool. HUD is currently evaluating the feasibility of collecting data on this metric. HUD expects to revise this indicator in the *FY 2018 Annual Performance Plan*.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	N/A	N/A	≥3,300 <sup>103</sup>

✦ **Installed megawatts toward federal renewable energy target** (supporting indicator)

Measurement of the number of megawatts of installed renewable energy capacity and the number of megawatts of renewable energy committed to within the HUD-assisted portfolio. As of July 2016<sup>104</sup>, HUD had received 344 MW in commitments towards its 2020 goal of 300 installed megawatts.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	N/A <sup>105</sup>	76 MW	≥20 MW <sup>106</sup>

**OTHER INDICATORS**

***Energy Savings and Other Outcomes***<sup>107</sup>

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

<sup>103</sup> Initial target based upon number properties projected by the Office of Multifamily Housing programs. The HUD benchmarking strategy (once implemented) will track number of units and will also include the Office of Public Housing.

<sup>104</sup> BBC partners provide updates annually and will not report again until CY the summer of 2017.

<sup>105</sup> This indicator will first report in FY 2016.

<sup>106</sup> The target for FY 2016 was increased internally to 45 MW due to the success of this initiative. This change is reflected in the Performance.gov update for this APG.

<sup>107</sup> FY 2009 is the baseline (0 percent) for the Energy Model indicators.

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

	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
Cumulative estimate of energy savings <sup>108</sup> in the HUD-assisted portfolio	1.3%	1.6%	1.9%	2.8%	≥2.9%
Estimated share of HUD-assisted portfolio impacted by energy efficiency programs	8.5%	9.7%	10.6%	11.9%	≥12.1%

★ **Estimated cumulative reduction in carbon emissions (metric tons)<sup>109</sup>**

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
115,883	141,922	165,192	189,810	≥182,955

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

Cumulative estimate of gallons of water saved.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
10.2 million	12.5 million	14.9 million	20.9 million	≥21.6 million

**The Better Buildings Challenge**

▶ **Better Buildings Challenge multifamily housing partners' energy use (BTUs/sf)<sup>110</sup>**

This metric consists of measurement of energy use intensity (EUI) in BTUs/square foot for BBC multifamily housing partners reporting benchmarking data in Portfolio Manager. In the longer term, HUD expects the EUI of its Better Buildings Challenge multifamily housing partners to decrease as a result of effective energy use management resulting from better information acquired through utility benchmarking. In the near term, the EUI may increase (e.g. below from FY 2015-16) as the proportion of BBC multifamily housing partners reporting energy use increases (the relative energy efficiency of new participants may, for example, be higher than the early adopters reflected in the initial reporting).

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	109,000	123,000	Tracking Only

<sup>108</sup> Savings relative to projected energy use of status quo scenario (no energy efficiency intervention).

<sup>109</sup> The historic actuals and FY 2016 target has been updated from the numbers reported in the *FY 2017 Annual Performance Plan* to reflect adjustments to the Energy Model.

<sup>110</sup> BTU = British thermal unit.

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

Tracks the percentage of Better Building Challenge multifamily housing partners reporting energy use data to HUD. The next round of Better Building Challenge partners will not submit their FY 2016 data until March 2017, as they are only required to report once a year. Therefore, HUD anticipates that it is still on track to satisfy its FY 2016 target of 50 percent once the final FY 2016 data is reported in March 2017.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	23%	42%	≥50%

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

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	390,000	693,917	≥500,000



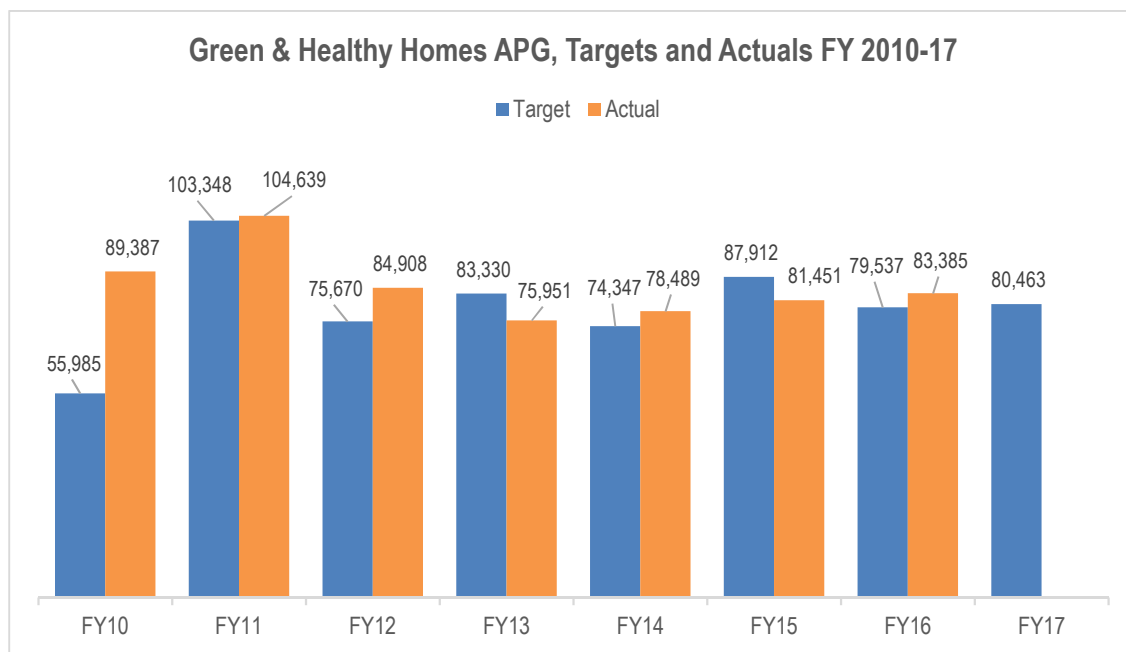
### Retrospective: FY 2016-2017 Agency Priority Goal ★ Green and Healthy Homes

Between October 1, 2016 and September 30, 2017, HUD aims to increase the energy efficiency and health of the nation’s housing stock by enabling over 160,000 cost-effective, energy efficient or healthy housing units. At the mid-point of the reporting period, HUD has completed 83,385 units, achieving approximately 52 percent of its two-year target.

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

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

	Target	Actual	Change from Previous Year	Target Met?
→ FY 2010	55,985	89,387	NA	✓
→ FY 2011	103,348	104,639	+15,252 (↑17%)	✓
→ <i>FY 2010 + FY 2011 combined two-year goal</i>	<i>159,333</i>	<i>194,026</i>		✓
→ FY 2012	75,670	84,908	-19,731 (↓19%)	✓
→ FY 2013	83,330	75,951	-8,957 (↓11%)	✗
→ <i>FY 2012 + FY 2013 combined two-year goal</i>	<i>159,000</i>	<i>160,859</i>		✓
→ FY 2014	74,347	78,489	+2,538 (↑3%)	✓
→ FY 2015	87,912	81,451	+2,962 (↑4%)	✗
→ <i>FY 2014 + FY 2015 combined two-year goal</i>	<i>162,259</i>	<i>159,940</i>		✗
→ FY 2016	79,537	83,385	+1,934 (↑2%)	✓
→ FY 2017	80,463	TBD		
→ <i>FY 2016 + FY 2017 combined two-year goal</i>	<i>160,000</i>	<i>TBD</i>		
Net change, from FY 2010 to FY 2016: +598,210 energy efficient and healthy retrofits or newly constructed units				



## FINAL PROGRESS UPDATE

A total of 83,385 energy efficient and healthy units were reported for FY 2016, against the FY 2016 target of 79,537 units, and against the two-year FY 2016-17 APG target of 160,000 units. Of these, energy efficient completions reported through the fourth quarter (Q4) totaled 63,313 units, while healthy home completions totaled 20,072 units.

### *FY 2016-17 Energy-Related Units Completions by Program Office:*

- **Office of Community Planning and Development (CPD):** CPD reported 8,708 energy efficient units in FY 2016, exceeding its year-one target by 1,057 energy efficient units. Completed units consist of new HOME and Community Development Block Grant (CDBG)-funded units meeting the Energy Star Certified New Homes standard, as well as energy efficient units financed with CDBG Disaster Recovery (CDBG-DR) funds for Hurricane Sandy Disaster Recovery (50 percent of more reconstruction only). HUD also counts HOME units in California built to the Title 24 energy efficiency standard. Since FY 2010, the HOME program has seen its funding cut by over 50 percent. HUD expects CDBG-DR (Sandy) substantial rehabilitation projects to continue past 2020 given the pipeline of planned and recently underway projects.
- **Office of Housing:** The Office of Housing completed 28,729 energy efficient units in FY 2016, 2,289 units short of its year-one target. Of these, 19,470 are multifamily assisted or insured units, and 9,259 are single-family insured housing. The shortfall is primarily due to the RAD program, which continues to see a slower than expected adoption of the Low Income Housing Tax Credit and the lingering impact of the previous production cap of 60,000 units. A RAD project is considered "green" if the conversion includes LIHTC funding and takes place in states with an acceptable energy efficient Qualified Allocation Plan (QAP) score, as graded by Global Green USA. As a result of the 2015 Appropriations Act, HUD can now convert up to 185,000 units through RAD's first component. Given the existing waiting list of projects and time needed to complete the conversion process, many of these "new" units won't be counted towards the APG until 2017.

In addition to the RAD program, the following multifamily programs are included in this total: FHA Multifamily Endorsements with energy efficient features, the Mark-to-Market Program Green Initiative, and Section 202 and Section 811 projects funded under the FY 2009 and FY 2010 NOFAs and completed in FY 2016. These Section 202/811 projects required energy efficiency and water conservation measures when initially funded and were encouraged to use green building design and features. With a reduction in Mortgage Insurance Premium (MIP) rates first implemented in April 2016, HUD anticipates serving 40,000 families over the next three years through this incentive alone.

FHA's Office of Single Family Housing reported 9,259 energy efficient units in FY 2016. The overwhelming majority of these units (9,058) were financed through the Section 203(k) mortgage program, which finances rehabilitation and home improvements in conjunction with home purchases (or refinancing of existing mortgages). The remaining single family housing units came from the Energy Efficient Mortgage (EEM) program.

- **The Office of Public and Indian Housing (PIH):** PIH reported 25,876 energy efficient units in FY 2016, exceeding the year-one FY 2016 target of 21,485. This total includes Energy Performance Contracts (EPC) units, which report in December of each year. Reported PIH units also include energy upgrades of existing public housing funded through the Public Housing Capital Fund (PHCF), counted as "unit equivalents", and primarily new "developed energy efficient units" through one of three programs: mixed financing, HOPE VI, and Choice Neighborhoods. The Public Housing Capital Fund in particular saw a very successful year, highlighted by the New York City Housing Authority's efforts to implement energy-saving measures across a number of large developments.

### *Lead Hazard Control and Healthy Homes Units:*

- **Office of Lead Hazard Control and Healthy Homes (OLHCHH) and CPD:** OLHCHH and CPD reported an estimated 20,072 units made lead safe in FY 2016. These include lead hazard interim control or

abatement activities carried out by OLHCHH under lead hazard control grants as well as such activities carried out by CPD under the Lead Safe Housing Rule with HOME and CDBG funds. OLHCHH grantees work to mitigate environmental hazards for improved health outcomes in housing, prioritizing units where young children are present. In addition to reporting on a variety of lead hazard control and healthy housing grant programs, OLHCHH also reports data on its Lead Disclosure Rule enforcement actions. HUD has published an update to the Lead Safe Housing Rule that will lower the children's blood lead level threshold at which owners of HUD-assisted housing promptly identify and control lead-based paint hazards. OLHCHH is preparing training and guidance efforts to support this rule change.

Given the Department's aggressive FY 2016-17 APG target of 160,000, HUD has made significant strides. HUD's production volume continues to be driven by FHA endorsements, the growing RAD production pipeline, and Energy Performance Contracts. Meanwhile, HUD has seen the production begin to wrap up for older projects (FY2010 NOFA 202/811, HOPE VI) and has discontinued other programs (PowerSaver, Green Preservation Plus).

For up-to-date quarterly assessments of progress, readers may consult the quarterly updates on [Performance.gov](http://Performance.gov).

## Completed Green or Healthy Units by Program

Program	FY 2010-11 2-Year Actual	FY 2012-13 2-Year Actual	FY 2014-15 2-Year Actual	FY 2016 1-Year Actual	FY 2016 1-Year Target	FY 2017 1-Year Target	FY 2016-17 2-Year Target
Community Development Block Grant (CDBG)	753	1,376	563	282	415	415	830
CDBG – Disaster Relief (Sandy)	N/A	N/A	2,206	2,165	1,236	1,236	2,472
HOME Energy STAR	11,461	17,011	13,902	6,261	6,000	5,900	11,900
Tax Credit Assistance Program (TCAP) <sup>111</sup>	3,146	12,074	N/A	N/A	N/A	N/A	N/A
<b>TOTAL Community Planning &amp; Development</b>	<b>15,360</b>	<b>30,461</b>	<b>16,671</b>	<b>8,708</b>	<b>7,651</b>	<b>7,551</b>	<b>15,202</b>
Public Housing Capital Fund <sup>112</sup>	62,043	36,040	15,105	11,723	6,442	6,319	12,761
Energy Performance Contracts	48,509	39,515	39,953	12,318	13,220	13,100	26,320
Developed/Retrofitted Units	3,314	1,884	3,020	1,835	1,823	793	2,616
ONAP (ARRA funded) <sup>113</sup>	1,936	370	N/A	N/A	N/A	N/A	N/A
<b>TOTAL Public and Indian Housing</b>	<b>115,802</b>	<b>77,809</b>	<b>58,078</b>	<b>25,876</b>	<b>21,485</b>	<b>20,212</b>	<b>41,697</b>
FHA Endorsements – Multifamily	N/A	12,251	22,116	10,918	12,193	12,193	24,386
Green Retrofit Program – Multifamily <sup>114</sup>	12,975	4,581	N/A	N/A	N/A	N/A	N/A
Green Preservation Plus – Multifamily <sup>115</sup>	N/A	696	240	N/A	N/A	N/A	N/A
Mark to Market – Multifamily	2,478	6,268	4,083	1,256	2,500	2,500	5,000
Rental Assistance Demonstration - Multifamily	N/A	N/A	4,451	6,951	11,700	14,000	25,700
Section 202/811 – Multifamily	3,881	4,658	3,386	345	850	850	1,700
Energy Efficient Mortgages – Single Family	N/A	N/A	682	201	275	275	550
PowerSaver 203(k) & Title I – Single Family <sup>116</sup>	5	357	840	N/A	N/A	N/A	N/A
203(k) (non-PowerSaver) – Single Family	N/A	N/A	9,222	9,058	3,500	3,500	7,000
<b>TOTAL Housing (Multifamily &amp; Single Family)</b>	<b>23,372</b>	<b>28,811</b>	<b>45,020</b>	<b>28,729</b>	<b>31,018</b>	<b>33,318</b>	<b>64,336</b>
<b>TOTAL Lead Hazard Control &amp; Healthy Homes (OLHCHH &amp; CPD)</b>	<b>39,492</b>	<b>23,778</b>	<b>40,171</b>	<b>20,072</b>	<b>16,500</b>	<b>16,500</b>	<b>33,000</b>
<b>Stretch Units<sup>117</sup></b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>2,883</b>	<b>2,882</b>	<b>5,765</b>
<b>Green or Healthy Units, Total</b>	<b>194,026<sup>118</sup></b>	<b>160,859</b>	<b>159,940</b>	<b>83,385</b>	<b>79,537</b>	<b>80,463</b>	<b>160,000</b>

<sup>111</sup> TCAP, a short-term The American Recovery and Reinvestment Act of 2009 (ARRA) funded program, expired in FY 2014.

<sup>112</sup> FY 2012 Public Housing Capital Fund total includes ARRA funded and non-ARRA units. The ARRA-funded program expired in FY 2013.

<sup>113</sup> ONAP retrofits were funded by ARRA, expiring in FY 2013.

<sup>114</sup> Green Retrofit Program retrofits were funded by ARRA, expiring in FY 2013.

<sup>115</sup> Green Preservation Plus was retired in FY 2016.

<sup>116</sup> The PowerSaver programs expired in FY 2016.

<sup>117</sup> Stretch units are not assigned to a specific program but instead are applied to the overall APG.

<sup>118</sup> Strong production during the FY 2010-11 reporting period was driven by ARRA funds and is atypical of HUD's performance over the last five years.

## 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.**

### FY 2016 PROGRESS UPDATE

As of November 2016, HUD has executed 71 percent of its Climate Adaptation Plan's actions; successfully surpassing the FY 2016 Target of 60 percent completion. The plan outlines a set of 35 actions designed to address some of the risk posed by climate change to the Department's operations. In addition, HUD announced the winners of the \$1 billion National Disaster Resilience Competition (NDRC) on January 21, 2016, comprising eight states and five cities or counties from across the country. NDRC activities will help communities respond to climate change, save public resources, revitalize and modernize infrastructure, and improve access to opportunity for economically vulnerable populations. HUD published a final rule updating the Consolidated Plan guidance to require consideration of climate impacts and natural hazards on low and moderate-income individuals. The Department is also in the process of reviewing public comments from the proposed floodplain elevation rule that would require all new HUD assisted actions to be elevated 2-3 feet above base flood elevation levels.

### MAJOR MILESTONES

#### Climate Change Adaptation Plans

**9/30/2016**                      **Publish consistent and aligned disaster assistance policies and program requirements** among the mortgage insurance and guaranty agencies: The Federal Housing Administration (FHA), the Office of Public and Indian Housing (PIH), Veterans Affairs (VA), and the Department of Agriculture (USDA).<sup>119</sup> This effort will be coordinated by the Government National Mortgage Association.

*Achieved as of April 2016. Ginnie Mae conducted outreach to each agency resulting in updated PIH guidance. USDA published updated guidance that brought its handbook guidelines into conformity with FHA. VA has elected to forgo updating its guidance.*

**10/1/2016**                      **Publish guidance on the use of 203(k) products for hazard mitigation.** This may include toolkits, fact sheets, case studies, and/or programs-in-a-box.

*Delayed. MOU signed between National Association of Realtors, Association of State Floodplain Managers, and HUD. All parties are working to create guidance on the use of the 203 (k) product for hazard mitigation. HUD anticipates completing this activity no later than mid-2017. Progress towards completing this activity in a timely fashion has been adversely impacted by staffing shortages.*

**10/1/2016**                      **Update Consolidated Planning guidance to require consideration of climate change impacts on low- and moderate-income individuals.**

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<sup>119</sup> Dependent upon USDA and VA activities.

*Achieved in January 2017. HUD published a final rule updating the Consolidated Plan guidance to require consideration of climate impacts and natural hazards on low- and moderate-income individuals.*

**10/1/2016**

**Publish analysis of impacts that identifies the most vulnerable HUD-funded physical assets.**

*Delayed pending ongoing efforts to secure additional expertise, with a tentative new target date of January 2018.*

**12/31/2016**

**Complete the rulemaking process to update 24 CFR Part 55 in alignment with the Federal Flood Risk Management Standard.** In the face of increased flooding risks and rising sea levels, HUD proposed new elevation standards for all HUD-supported properties. For the first time in nearly 40 years, HUD is proposing to establish higher elevation requirements for properties seeking HUD assistance or Federal Housing Administration (FHA) mortgage insurance.

*Delayed. The Proposed Rule was published in the Federal Register on October 28, 2016. Public comment for the Proposed Rule closed on December 27th, 2016. Public comments are currently under review.*

**12/31/2016**

**Publish additional guidance to grantees on compliance and the use of green infrastructure approaches.**

*Achieved in December 2016. HUD is also developing a tool to help CPD grantees incorporate resilience into their regular planning processes and implementation.*

**12/31/2016**

**Publish guidance on the use of CDBG for climate change adaptation/resilience.**

*Delayed*

*HUD is developing a tool to help CPD grantees to incorporate resilience into their regular activities, which will include helping CDBG recipients identify resilient investments for their CDBG allocation*

## MEASURING OUR PROGRESS

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

### **Climate Change Adaptation Plans<sup>120</sup>**

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A <sup>121</sup>	11%	23%	71%	≥60%

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	N/A	N/A <sup>122</sup>	Tracking Only

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	N/A	N/A <sup>123</sup>	Establish Baseline

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	N/A	1	Tracking Only

<sup>120</sup> The Climate Change Adaptation Plan (CCAP) has 35 actions. HUD tracks implementation through direct communication with program offices.

<sup>121</sup> This indicator was first reported in FY 2014.

<sup>122</sup> There is no data to report for FY 2016. It was anticipated that FHA systems would be able to gather these data; however, HUD does not capture what types of construction activities are included in a Section 203(k) insured loan. As a result, HUD does not anticipate tracking this indicator in the future.

<sup>123</sup> There is no data to report for FY 2016. HUD cannot collect this data until the final rule is fully implemented. Per the Updating Consolidated Planning milestone, HUD hopes to begin collecting data in FY 2018.

## Strategic Objective: Community Development

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

HUD participated in several interagency place-based initiatives in 2016 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 2016 HUD Leads	Launch Year	Scope at FY 2016 Year-End	Focus	Intervention Type
ConnectHome <sup>124</sup>	PIH	R. Greenblum D. Blom	2015	27 Cities; 1 Tribal Nation	High-Speed Internet	Technical Assistance
Choice Neighborhoods	PIH	D. Blom M. Turbov	2010	17 Implementation Grant and 71 Planning Grant Communities	Distressed Public and HUD-assisted Housing	Planning and Implementation Grants
Community Development Block Grants	CPD	H. Tregoning S. Gimont	1974	National	Community Development	Block Grants
Community Needs Assessment	FPM	M. McBride	2014	82 Cities or Communities	Local, State, and Federal Collaboration	Technical Assistance
Promise Zones	FPM	M. McBride	2013	13 Cities or Communities	Reducing Poverty	Direct Federal Partnership
Strong Cities, Strong Communities	CPD	P. Pontius	2011	80 Cities	Economic Development	Direct Federal Partnership; Technical Assistance
Sustainable Communities Initiative <sup>125</sup>	CPD	D. Arigoni	2010	National	Planning and Investment	Planning Grants

<sup>124</sup> FY 2016-17 Agency Priority Goal (APG)

<sup>125</sup> All Sustainable Communities Initiative activities closed out in FY 2016 and will not be tracked in future reports.



## ConnectHome

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### ★ ConnectHome is an Agency Priority Goal (APG) for FY 2016 ★

#### FY 2016 APR PROGRESS UPDATE

Please refer to the Final Progress Update on page 84 for details.

#### MAJOR MILESTONES

2/29/2016

**1) Begin rulemaking that requires HUD-funded new residential construction and substantial rehabilitation projects to support high-speed internet connectivity in each housing unit.**

**2) Begin rulemaking to integrate high-speed internet feasibility and needs assessment as a component of the Consolidated Planning process**, which serves as a framework for a community-wide dialogue to identify housing and municipal development priorities.

*Achieved. HUD began drafting the rules in May 2016 and published the Final Rules at the end of the calendar year.*

12/31/2016

**Supply guidance and share best practices with CPD and Office of Native American Programs (ONAP) grantees** on how to use existing HUD funding to support high-speed internet connectivity.

*Achieved in February 2016. CPD issued guidance on the use of CDBG for broadband in January 2016, and ONAP issued guidance to grantees about how its funding programs could be used to support broadband projects on tribal lands in February 2016.*

## MEASURING OUR PROGRESS

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

★ **Percentage of public housing households with school-age<sup>126</sup> children in ConnectHome communities with at-home high-speed internet<sup>127</sup> (key indicator)**

54 percent represents the share of all surveyed households in pilot communities with school-age children that have an Internet connection which is not smartphone and smartphone data-plan dependent. This means that a large sample of select developments in ConnectHome communities revealed that pre-ConnectHome in-home Internet access was higher than expected (54 percent), exceeding the FY 2016 target of 35 percent. HUD is currently reevaluating its FY 2017 targets based upon the survey results. From the launch of ConnectHome until the end of FY 2016, HUD estimates that the initiative connected 25-30 percent of unconnected families with school-age children living in public housing in the pilot communities. The actual percentage is difficult to calculate given that the surveys were facilitated by PHAs on varying schedules and delivery methods. As a result, data quality likely varies from PHA to PHA.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	N/A	54%	≥35%

★ **Number of Public Housing households with school-age children that gain free or low-cost high-speed internet access through ConnectHome (supporting indicator)**

HUD ended the fiscal year having helped an estimated 5,000 Public Housing households with school-age children gain new high-speed Internet connections<sup>128</sup>, falling short of its stated goal of connecting 10,000 of these households. In total (including both households with and without school-age children), over 7,700 households in these pilot communities gained new Internet connections by the end of FY 2016.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	N/A	5,000	≥10,000

<sup>126</sup> School-age refers to children in the age group traditionally associated with grades K-12.

<sup>127</sup> Does not include households that rely upon smartphones as the sole source of internet access.

<sup>128</sup> "Gaining a new connection" means gaining free or low-cost high-speed Internet at home through ConnectHome. This number may include some households that were previously connected or, in a few cases, that are not in public housing.

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

In December 2016, HUD published a rule requiring HUD-funded new residential construction and substantial rehabilitation projects to support high-speed Internet connectivity in each housing unit. Tracking this metric would require making changes to the way that impacted program offices collect data. Since HUD does not currently have the capability to collect this data, it does not have any data to report for the FY 2016 reporting period and no baseline for target-setting. HUD may reassess this indicator in 2017.

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

## FINAL PROGRESS UPDATE

Since launching last year, the ConnectHome initiative has made great strides in increasing residents' access to high-speed Internet in the 28 pilot communities. Two Internet Service Providers (ISPs), Comcast and Cox, enhanced their low-cost Internet offers by expanding eligibility to include any household that receives HUD assistance. Additionally, AT&T and T-Mobile have signed on as national stakeholders to support this effort. ConnectHome stakeholders sign agreements to provide their services uniformly to all PHAs within their footprint and commit to offering specific resources. HUD headquarters and regional staff have worked closely with PHAs, ISPs, and HUD's two nonprofit partners in this endeavor, EveryoneOn and US Ignite, as well as a wide variety of "enrollment" and "corporate" partners to address the primary barriers to adoption: cost, access, and training. Enrollment partners are school districts, nonprofits, and other community partners who work with families and school-age children residing in public housing that may benefit from low-cost internet service and devices. Corporate partners help provide hardware, software, and training. Pilot sites have worked with national and local partners and ISP stakeholders to host resident sign-up events, connect residents to free or low-cost Internet offers, provide digital literacy training and distribute free or low-cost devices.

HUD ended the fiscal year having helped an estimated 5,000 K-12 households gain new high-speed Internet connections, falling short of its stated goal of 10,000 K-12 households. HUD estimates that this number understates the true number of ConnectHome connections in the pilot communities, as several ISP stakeholders are working with HUD to verify their connectivity data. Once this data has been analyzed, HUD expects these numbers to retroactively increase. In total, (K-12 households + non-K-12 households) over 7,700 households in these pilot communities gained new Internet connections by the end of FY 2016.

Though there have been many successes, some sites faced challenges which led to a lower number of connections than was originally projected. In some cases, sites had proposed methods that were either too costly (e.g., infrastructure spending) or turned out to be impractical (e.g., working with an organization that did not share the same vision). Nevertheless, all sites made progress, with momentum picking up in the latter part of the fiscal year. In fact, during the last two months of FY 2016, new high-speed Internet connections for households with K-12 residents in public housing increased by over 60 percent.

During FY 2016, HUD also worked to support future connectivity in HUD developments by publishing two rules supporting high speed Internet connectivity. One rule requires HUD-funded new residential construction and substantial rehabilitation projects to install infrastructure that would allow high-speed Internet connectivity. The other rule integrates high-speed Internet feasibility and needs assessment into HUD's Consolidated Planning process. These rules completed a public comment period, OMB review, and were published in December 2016.

For up-to-date quarterly assessments of progress, readers may consult the quarterly updates on [Performance.gov](http://Performance.gov).

## Choice Neighborhoods

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### FY 2016 PROGRESS UPDATE

Building on a commitment to help local communities redevelop distressed public or HUD-assisted housing and transform neighborhoods, HUD continued to award and manage Choice Neighborhoods grants in 2016. In June 2016, Choice Neighborhoods awarded 10 Planning Grants totaling \$8 million. Previously, Choice Neighborhoods Planning Grant funds could only be used to create a neighborhood transformation plan. However, experience with the 63 previously awarded Choice Neighborhoods Planning Grantees has shown that tangible, early actions help sustain community energy, attract new resources, and build momentum to turn that plan into reality. HUD's FY 2015/16 Planning Grant funding built upon these lessons by providing the four highest scoring applications with "Planning and Action Grants." In addition to developing a neighborhood transformation plan, Planning and Action Grants provide funding to cities and/or housing authorities for activities such as economic development projects, business façade improvement programs, or vacant property reclamation programs.

The FY 2016 Choice Neighborhoods Implementation NOFA was issued in March 2016 and announced approximately \$120 million available for award. Choice Neighborhoods Implementation Grants are competitively awarded to communities that have undergone a comprehensive local planning process and are ready to implement their transformation plan to redevelop HUD-assisted housing and the surrounding neighborhood. From the program's inception in 2010 through FY 2016, HUD awarded Choice Neighborhoods Implementation Grants of up to 17 communities, with awards of up to \$30.5 million each. HUD expects these grantees to replace and rehabilitate 4,813 obsolete, isolated public and private HUD-assisted housing units with new, mostly privately managed units. These replacement units will be combined with an additional 8,464 new affordable and unrestricted/market rate units, with the goal of establishing a sustainable mix of incomes.

### MAJOR MILESTONES

**3/31/2016**

**Award new technical assistance contract or cooperative agreement.**

*Achieved in February 2016. Originally targeted for completion by 10/1/2015. The FY 2015 Community Compass NOFA was published on 8/12/2015. The application period closed on 9/25/2015. The FY 2015 Community Compass Cooperative Agreements for Choice Neighborhoods data/reporting and technical assistance was awarded in February 2016, in line with the Department-wide Community Compass award process.*

**6/30/2016**

**Establish formal procedure for closing Choice Neighborhoods transactions that replace public housing with Rental Assistance Demonstration (RAD) units.**

*Achieved in October 2016. Completion of this milestone was delayed due to the complex nature of the collaboration required between multiple offices across HUD, including OGC, OPHI, Housing, and RECAP.*

**9/30/2016**

**Award Planning and Action Grants.**

*Achieved on June 28, 2016. HUD awarded Planning Grants totaling \$8 million to 10 severely distressed neighborhoods to create a comprehensive neighborhood transformation plan and build the support necessary for that plan to be successfully implemented. New this year, Greater Dayton Premier Management, Louisville Metro Housing Authority, the City of Phoenix, and the City of Shreveport each received additional*

*funding for “action” activities. With this additional funding, communities with severely distressed public or HUD-assisted housing will continue to develop a successful neighborhood transformation plan and invest in limited, physical neighborhood improvements – such as business façade improvement programs, vacant land reclamation programs, and gap financing for economic development projects.*

**12/31/2016 Award Community Compass Cooperative Agreements for Choice Neighborhoods data/reporting and technical assistance.**

*Achieved on December 20, 2016.*

**MEASURING OUR PROGRESS**

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

**Choice Neighborhoods<sup>129</sup>**

▶ **Number of replacement<sup>130</sup> housing units developed**

This indicator tracks the annual total number of newly constructed or substantially rehabilitated units developed in Choice Neighborhoods which replace previously removed Public Housing or HUD-Assisted Multifamily Housing inventory. HUD fell short of its FY 2016 target, as some grantees encountered unavoidable construction and financing issues which caused delays in unit production. HUD also clarified its definition of “completed” units as units which receive permanent certificates of occupancy instead of temporary certificates. The FY 2017 target will incorporate the clarified definition, as well as more realistic construction schedules.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	460	449	≥662

▶ **Number of non-replacement<sup>131</sup> housing units developed**

This indicator tracks the annual total number of new units developed in Choice Neighborhoods. HUD fell short of its FY 2016 target, as some grantees encountered unavoidable construction and financing issues which caused delays in unit production. HUD also clarified its definition of units being “complete” as units which receive permanent certificate of occupancy instead of temporary certificates. The FY 2017 target will incorporate the clarified definition, as well as more realistic construction schedules.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	344	91	≥346

<sup>129</sup> All Choice Neighborhoods performance indicators were first reported in FY 2015.

<sup>130</sup> Replacement Units consist of: Public Housing Annual Contributions Contract (ACC) Only Units; Public Housing ACC/Low-Income Housing Tax Credit (LIHTC) Units; RAD Only Units; RAD / LIHTC Units; Project-Based Voucher Only Units; Project-Based Voucher/LIHTC Units; HUD-Assisted Multifamily Only Units; and HUD-Assisted Multifamily/LIHTC Units.

<sup>131</sup> Non-Replacement Units consist of: Affordable Housing Rental Units (Up to 80 percent AMI); Affordable Housing Rental Units (Between 81 and 120 percent AMI); Affordable Housing Rental Units (Up to 80 percent AMI) developed with Choice Neighborhood funds; Affordable Housing Rental Units (Between 81 and 120 percent AMI) developed with Choice Neighborhood funds; Affordable Housing Rental LIHTC Only Units; Market Rate Rental Units; Affordable Homeownership Units with Choice Neighborhood Financing; Affordable Homeownership 2nd Mortgage Only; Market Rate Homeownership Units; Other Homeownership Units.

► **Cumulative total leveraged dollars expended by grantees**

This indicator tracks the total amount of non-Choice Neighborhoods funds expended by grantees, including private funds, philanthropic funds, state government funds, local government funds, other federal funds, and other funds.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	\$906.2 million	\$1.12 billion	Tracking Only

► **Ratio of total leveraged dollars expended to total grant dollars expended**

This indicator is the ratio of total leveraged (non-Choice Neighborhood) dollars expended to total Choice Neighborhood grant dollars expended.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	1:9	1:9	Tracking Only

► **Number of building permits filed in the Choice Neighborhoods**

This indicator tracks the total number of building permits filed within Choice Neighborhoods target neighborhoods. New building permits are reported by local municipal business permit offices and tracked as an indicator of economic development.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	4,857	4,667	Tracking Only

► **Percentage of working-age residents with wage income**

This indicator tracks the percent of residents of target Public Housing or HUD-Assisted Multifamily Housing between the ages of 15-64 reporting income due to earnings at the end of the reporting year.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	26.0%	28.3%	31.5%	Tracking Only

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

This indicator measures the percent change in the percent of assisted residents with wage income in current FY data (see indicator above) over the previous year's baseline.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	2.3%	3.2%	Tracking Only



## Community Development Block Grants

### FY 2016 PROGRESS UPDATE

The CDBG program and its partners have achieved a number of significant accomplishments over the past year. To view the complete FY 2005-16 CDBG Accomplishments Report, please visit: <https://www.hudexchange.info/programs/cdbg/cdbg-accomplishment-reports/>.

Additional FY 2016 accomplishments include:

- HUD awarded \$1 billion through the National Disaster Resilience Competition. Winners included eight states and five cities or counties.<sup>132</sup>
- HUD released a series of online CDBG technical assistance products called *Explore CDBG*: <https://www.hudexchange.info/programs/cdbg/cdbg-ta-products/#all-products>.
- HUD launched a CDBG Project Profiles Website, designed to highlight community achievements and inspire new and existing grantees alike. The site allows users to explore projects by state and by activity type, such as “neighborhood revitalization” and “economic development”. See: <https://www.hudexchange.info/programs/cdbg/project-profiles/>.

### MEASURING OUR PROGRESS

To track our progress towards this objective, HUD is tracking the following performance indicators.<sup>133</sup>

#### Community Development Block Grants (CDBG)

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
27,924	22,691	19,518	18,844	≥18,000

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	N/A	1,764	Tracking Only

<sup>132</sup> See: <https://www.hudexchange.info/news/hud-awards-1-billion-through-national-disaster-resilience-competition/>

<sup>133</sup> Most of the performance indicators for this program are new and will first report in FY 2016. Therefore, there is no data to report for prior years and no baseline to establish FY 2015-16 targets for a majority of the indicators.

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
54,140	49,780	44,626	54,667	Tracking Only

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
469,601	432,448	257,342	208,844 <sup>134</sup>	Tracking Only

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	N/A	1,135	Tracking Only

▶ **Green infrastructure improvements completed, in square feet**

This indicator was included in the *FY 2017 Annual Performance Plan*. HUD is electing to remove this indicator from future reports as this indicator does not accurately reflect current activities being measured by CDBG grantees.

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

<sup>134</sup> The types of development funded by CDBG awards are driven by community needs and priorities. The decrease in this specific type of development reflects this variation.

## Community Needs Assessments

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### FY 2016 PROGRESS UPDATE

Each regional/field office has chosen at least one community for this initiative, and some have chosen more, for a total of 85 Community Needs Assessment (CNA) locations for FY 2016. HUD's CNA initiative has evolved over the last year. Where possible, we made changes to streamline place-based work throughout the Department, as advised by the Place-Based Executive Committee (PBEC). Taking some best practices and lessons learned from other place-based initiatives (e.g., Promise Zones, SC2), we have offered more resources (e.g., trainings, webinars, etc.) to field staff working in communities to address locally-identified needs. Below are a few examples of CNA accomplishments in FY 2016:

- **The Reno, NV HUD Office has partnered with Charles Schwab Bank and the Enterprise Foundation to convene a Regional Housing Summit scheduled for January 2017.** The regional summit will gather housing developers, advocates, employers, and planners together to identify and prioritize housing needs in order to expand affordable housing in the Reno/Sparks Metro area.
- **The “Manufactured Home Park Solutions Collaborative: Local Agency Toolkit”** was published in September 2016. This toolkit is the culmination of a 9-month working group that came together as a result of the Springfield, OR CNA. The collaborative drew leaders from local and state government, federal agencies, lending institutions and nonprofits to create a rapid-response template for Oregon communities faced with manufactured home park closures. It includes an appendix detailing the potential use of HUD resources to improve and preserve parks and homes, compiled by Portland HUD staff.
- **The City of Utica, NY changed its CDBG evaluation process in 2016.** As a result of the CNA initiated in 2015, the City of Utica modified its project and partner selection using a more mixed approach. Prior to CNA, Utica evaluated applications on a case-by-case basis to select activities and organizations for funding under local CDBG programs. The disadvantage to this approach was that the selection of projects and partners receiving funding was limited to the activities and agencies that submitted applications. In 2016, the City continued to have an open call for applications, but took a more proactive approach by seeking out and choosing projects and partners that clearly fall within the scope of the objectives and activities developed and identified in the CNA 2-year action plan.

### MAJOR MILESTONES

9/30/2016

#### **Develop a CNA Best Practices Document.**

*Achieved in June 2016. The final CNA Best Practices document was completed, highlighting one successful community engagement per region. This document was released in concert with the Round 3 Promise Zone announcement to provide tangible examples to the designated finalists of what the offer to become a CNA community entails.*

9/30/2016

#### **Complete Operational Action Plan submitted by each Round 2 CNA Community.**

*Achieved in September 2016. Round 2 CNA Communities completed their community profiles and spent their first year identifying local goals and developing a plan of action. The CNA process is being folded into the larger community engagement efforts as outlined in the FY 2017 Place-Based Operating Plan, driven by the work of the PBEC. Revisions to*

*current plans are expected based on the latest guidance on community engagement, and goal setting and metrics.*

**MEASURING OUR PROGRESS**

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

▶ **Number of CNA action plans**

Each Community creates an “Operational Action Plan”, with key stakeholders, designed to be implemented within two years of establishing the finalized Action Plan. This indicator counts the cumulative number of CNA action plans that have been developed.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	70	82	85	≥75 <sup>135</sup>

<sup>135</sup> This target was listed as “Tracking Only” in the published *FY 2017 Annual Performance Plan* by error. The FY 2017 target was set at 80, although it was exceeded in FY 2015.

## Promise Zones

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### FY 2016 PROGRESS UPDATE

HUD and more than 13 federal agency partners are now working with the 22 urban, rural and tribal Promise Zone communities. The designees put forth the strongest applications in a competitive field, demonstrating clear strategies for revitalizing their communities and the capacities organized to carry the strategies out. A diverse HQ and field team is connecting communities to agency partners and forming unique cross-agency teams to support priorities and solve for locally-identified challenges. All 14 urban Promise Zones have signed designation agreements with HUD which are effective for the duration of both parties' 10-year commitment. On September 2, 2016, OMB issued guidance to federal agencies to establish preferences for Promise Zones; report on an annual basis the programs that will offer these preferences; and track Federal assistance provided to Promise Zone communities. HUD developed reporting tools to better assess Promise Zones' needs and the support they receive from federal partners. Here are a few examples of accomplishments in Promise Zones during FY 2016:

- **The IndyEast Promise Zone has pursued a strategy of transforming industrial blight to improve neighborhood quality of life.** In October 2016, the Promise Zone opened its first multifamily housing development, Oxford Place Senior Apartments, which was constructed on the former site of a 90-thousand-square-foot dry cleaner with 100 thousand tons of contaminated soil that was cleaned with a \$1.3 million EPA investment. This housing development seeks to be Indiana's first net-positive energy efficient multifamily housing: Boasting 440 rooftop solar panels, the facility will generate more energy than the residents consume, creating a sustainable living situation for some of the Promise Zone's most vulnerable citizens.
- **The Camden Promise Zone created "PowerCorps,"** a workforce development program which has graduated 23 Camden residents, ages 18-26, who are involved in the juvenile justice system, homeless or at risk, with three alumni returning as mentors. In addition, through Camden Corps Plus (CCP), a program made possible by a \$1.99 million US Department of Labor demonstration grant, over 113 disengaged young people ages 16 to 24 completed high school.
- **HUD and the Department of Education hosted a three-day peer exchange** in the Philadelphia and Camden Promise Zones to provide crucial technical assistance around youth, workforce development, and adult and family literacy to 10 Promise Zones.

### MAJOR MILESTONES

9/30/2015<sup>136</sup>

**Create and Test Community Development Marketplace (CDM).** Test the value of sharing and analyzing Promise Zone application information for federal agencies to target technical assistance, foundations and investors to identify investment opportunities, communities to locate their peers, and researchers to identify potential study partners.

*Achieved in April 2016. The CDM has been completed and tested, and currently includes community development project data from those communities who applied for designations under the Third Round Promise Zones Initiative and consented to share some of their application material with the public. The CDM search tool is available for Promise Zone Finalists and their community partners to use in developing action plans pursuant to the*

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<sup>136</sup> This milestone was originally reported as "delayed" in the FY 2016 Annual Performance Plan and has been added here for a final update.

*Local Operating Plan. In addition, CPD is using the information in the Round III Promise Zone CDM to develop a new CDM survey and tool to support peer exchange and cohort learning.*

9/30/2016

**Deepen place-based professional development for staff.** Work with other Place Based Initiatives and interagency partners to develop professional development opportunities for staff.

*Achieved in FY 2016. HUD created new capacity-building roles to further develop professional development opportunities. Both existing and new Field and Headquarters Promise Zone staff received place-based training.*

12/31/2016

**Designate a total of 20 Promise Zones.**

*Achieved on June 9, 2016. Announcements were made June 2016 to designate the final 9 Promise Zones for a total of 22 communities. HUD is the lead agency for the 14 urban Promise Zones.*

**MEASURING OUR PROGRESS<sup>137</sup>**

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

► **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. Available data is from October 2015 to May 2016. The remaining data for FY 2016 will not be available until May 2017.<sup>138</sup>

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	29	67	17	25

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

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	35	41	59	Tracking Only <sup>139</sup>

<sup>137</sup> The performance indicators for this program are new and will first report in FY 2016. Therefore, there is no data to report for prior years and no baseline to establish FY 2015-16 targets for each indicator.

<sup>138</sup> FY 2016 data will be updated in the *FY 2018 Annual Performance Plan*.

<sup>139</sup> HUD has reevaluated its ability to impact the outcome of this metric. HUD’s efforts are limited to encouraging other federal agencies to offer preference points for Promise Zone designation. Given that the decision to offer preference rests with other agencies, HUD has elected not to set annual targets for this goal.

► **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. Available data is from October 2015 to May 2016. The remaining data for FY 2016 will not be available until FY 2017 Q2.

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target	FY16 Actual	FY16 Target
N/A	\$132,248,735	\$42,849,811	\$8,811,513	TBD <sup>140</sup>	Tracking Only <sup>141</sup>

<sup>140</sup> Full-year data is not yet available for FY 2016, but is expected to be reported in the *FY 2018 Annual Performance Plan*.

<sup>141</sup> HUD has reevaluated its ability to impact the outcome of this metric. Although HUD plays a role in helping communities to identify funding opportunities offered by other agencies, the availability of federal dollars varies greatly from year to year. Due to this uncertainty, HUD is not setting targets for this metric at this time.

## Strong Cities, Strong Communities

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### FY 2016 PROGRESS UPDATE

The Strong Cities, Strong Communities (SC2) pilot has succeeded in demonstrating how the federal government can be a better partner with local communities in supporting their local visions and working together to achieve results on the ground. SC2's workstreams will all conclude by summer 2017, but the lessons learned will continue to inform how communities ask the government to work with them and how in turn the federal government coordinates and reaches out to local communities. An SC2 final report documenting many of the successes with testimonials from mayors and local stakeholders. Some SC2 highlights include:

- **Rockford, IL, achieved functional zero in combating veteran homelessness**, which the mayor and city partners attribute to work started in partnership with SC2.
- **Providence, RI, learned it had an alternative option to declaring bankruptcy** thanks to the technical assistance provided by the SC2 National Resource Network.
- **Based on the success of the SC2 model and feedback from locals who want the government to continue to operate in this coordinated, "de-siloed" fashion**, the White House adapted the SC2 Executive Order to create a new Community Solutions Executive Order that calls upon the government to maintain a coordinated operational platform to better interface with communities.
- **In the Municipal Health Data for American Cities initiative, the SC2 NRN equipped four cities—Flint, MI; Kansas City, MO; Providence, RI; and Waco, TX—with the first-ever municipal-level health data dashboard** to inform local decisions and measure the impact and effectiveness of local programs and priorities. Led by SC2 NRN organization New York University, in consultation with federal data providers and health experts, city leaders selected which indicators to include in the dashboard and track moving forward.

### MAJOR MILESTONES

3/31/2016

**Complete the second SC2 Annual Report.**

*Achieved in January 2017. HUD delayed this activity until the end of the Administration in order to make use of the latest information.*

3/31/2016

**Complete an exit strategy report for each SC2 city with an engagement end date in FY16.**

*Delayed. Some SC2 cities have extended their transition timeline, delaying the city-by-city exit strategy report. Therefore, HUD anticipates completing this action by the time the last team engagement winds down, which is Brownsville, TX, in March 2017.*



**MEASURING OUR PROGRESS**

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

▶ **Amount of existing federal funds more effectively utilized due to technical assistance and capacity building<sup>142</sup>**

HUD missed this target in FY 2016. External factors play a role in the attainment of this metric as each SC2 city has different focus areas, offering varying opportunities to identify and leverage applicable existing federal funds. Additionally, the funding environment at the federal level fluctuates annually.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	\$66.7 million	\$43.3 million	≥\$50 million

▶ **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	FY16 Target
N/A	N/A	32	24	≥20

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

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.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	289	305	≥220

<sup>142</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.

## Sustainable Communities Initiative

### MEASURING OUR PROGRESS

**Note on the following Sustainable Communities metrics:** FY 2015 saw the conclusion of funding for the second and final cohort of Sustainable Communities grantees. There are no activities to report in FY 2016 and beyond. The below indicators are reported here because FY 2015 closing cohort data was not released until Spring 2016. As a result, the data was not made available in time for the *FY 2015 Annual Performance Report*.

▶ **Annual local match contribution for SCI grants**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target
N/A	~\$102 million	~\$72 million	≥\$30 million

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

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target
N/A	73.6%	74.8%	≥60%

▶ **Percentage of closed-out grantees whose SCI-funded local and regional plans were adopted for implementation by a local governing body<sup>143</sup>**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target
N/A	41.4%	51.9%	≥36%

▶ **Number of regulatory reforms adopted as a result of HUD investments in sustainable community planning<sup>144</sup>**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target
No Data	101	56	≥15

▶ **Number of communities that aligned their HUD SCI plans with Federal Economic Development Administration Community Economic Development Strategy plans for economic resilience<sup>145</sup>**

FY13 Actual	FY14 Actual	FY15 Actual	FY15 Target
No Data	17	18	≥13

<sup>143</sup> Replaces “Number of plans adopted as a result of HUD investments in sustainable community planning” indicator. HUD determined that this new indicator more accurately reflects grantee success than raw plan adoption numbers.

<sup>144</sup> Targets and actuals updated from cumulative to annual reporting.

<sup>145</sup> Updated indicator from “Number of communities that developed or improved plans for economic resilience” to reflect annual reporting and make more descriptive.

## Achieving Operational Excellence: Management Objectives

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

For information on HUD's response to Office of the Inspector General (OIG) Report on Management and Performance Challenges and the Government Accountability Office (GAO) High Risk list, see [HUD's 2016 Agency Financial Report](#).

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

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

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

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

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

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

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

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

## Management Objective: Acquisitions

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

### FY 2016 PROGRESS UPDATE

HUD is unable to report on the acquisitions timeliness metrics included in the Annual Performance Plan. In the meantime, HUD completed implementation of a quality scorecard that measures the quality of solicitations and Technical Evaluation Panel (TEP) reports in June 2016. The scorecard has already validated previously identified bottlenecks and has led to an enterprise-wide contract for support services for the TEP to decrease the amount of time it takes to award contracts and enable the Department to target resources more effectively.

Despite challenges, HUD achieved a number of successes in managing acquisitions. Achievements included identifying contract consolidation opportunities; beginning strategic sourcing implementation efforts; and revamping the entire OCPO web intranet presence into a role and task-based structure. The Department amplified these accomplishments by rewriting and reorganizing the OCPO Procurement Handbook to incorporate the acquisition instructions issued over the past eight years and to be consistently formatted with the Federal Acquisition Regulation (FAR) and HUD Acquisition Regulation (HUDAR). Additionally, HUD progressed in its efforts to streamline the acquisitions process by establishing the Contracting Officer Representative (COR) position, with collective bargaining planned to begin in January 2017.

### MAJOR MILESTONES

**9/30/2016**

**Develop and implement a means to measure the quality of acquisitions at various pain points in the acquisition process.**

*Achieved as of 6/30. During FY 2016, HUD successfully developed a scorecard for measuring the quality of technical evaluation panel (TEP) reports and solicitations. The Office of General Counsel (OGC) routinely uses the quality scorecard in reviews of TEP reports. OGC is currently conducting a pilot test of the use of the quality scorecard in reviews of solicitations. HUD intends to also develop a quality scorecard for requisition packages that would be scored by the Department based upon program office submissions, following an assessment of the requisition process from a streamlining perspective.*

**MEASURING OUR PROGRESS**

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

▶ **Percentage of requisitions released by the target requisition release date (by Program Office)<sup>146</sup>**

Improve customers' timely submission of acquisition requirements by the agreed-upon planned target requisition release date.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
35%	31%	24%	N/A	30%

▶ **Percentage of awards meeting target award date (by the Office of the Chief Procurement Officer)<sup>147</sup>**

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	FY16 Target
55%	87%	58%	N/A	60%

<sup>146</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 in the first half of FY 2017. In the event of further delays, HUD has a plan to monitor these metrics manually going forward.

<sup>147</sup> Ibid.

► **Total number of days to contract award, by acquisition strategy<sup>148</sup>**

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	FY16 Target
Full and Open Competition/Competitive Set Aside	168	288	199	N/A	210
Interagency Agreement	34	40	57	N/A	30
Modification: Option	37	27	24	N/A	30
Sole Source Negotiated <sup>149</sup>	53	68	81	N/A	45
Task Order Competitive – HUD	97	27	83	N/A	45
Task Order Competitive – GSA	156	74	112	N/A	120
Task Order Non-Competitive Negotiated	59	44	64	N/A	45
Task Order Non-Competitive Pre-priced	34	56	164	N/A	30

<sup>148</sup> Ibid.

<sup>149</sup> The 8a Set Aside Sole Source acquisition strategy, which was previously a separate category in this table, is now captured within the Sole Source Negotiated acquisition strategy category. Data has been combined for previous years as well as FY 2016.

## 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.**

### FY 2016 PROGRESS UPDATE

Gains made towards the attainment of a model EEO program have been achieved by taking a proactive approach to increasing management and program accountability. Towards this end, HUD has instituted the practice of providing data updates and addressing areas of concern with executive management staff at principal staff's Quarterly Management Review (QMR) meetings as well as through one-on-one consultations. Results of new efforts can be seen in the FY 2016 reduction in complaint filings to a recent low of 54, outperforming HUD's target decrease to 72 filings for the fiscal year. HUD has successfully launched its paperless cloud-based Equal Employment Opportunity Management Information System (E-file) system and is continuing a department-wide focus on educating the workforce on its use. Several new educational opportunities were offered to both field and headquarters employees via the Inclusion and Engagement Conference, ADR Open House and Training, LGBTQ Program Office training, and educational videos on YouTube. Furthering these educational efforts, the Department hosted the First Annual EEO Diversity Conference promoting a discrimination and harassment-free workplace throughout the federal government. Additionally, HUD has expanded employee feedback options by using social media, such as Twitter and Yammer, to communicate EEO news, updates, and training initiatives to the Department's workforce.

HUD has faced challenges in the implementation of its ODEEO Data Management and Dashboard Module. Despite these challenges, HUD has been able to leverage current systems to provide some performance gains but intends to conduct a new procurement of services for the tool.

### MAJOR MILESTONES

**6/30/2016**

**IT integration of ODEEO cloud based system with current HUD IT infrastructure.** The new service delivery model will include the implementation of an end-to-end paperless system for initiating a complaint through resolution.

*Achieved as of August 2016. EEO E-file is now online. The launch was delayed to ensure E-file and HUD IT infrastructure were fully capable of providing secure single-sign-on access for the Department's workforce.*

**6/30/2016**

**Completion of agency-wide phased E-file education to program offices.** Following approval of the new Service Delivery Model in October 2014, agency-wide stakeholder training on the E-file system and the implementation of the new model began June 30, 2015 and ran through August 13, 2016. The training focused on customer service and counseling rather than complaint processing, as well as reducing overall workplace conflict. ODEEO intends to establish memorandums of understanding to ensure that new employee, new supervisory, refresher supervisory and SES trainings include the "Building a Model EEO Program" training to reinforce these changes to the organizational culture.

*Achieved as of August 2016. The first phase of program office education was delayed to ensure E-file and HUD IT infrastructure were fully capable of providing secure single-sign-on access for the Department's workforce. HUD announced E-file via updates to the*

*ODEEO internal web page and links on the HUD intranet landing page, HUD@Work. Additional E-file trainings will accompany the Department’s new supervisory and employee trainings in FY 2018.*

**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	FY16 Target
No Data <sup>150</sup>	2	47	50 <sup>151</sup>	55

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

HUD will seek to reduce the number of complaint filings per fiscal year on the basis of reprisal resulting in a hostile working environment.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
88	79	80	54	72

<sup>150</sup> Data on mediations was not adequately captured in 2013 due to challenges with the e-tracking system that have now been addressed.

<sup>151</sup> While HUD did not meet its FY 2016 target of 55 pre-complaint resolutions, this target was set in anticipation of a higher total number of EEO contacts. Of the 121 EEO contacts HUD received during FY 2016, 54 became formal complaints (a significant reduction from 80 complaint filings in FY 2015). HUD resolved 50 EEO contacts (or 41% of total contacts) during the informal stage of the complaint resolution process through either traditional EEO counseling, ADR, or withdrawals. Of the remaining 17 contacts, complainants decided not to go forward at either the informal or formal stages (e.g., EEO contact was made but EEO counseling was not pursued; or the matter was not resolved in the informal stage but the complainant decided not to file a formal complaint).



## Management Objective: Financial Management

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

### FY 2016 PROGRESS UPDATE

In October 2015, HUD moved its general ledger and data entry systems to Treasury Shared Services, a first for any Cabinet level agency. This transition offered HUD a new opportunity to improve financial management and budget by establishing standards, supporting automated data reporting, and automating controls.

In addition to the new shared service, the department has continued to strengthen financial management through investments in enterprise data management; accounting; and management of grants, loans, and core rental assistance programs. HUD has undertaken development of an Enterprise Voucher Management System (eVMS) program which will transform Housing Choice Voucher management processes and is one of the precursors to decommissioning numerous HUD legacy IT systems. In addition, the Enterprise Data Management (EDM) program will help HUD consolidate data from multiple sources - including financial management and programmatic data - for more effective reporting. This improvement will enable HUD to make more data-driven decisions, engage in proactive management, and increase transparency. It will also facilitate DATA Act compliance.

To institutionalize and improve financial management governance, HUD established a Financial Management Council, with representation from all HUD program offices and Ginnie Mae. HUD is also working to streamline processes and increase transparency through the revision of its funds control plan and the quarterly management review (QMR) process. QMRs allow for communication across program offices to build a shared understanding of needs, enable proactive management, and achieve strong operational outcomes. OCFO is also working closely with program offices and HUD's shared service provider to develop and deploy financial management training for all HUD staff.

### MAJOR MILESTONES

**2/29/2016**

**Initial execution of a virtual data layer for the DATA Act.** This phase includes mapping of data from agency schema to the DATA Act schema and will require iterative communications between HUD and its shared service provider for financial management systems, the Department of the Treasury.

*Delayed. Following delays, HUD is now successfully coordinating with the Department of the Treasury to complete the data mapping for HUD's non-credit portfolio. Federal Housing Administration (FHA) and the Government National Mortgage Association (GNMA) are working to complete implementation plans.*

**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 FY16 was to reduce the amount of significantly overdue action items by 50 percent.

HUD’s goal was to reduce the number of significantly overdue audit recommendations (i.e., recommendations for which corrective actions are a year or more overdue at the end of FY 16) by 50 percent by 9/30/16. HUD began FY 16 with 451 recommendations that would have been significantly overdue at 9/30/16, unless resolved. HUD exceeded the departmental goal by successfully resolving 238 (52.8 percent) of the 451 recommendations by 9/30/16.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	45%	52.8%	50% <sup>152</sup>

▶ **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.

In FY 2016, HUD achieved timely decisions in 93 percent (894 of 961) of all management decisions required by fiscal year end, missing its target by only two percentage points despite the added challenge of moving HUD’s financial management systems to a shared service provider.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	N/A	96.7%	93%	95% <sup>153</sup>

<sup>152</sup> At the start of FY 2016 CFO began with 451 significantly overdue audit recommendations. The target for FY 2016 approximates 225 for the end of the fiscal year.

<sup>153</sup> While the actual was exceeded in FY 2015 for this FY 2016 target, HUD believed that 95 percent was an appropriate target that will allow the management of quality and timely responses.

## Management Objective: Grants Management

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

### FY 2016 PROGRESS UPDATE

Toward the goal of improving the grants management process, HUD established FY 2016 goals of publishing 50 percent of Notices of Funding Availability (NOFAs) by March 31, 2016 and obligating 75 percent of NOFA funds within the fiscal year. By March 31, 2016, 38 percent of FY16 NOFAs had been published compared to 0 percent for FY15 NOFAs through Q2 of FY 2015.<sup>154</sup> By September 30, 2016, 96 percent of NOFAs had been published compared to 70 percent at the end of FY 2015. As of September 30, 2016, 62 percent of the NOFAs had obligated funds compared to 26 percent at the end of FY 2015.<sup>155</sup>

HUD continues to identify opportunities to leverage the use of shared services to reduce the number of grants management systems in use at the Department. HUD has begun implementation of a one-year proof-of-concept pilot using GrantSolutions,<sup>156</sup> a shared services software solution, for the electronic collection of de-identified record-level data from approximately 1600 competitive grants.<sup>157</sup> In FY 2016, HUD also implemented enhancements to the Application Review Module (ARM) that enabled more grant programs to use ARM while piloting the Grants Management Module (GMM) to issue awards for three programs.<sup>158</sup>

### MAJOR MILESTONES

**4/30/2016<sup>159</sup>**

**Realign and consolidate performance data elements for enterprise performance reporting for discretionary grants.** HUD will standardize performance indicators, data elements, and reporting across discretionary grant programs.

*Achieved as of August 31, 2016.*

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<sup>154</sup> After the 50% goal was established and program offices provided their milestone dates, there were significant delays in the publication of FY15 NOFAs, which condensed the time available for program offices to initiate NOFA development for FY16.

<sup>155</sup> Tripling the number of NOFAs with funds obligated in the FY to 75% was an ambitious goal. The initial milestones provided by program offices indicated that 16 of the 23 NOFAs planned to obligate in the FY. However, the review and selection for two NOFAs took longer than anticipated while the actual obligation process within the accounting system had technical issues for both.

<sup>156</sup> GrantSolutions is a shared service provided by the HHS Grants Center of Excellence.

<sup>157</sup> HUD established requirements for use of GrantSolutions online data collection for the Standards for Success (formerly called Core Performance Reporting) pilot at the end of FY16. Over 1,000 grantees will begin collecting data in January 2017 and report in early FY18 on various standard performance indicators. The grantees will either enter data manually into online forms, upload data via XML schema, or transmit data system-to-system.

<sup>158</sup> HUD expects to expand the use of GMM to grant awards to 15 additional discretionary grant programs in FY17 and five mandatory programs in FY18.

<sup>159</sup> OMB approval of Information Collection Request in compliance Paperwork Reduction Act was expected in April 2016 based on the publication of the 60-day Federal Register Notice on September 1, 2015.

**7/30/2016**                      **Implement grants management pilot leveraging shared services software solution for electronic processing of competitive grant awards.**

*Achieved as of August 15, 2016. Delays were due to a longer than expected business process analysis.*

**10/31/2016**                      **Implement an enterprise performance reporting capability pilot for competitive grants.** HUD will launch a proof of concept pilot leveraging shared services software solution for electronic collection of de-identified record-level data from approximately 2,000 competitive grants.<sup>160</sup>

*Achieved as of September 30, 2016. HUD has begun implementation of a one-year pilot of the Standard for Success (formerly Core Performance Reporting) departmental reporting framework for approximately 1600 HUD discretionary grants with funding provided at the end of FY 2016.*

**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	FY16 Target
347	203	214 <sup>161</sup>	229 <sup>162</sup>	210

<sup>160</sup> The approximation of 2000 competitive grants was HUD’s original estimation of participating grants before a more exact amount of participation could be determined.

<sup>161</sup> The FY 2015 actual is reflective of six FY 2015 NOFAs that were fully obligated as of December 31, 2015 out of the 24 total FY 2015 NOFAs. Most NOFAs began departmental clearance late in the fiscal year.

<sup>162</sup> The FY 2016 actual is reflective of 12 FY 2016 NOFAs that were fully obligated as of October 4, 2016 out of the 23 total FY 2016 NOFAs. Most NOFAs began departmental clearance late in the fiscal year. The implementation of a new application review tool and process may have been a factor in FY 2016 actual results. HUD anticipates improvement in this metric once the new process is fully implemented.

## 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.**

### FY 2016 PROGRESS UPDATE

To support employee engagement, HUD required each program office to create an Employee Engagement Plan to improve employee participation in department processes. Plans incorporated EVS data and lessons-learned from FY 2015. OCHCO held in-depth meetings with each office to provide feedback on plans and ensure implementation. As a result, HUD staff reported being the most satisfied they have been in five years, with a FY 2016 global satisfaction score of 61% - a four-point increase. HUD also saw a 4-point increase in its Employee Engagement Index score to reach to 66%—a 9-point increase from 2014.<sup>163</sup>

During FY 2016 the department moved its Learning Management System to a new platform. This change, in conjunction with decrease in budget from the previous fiscal year and a change in the procurement guidance, affected the number of training offerings. Customized courses intended for FY 2017 have been modified.

Finally, HUD has been working with the Toyota Production System Support Center to map our hiring process this fiscal year and implement changes throughout FY 2017. A process improvement project reduced the number of days to approve the initial hiring planning<sup>164</sup> from 84 days to 12 days, completing Phase I of the project on January 21, 2016. HUD began Phase II of this project on December 1, 2016. This phase 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.

### MAJOR MILESTONES

**2/1/2016                      Launch Hiring Excellence Campaign to educate and support hiring officials and applicants.**

*Achieved as of March 31, 2016. HUD held a Hiring Excellence Session with HUD managers, senior leadership, OCHCO human resources specialists, and OPM on hiring flexibilities at the HUD-OCHCO Human Capital Conference; which was webcast to the workforce. Additional sessions were held throughout the year with managers and supervisors in HUD program offices. The Department also issued "Mythbuster" guidance as supplemental guidance to help hiring officials understand the hiring process. Monthly customer meetings were held to help program offices achieve hiring goals in addition to utilizing special employment program authorities.*

**3/1/2016                      Conduct quality improvement project with the hiring process.**

<sup>163</sup> The Employee Engagement Index measures an employee's sense of purpose and overall attachment to their organization and mission.

<sup>164</sup> This project focused on the time between the initial decision to hire and posting a job. Phase II will focus on the entire process.

*Delayed. HUD has been working with the Toyota Production System Support Center to map our hiring process 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.*

**3/15/2016**

**Conduct human capital customer satisfaction survey of transactional products and services.**

*Achieved. HUD used 2016 GSA FedStat survey data and late 2015 OCHCO customer survey results to determine human capital satisfaction for FY 2016. FedStat survey data revealed that cost per employee serviced has dropped 10.7% from FY 2014 and overall satisfaction has risen from 3.88 to 3.99 in FY 2015. Manager satisfaction in hiring and recruitment has also increased to 3.7 from 3.44.<sup>165</sup>*

**3/15/2016**

**Update the Department and program offices’ employee engagement strategy.**

*Achieved as of this publication. HUD’s engagement plan was updated and placed on the OCHCO website. All program offices updated their engagement plans to incorporate lessons-learned and best practices from 2015 along with data analysis provided by OPM and Corporate Executive Board (CEB). OCHCO held in-depth engagement plan meetings with all HUD program offices which included: rating plans against key performance indicators; and offering guidance on how to improve plans based on offices’ EVS data and past engagement activities.*

**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	FY16 Target
Retention rate of supervisors/managers	89.9%	91.3%	97.6%	93.2%
Number of management training completions	1,778	2,148	495 <sup>166</sup>	2,685
Number of workshops, seminars, and trainings for leaders, managers, and supervisors	35	40	93	50

<sup>165</sup> FedStat Benchmarking Data. Federal average in hiring and recruitment is 4.03.

<sup>166</sup> The number of training offerings in FY 2016 was negatively impacted by HUD’s moving its Learning Management System to a new platform; a decrease in budget from the previous fiscal year; and a change in the procurement guidance. Customized courses have been modified for FY 2017.

► **Enhance employee engagement**

	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
Employee Viewpoint Survey engagement index	57	62	66	64 <sup>167</sup>
Percent of offices with engagement plans	100%	100%	100%	100%
Percent of activities on engagement plans complete	100%	63%	47% <sup>168</sup>	75%

► **Human capital customer satisfaction**

FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
46.7	47.8	N/A <sup>169</sup>	48.9 <sup>170</sup>

<sup>167</sup> The Office of Management and Budget has set a federal wide target of 2 points/year increase.

<sup>168</sup> As of January 2017, HUD is in the process of validating accomplishments by and through year-end submissions of engagement plans and has included year-end information on engagement accomplishments for 8 of its offices. Thus far 20 goals were met/achieved out of a total of 43 goals set by the 8 HUD offices

<sup>169</sup> HUD chose not to issue this internal survey due to the timing of the 2016 GSA FedStat Benchmarking Survey which served a similar purpose. The GSA survey found that HUD’s satisfaction rate with hiring and recruitment services was 3.99, an improvement over the FY 2014 score of 3.88. The federal average is 4.03.

<sup>170</sup> The FY 2016 target has been changed from a 5% increase over the FY 2015 actual to a 1.1% increase to match the same increase seen from FY 2014 to FY 2015.

## Management Objective: Information Management

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

### FY 2016 PROGRESS UPDATE

HUD has been making progress towards improving information management processes as can be seen in the Department's 97% IT customer service satisfaction level.<sup>171</sup> The Department has implemented agile development processes for enterprise IT projects and published an initial agency data model.<sup>172</sup> HUD has established a baseline and roadmap for platform modernization and provided a plan to Congress on June 18, 2016 for modernizing three key IT areas that will provide significant progress in preparing for HUDCAPS decommissioning. HUD has moved to improve internal IT governance processes through the establishment of project health assessments and weekly Chief Information Officer Project Management Reviews with program offices. Additionally, the Department has completed its data center migration to a federal shared service provider without disruption to agency operations or customers.

### MAJOR MILESTONES

- 6/30/2016**      **Implement an IT Human Capital Plan.** HUD will implement a comprehensive plan to guide the recruitment, training, and retention of IT specialists, along with a long-term approach to strategically supplement in-house expertise with skilled contracting services.
- Delayed. The HUD IT Workforce Transformation Plan was approved by Senior Leadership in June 2016. Full implementation of the plan was delayed pending approval of an OCIO proposed reorganization. Efforts are ongoing.*
- 7/31/2016**      **Execute training strategy to close skills gap identified through the HUD Learn organization-wide skills assessment.**
- Achieved as of July 31, 2016. HUD has implemented several training efforts to address workforce skills gaps ranging from self-driven, on-line training to specific skills training courses acquired for OCIO staff with specific functional requirements. HUD continues to track areas where training needs exist and look for innovative, cost-effective ways to address gaps.*
- 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 made progress*

<sup>171</sup> FY 2016 saw a 17% increase in IT customer service satisfaction; surpassing the year's target of 82% by 15%.

<sup>172</sup> HUD is continuing to enhance the model and define master data elements in its effort to operationalize enterprise data management by June 30, 2017.



*in analyzing the establishment of a baseline for platform modernization. Approximately 80% of platforms have been documented and assessed.*

**9/30/2016**

**Establish a continuous governance process** where OCIO Senior Leadership communicates regularly with Program and other CXO office's Senior Leadership

*Achieved as of September 30, 2016. HUD has implemented policy and governance improvements to ensure compliance with the Federal Information Technology Acquisition Reform Act and established regular, ongoing communication mechanisms with agency senior leadership, CXO offices, and customer organizations.*

**12/31/2016**

**Transition HUD data center.** Transition the HUD data center from an outsourced contractor facility to a federal facility under a shared service interagency agreement.

*Achieved as of November 1, 2016. HUD migrated the HUD data center to a new federal shared service provider with no disruption to agency operations.*

**MEASURING OUR PROGRESS**

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

▶ **Number of IT systems<sup>173</sup>**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual <sup>174</sup>	FY16 Target
216	201	213	193	186

▶ **Cost of IT systems (in millions)**

Total cost of operating and maintaining HUD IT systems, excluding infrastructure.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
\$107.08	\$103.40	\$80.90	\$95.7	\$76.86

<sup>173</sup> HUD is revisiting this metric since, as currently defined, it is not well-targeted to track progress toward the goal of decommissioning systems.

<sup>174</sup> Data is derived from the number of operational systems listed in HUD's Inventory of Automated Systems.

▶ **IT customer service satisfaction scores**

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
N/A	84%	80%	97%	82%

## Management Objective: Organizational Structure

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

### FY 2016 PROGRESS UPDATE

HUD’s average usable workspace per employee and contractor was 360 square feet in FY 2016. This figure has risen due to the fact that the number of employees declined by 4.8% during the fiscal year. In our effort to identify opportunities to reduce space, the Department has come to agreement with the HUD employee union, the American Federation of Government Employees (AFGE), that the utilization rate of office space including conference rooms, break rooms, etc. shall be up to 175 square feet per employee. HUD has also begun to use quarterly management reviews to identify funding available for space consolidation efforts.

### MAJOR MILESTONES

**3/31/2016 Identify opportunities to reduce space through better use of technology.**

*Achieved. Implementation of options identified is subject to funding availability.*<sup>175</sup>

### 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)**<sup>176</sup>

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

	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
Total	\$141.66	\$145.97	\$135.61	\$140.73	\$138.00 <sup>177</sup>
Space, maintenance, utilities	\$125.46	\$124.09	\$122.26	\$124.51 <sup>178</sup>	\$120.00

<sup>175</sup> HUD has performed \$3 million in telecommunication upgrades for central switch gear. This advancement allows HUD to grow the Voice Over Internet Protocol (VOIP) capability in headquarters and field offices--improving teleworking and mobile technology opportunities--when funding becomes available.

<sup>176</sup> FY 2013 and FY 2014 totals have been adjusted from the *FY 2014 Agency Performance Report/ FY 2016 Agency Performance Plan* to reflect HUD’s decision in FY 2015 reporting to no longer include IT infrastructure costs in this metric.

<sup>177</sup> HUD’s *FY 2015 Agency Performance Report/FY 2016 Agency Performance Plan* incorrectly stated the FY 2016 target travel budget as \$1.80 million when it should have reflected a target of \$18 million. Given the corrected FY 2016 target amount, HUD adjusted the total FY 2016 target to \$138 million.

<sup>178</sup> HUD surpassed the targeted budget amount of \$120 million due in part to HUD requesting and receiving approval from Congress to transfer projected lapse funding in the amount of \$4M from other HUD program offices into ADMIN at the end of FY 2016 to support critical building projects.

Travel <sup>179</sup>	\$16.20	\$21.89	\$13.35	\$16.22	\$18.00 <sup>180</sup>
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► **Space Utilization (in sq. ft.)**

Average square footage of usable workspace per employee and contractor.

FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY16 Target
352	337	347	360 <sup>181</sup>	342

<sup>180</sup> HUD's FY 2015 Agency Performance Report/FY 2016 Agency Performance Plan incorrectly stated the FY 2016 target travel budget as \$1.80 million when it should have reflected a target of \$18 million. Given the corrected FY 2016 target amount, HUD came in under budget by nearly \$1.5 million.

<sup>181</sup> Although HUD reduced space from 3.11 million usable square feet at the end of FY 2015 to 3.07 million at FY 2016's end, the utilization rate increased as the number of total personnel decreased. HUD's total personnel count has been reducing at a greater rate than the Department's space reductions since FY 2015. Since FY2015, the workforce has been reduced by 2.6%.

## Cross-Agency Priority Goals

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

Set or revised at least every four years, CAP Goals include outcome-oriented goals that cover a limited number of crosscutting policy areas as well as management goals focused on management improvements across the Federal Government in areas of financial management, strategic human capital management, information technology management, procurement and acquisition management, and real property management.

Announced in the 2015 Budget, the Administration set a series of 16 CAP Goals with clearly named accountable officials, data-driven reviews that incorporated a broad range of quantitative and qualitative inputs, and reporting to the public through a common website as a framework to drive performance improvements on cross-government collaboration and tackle government-wide management challenges affecting most agencies.

Please refer to <https://www.performance.gov/> for the agency's contributions and progress towards the CAP Goals, where applicable. Additionally, HUD offers the following update on the CAP Goals the Department contributes to:

- ▶ **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 supports this CAP Goal through its participation in FedStat benchmarking and performance reporting to OMB. As of the 2016 FedStat reporting cycle, HUD had collected all of the required data for four out of the five operational areas (with only a portion of Real Property data missing). HUD further evaluates and improves agency performance in this goal's five core functional areas of acquisitions, finance, human capital, IT management, and real property as part of the Department's Operational Excellence initiatives. Information on these five core functional areas can be found in the *FY 2016 Annual Performance Plan* and in the Management Objectives section of this report.

### LEADING THIS OBJECTIVE

Office of Strategic Planning and Management

- ▶ **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 is not currently required by the Category Management Leadership Council to report specific performance data on Category Management, HUD's internal category management initiative is focused on the following topical areas: Records Management and Maintenance; Training; Imaging and

Scanning; and Event Planning and Logistics.<sup>182</sup> HUD continues to track and report departmental performance against the annual standards.

### LEADING THIS OBJECTIVE

Office of the Chief Procurement Officer

- ▶ **Climate Change (Federal Actions):** *Increase Federal government consumption of electricity from renewable sources to 30 percent by 2025 and improve energy efficiency at federal facilities including \$4 billion in performance contracts by the end of 2016 as part of the wider strategy to reduce the federal government's direct greenhouse gas emissions by at least 40 percent from a 2008 baseline.*

HUD has focused on achieving the stated goals through the upgrading of departmental infrastructure and the acquisition of clean energy. The Department has also contributed to sub-goals pertaining to GHG Emission Reductions and Increasing Renewable Energy. The success of HUD's efforts resulted in the awarding of a LEED Silver Classification for its Robert C. Weaver headquarters building due to its recently completed renovation into an environmentally friendly structure.

### LEADING THIS OBJECTIVE

Office of Administration

- ▶ **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.*

While HUD does not currently report specific performance data on Customer Service, the Department has been working towards improving the services it provides and better measuring performance. Initial successes of HUD's customer service improvement strategy include reductions in redundant and excess toll-free numbers,,,,, thus streamlining the customer experience. Additional initial activities include the consolidation of selected Customer Relations Management (CRM) activities with the goal of improved customer experiences in areas such as accurate information, timely response, and providing savings and efficiency. Plans also include the ability to assess customer service experience across multiple areas with standardized metrics while ensuring front-line customer service representatives are prepared and supported in a robust manner.<sup>183</sup>

### LEADING THIS OBJECTIVE

Office of Field Policy and Management

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<sup>182</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.

<sup>183</sup> Long term plans call for the ability to prepare dashboards and reports related to specific program areas, topics or geographic area. Customer service plans include allowing the agency to respond to clients and customers across multiple platforms that would be supported by centralized knowledge bases. Examples of platforms include telephone, internet-based, social media, email, and individual or person-to-person interactions.

- ▶ **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 participates fully in the Cybersecurity CAP Goal and has met eight of the nine sub-goal targets, outperforming the civilian (i.e., non-Defense) agency average of 5.6. The Department outperforms OMB-determined requirements in the four sub-goals pertaining to hardware asset management, vulnerability, secure configuration, and unprivileged user management. Additionally, HUD has outperformed the civilian agency average in the three sub-goals of Anti-Phishing, Malware Defense, and Other Defense by achieving fifteen of sixteen capabilities across these areas.<sup>184</sup> To further agency-wide cybersecurity efforts, HUD is leveraging free products offered by the Department of Homeland Security to assist with its establishment of the Insider Threat Program.

#### LEADING THIS OBJECTIVE

Office of the Chief Information Officer

- ▶ **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 participates 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 manages 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 and the Rebuild by Design Hudson River Project. Both are exempt from reporting on Council-defined key indicators<sup>185</sup> and instead report performance information through the pre-established metrics developed as part of the Sandy Regional Infrastructure Resiliency Coordination (SRIRC).<sup>186</sup>

#### LEADING THIS OBJECTIVE

Office of Environment and Energy

Office of Community Planning and Development

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<sup>184</sup> The CFO Act civilian agency average is 10.6 of the sixteen capabilities measured under the Anti-Phishing, Malware Defense, and Other Defense sub-goals.

<sup>185</sup> Information reported at these websites has been deemed sufficient for meeting the FAST-41 requirements by Executive Director Richard Kidd of the Federal Permitting Improvement Steering Council.

<sup>186</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>.

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

HUD contributes to the Job-Creating Investment CAP Goal as a member of the Interagency Investment Working Group (IIWG). In this role, the Department participates in the IIWG and, upon request, advises CAP Goal leaders, investment agencies, and investors participating in goal-related initiatives on matters concerning foreign direct investment in the United States' housing and urban development sectors. HUD is not required to report performance metrics for this goal as it only participates as an advising member of the IIWG.

#### **LEADING THIS OBJECTIVE**

International and Philanthropic Innovation  
Office of Policy Development & Research

- ▶ **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.*

While HUD does not currently report specific performance metrics on Open Data, the Department has been working with its Chief Data Officer to improve access to and interoperability of departmental data. HUD has begun development on an enterprise data inventory; however, efforts to maintain the inventory have been slowed due to resource limitations. The Department has also made progress towards making HUD data sets accessible via the Public Data Listing and plans to continue increasing the amount of valid metadata that is publicly available. HUD has continued efforts to improve customer feedback through ongoing work to develop a transparent two-way feedback mechanism. The Department is also working towards improving oversight to prevent the disclosure of inappropriate information by beginning the transition towards a centralized privacy review process across all program areas.<sup>187</sup>

#### **LEADING THIS OBJECTIVE**

Office of the Chief Information Officer

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

While HUD does not currently have data on all specific performance metrics on People and Culture, the Department has seen a 4 percent increase in employee engagement, improving from 62 percent to 66 percent. During FY 2016, HUD saw a 10 percent increase in hiring manager satisfaction with the quality of candidates to reach a satisfaction level of 65 percent. The Department also saw a 4 percent increase in employees' perceptions that the skill level in their work units improved in the past year, surpassing the target of 55 percent to reach a total of 56 percent. HUD has experienced challenges

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<sup>187</sup> Privacy reviews of data are currently conducted separately within each program office.



increasing the percentages of hiring managers who are involved in workforce planning and recruitment activities, leading to respective declines of 4 percent and 7 percent in both areas during the fiscal year.

### LEADING THIS OBJECTIVE

Office of the Chief Human Capital Officer

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

HUD has made progress towards meeting the objectives of the Smarter IT Delivery CAP Goal. The Department has implemented agile project development processes, with 43 percent of major IT projects currently using agile development. HUD has an approved FITARA implementation plan in place and is working toward completion of final actions to fully implement requirements.<sup>188</sup> The Department has achieved modest cost savings from IT reform efforts and has developed a modernization strategy that should yield additional out-year savings. To further meet objectives, HUD is undergoing an HTTPS website implementation project. Additionally, HUD has hired two Digital Service Experts to support IT development and modernization projects. HUD will determine the benefit of hiring additional Digital Services staff after the Federal hiring freeze is lifted. Although further improvements are needed, HUD has implemented IT project oversight and management improvements that have driven improvements to the percent of projects meeting cost, schedule and performance targets.<sup>189</sup>

### LEADING THIS OBJECTIVE

Office of the Chief Information Officer

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

HUD currently uses shared service providers for payroll, core human resources (HR), and financial management (FM) support. HUD shared services performance data on customer satisfaction is tracked by the General Services Administration's (GSA) Unified Shared Services Management (USSM) office. Additional information is tracked as part of OPM's Hiring Excellence Metrics, which found HUD customer satisfaction for HR system providers stood at 3.7 out of a possible 7 points. The Department has been committed to increasing adoption and measurement of shared services and intends to track more information going forward.

### LEADING THIS OBJECTIVE

Office of the Chief Financial Officer  
Office of the Chief Human Capital Officer

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<sup>188</sup> Full implementation is expected in FY 2017.

<sup>189</sup> As of FY 2016 Q4, 67 percent of major IT projects are within budget goals and 73 percent of major IT projects are within schedule.

## 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 each of HUD's strategic goals.

### THE RESEARCH ROADMAP

The HUD Research Roadmap FY 2014–FY 2018 identifies critical policy questions and guides HUD's research investments by establishing a 5-year research agenda. Because the Roadmap is a living document that drives the work of the Office of Policy Development and Research on a daily basis, ongoing renewal is crucial to its success. A major update to the Roadmap began in 2015 with online outreach that asked what questions would be important to housing and community development over the next 5 to 10 years and where PD&R has a comparative advantage in responding to these questions. The resulting update will ensure that policy continues to be informed by innovative research and solid evidence. Forums on [huduser.gov](http://huduser.gov) remain open for stakeholders to submit ideas at any time—and the road-mapping process has been established as a responsive, deliberative approach for shaping future research agendas.

A number of evaluations and research reports completed by PD&R since the beginning of FY 2016 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.

### HUD STRATEGIC GOAL 1: Strengthen the Nation's Housing Market to Bolster the Economy and Protect Consumers

#### Recently Completed Research & Evaluations

##### **First-Time Homebuyer Education and Counseling Demonstration: Early Insights**

*Released June 2016*

HUD designed the First-Time Homebuyer Education and Counseling Demonstration as a rigorous, large-scale, randomized experiment to definitively assess how effectively homebuyer education and counseling reduce risk of mortgage default among higher risk borrowers. This Early Insights report demonstrates that the experiment has been successfully implemented as planned and promises to become a foundational source of evidence for policymakers, lenders, and housing counseling practitioners and advocates about the impacts of homebuyer education and counseling.

##### **Housing Counseling Works**

*Released May 2016*

Evidence indicates that housing counseling can be an effective intervention in helping distressed homeowners avoid foreclosure. This paper briefly summarizes recent research evidence on the role of housing counseling to improve housing outcomes for homebuyers, homeowners, and renters.

##### **Temporary Loan Limits as a Natural Experiment in FHA Insurance**

*Released May 2016*

Following the housing crisis of 2007–2008, the Housing and Economic Recovery Act dramatically but temporarily increased the mortgage loan amount eligible for insurance through the Federal Housing

Administration. This working paper uses the implementation and expiration of these loan limits to examine the impact of the availability of FHA insurance on the overall mortgage market and conventional lending. The results show that the introduction of higher loan limits increased the number of mortgages newly eligible for FHA financing, but the expiration of those loan limits roughly six years later did not significantly decrease loan originations.

### **Same-Sex Marriage Laws and Demand for Mortgage Credit**

*Released February 2016*

This paper examines the pathways through which same-sex marriage laws are thought to increase same-sex mortgage applications. The research used the Home Mortgage Disclosure Act dataset to examine the pattern of same-sex mortgage applications over time, exploiting variation across states to estimate the causal effect of changes in same-sex marriage laws on same-sex mortgage applications. The findings of a positive association further understanding of the economics of the same-sex household and the impact of changing laws and norms.

## **HUD STRATEGIC GOAL 2: Meet the Need for Quality Affordable Rental Homes**

### Recently Completed Research & Evaluations

#### **Evaluation of HUD's Rental Assistance Demonstration (RAD) Summary: Interim Report**

*Released September 2016*

In 2012, Congress authorized the Rental Assistance Demonstration (RAD) to test a new way of meeting the substantial funding challenge of maintaining the nation's public housing stock. RAD authorizes PHAs to convert public housing properties to project-based Section 8 contracts, which is expected to provide a more stable, long-term funding stream and to make it easier for PHAs to leverage additional funding sources. This interim report of the RAD evaluation is the first independent assessment of RAD and completes the first phase of the congressionally mandated evaluation. The report provides evidence that the program is on track to accomplish its primary goal of attracting substantial new capital and stabilizing the physical and financial condition of federally assisted housing properties.

#### **Data on Tenants in LIHTC Units as of December 31, 2013**

*Released March 2016*

The Housing and Economic Recovery Act of 2008 requires each state housing finance agency (HFA) that administers the low-income housing tax credit (LIHTC) to submit certain demographic and economic information on tenants in LIHTC units to HUD. The LIHTC tenant data include race, ethnicity, family composition, age, income, use of rental assistance, disability status, and monthly rental payments. This report represents the second annual data release of information collected under this mandate and includes detailed background of this data collection and a summary of LIHTC tenants as of December 31, 2012, serving to inform policymakers about the beneficiaries of the nation's largest housing production program.

### Upcoming Research & Evaluations

#### **Evaluation of Moving to Work (MTW): Activities, Outcomes and Impacts, and Program Performance**

This evaluation is guided by the following questions: What can we learn from already existing MTW initiatives about how to deliver federal housing assistance to achieve goals of cost efficiency, client self-sufficiency, and increasing housing choice? What are the risks and opportunities inherent in providing MTW flexibilities to PHAs (i.e., the specific exceptions from the U.S. Housing Act of 1937 Act that allow MTW innovations)? The evaluation, which is expected to be completed in late 2018, will increase knowledge of

selected MTW initiatives in terms of broader applicability, costs and benefits, and positive and negative impacts on target populations, clients and communities and describe the demonstration overall, including documenting how housing assistance at MTW agencies has changed over time, who is being served, at what level of affordability, for how long, and at what cost.

### **Worst Case Housing Needs: 2017 Report to Congress**

This biennial report to Congress examines the extent and changes in the number of very low-income renter households (incomes less than 50 percent of area median) who lack housing assistance and have severe rent burdens exceeding half their income, or have severely inadequate housing units, or both. The results are core evidence about the affordable housing gap and the extent of need for housing assistance. The report is based on the 2015 American Housing Survey, a major HUD-sponsored component of the national housing data infrastructure. The report is expected to be released early in FY 2017.

## **HUD STRATEGIC GOAL 3: Utilize Housing as a Platform for Improving Quality of Life**

### Recently Completed Research & Evaluations

#### **Family Options Study: 3-Year Impacts of Housing and Services Interventions for Homeless Families** *Released October 2016*

This study documents the outcomes of 2,282 formerly homeless study families approximately 37 months after having been randomly assigned to one of four housing and/or service interventions. The 37-month findings in large part mirror the findings documented at 20 months, with the long-term outcomes again demonstrating the power of a voucher to convey significantly improved housing outcomes to formerly homeless families, when compared with the housing outcomes of families offered alternative interventions. The Rapid Re-Housing intervention, while not differing significantly in other outcome measurements, was found to be the most cost-effective short-term intervention. The study upholds HUD's FY 2017 budget request, which proposed an \$11 billion investment over 10 years to increase Housing Choice Vouchers for homeless families with children and expand Rapid Re-Housing initiatives.

#### **Evaluation of the Rapid Re-housing for Homeless Families Demonstration (RRHD) Program: Issue Briefs**

*Released April 2016*

In 2009, HUD awarded funding to 23 Continuums of Care (CoCs) to demonstrate a promising new homelessness intervention: rapid re-housing for homeless families. The statutory authorization for the demonstration required an evaluation of the program's effectiveness and that of the rapid re-housing approach in addressing homeless families' needs. Documentation of the process and outcome evaluation findings are presented in two separate 2016 reports titled, "Part I: How They Worked—Process Evaluation" and "Part II: Demonstration Findings—Outcomes Evaluation."

#### **Qualitative Assessment of Parental Preschool Choices and Challenges Among Families Experiencing Homelessness: Policy and Practice Implications**

*Released March 2016*

This paper examines the challenges and decision-making processes that affect homeless children's participation in preschool. Based on interviews and focus groups with 28 formerly homeless families, the authors find that key factors influencing preschool enrollment are housing stability, access to social-support networks, parental response to early learning environments, and the types of facilitative support for preschool enrollment received during interactions with early childhood and social service systems. These findings are integrated into a socioecological framework that describes the parental experience of preschool choice, and the paper provides policy and practice recommendations that may help facilitate preschool enrollment among families experiencing homelessness.

**Evaluation of the Rapid Re-Housing for Homeless Families Demonstration Program, Parts I and II***Released April 2016*

This evaluation examined the process of establishing 23 rapid re-housing programs under the demonstration, and the outcomes for homeless families after they have received rapid re-housing. Grantees were found to vary greatly in all aspects of program implementation, including structure and length of the housing subsidy, breadth of the package of supportive services offered, intensity of case management, and target population. Participating families had a low likelihood of returning to emergency shelter within the study period. A review of Homelessness Management Information System data found that only 10 percent of households served experienced at least one episode of homelessness within 12 months of program exit. Families were highly mobile following the end of program participation: 76 percent of households moved at least once within the 12-month period following their exit from the program.

**Family Options Study***Released October 2016*

This study documents the outcomes of 2,282 formerly homeless families with children approximately 37 months after having been randomly assigned to one of four housing and/or services interventions. The findings at 37 months in large part mirror the findings documented at 20 months, with the long-term outcomes again demonstrating the power of a voucher to convey significantly improved housing outcomes to formerly homeless families, when compared with the housing outcomes of families offered other interventions. Families offered a permanent subsidy experienced less than half as many episodes of subsequent homelessness, and vast improvements across a broad set of measures related to residential stability. These findings led the Administration to seek a historic investment of \$11 billion over the next 10 years in community-based, cost-effective strategies to address family homelessness through a bold FY 2017 budget request. That would provide 550,000 families with the assistance they need to lift themselves out of homelessness and into opportunity.

**Housing assistance and blood lead levels in children in the United States, 2005–2012<sup>190</sup>***Released November 2016*

This journal article, published by the American Journal of Public Health, compares blood lead levels (BLL) among US children aged 1–5 years by receipt of federal housing assistance and uses data for National Health and Nutrition Examination Survey respondents (2005–2012) that were linked to HUD's 1999–2014 tenant administrative records. The results show that children aged 1–5 who lived in HUD-assisted housing in 2005–2012 had lower blood lead levels than expected given their demographic, socioeconomic, and family characteristics.

Upcoming Research & Evaluations**Evaluation of the Family Unification Program and Family Self-Sufficiency Demonstration Program**

HUD's FY 2015 Appropriation included language authorizing the Department to "carry out a demonstration testing the effectiveness of combining vouchers for homeless youth under the Family Unification Program...with assistance under the Family Self-Sufficiency program...." The authorizing language also included a requirement for HUD to "monitor and evaluate the demonstration and report on whether the demonstration helped homeless youth achieve self-sufficiency." By the time the applications period closed in July 2016, a total of 51 PHAs that administer both programs had requested to be part of the demonstration program. To fulfill the monitoring and evaluation requirement, PD&R plans to conduct a hybrid evaluation, conducting some aspects of the evaluation in-house with the hopes of securing a small amount of funding through the FY 2017 or FY 2018 Appropriation to expand the evaluation.

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<sup>190</sup> Ahrens, Katherine A., Haley, Barbara A., Rossen, Lauren M., Lloyd, Patricia C., and Aoki, Yutaka. (2016). Housing assistance and blood lead levels in children in the United States, 2005–2012. *American Journal of Public Health*, 106 (11):2049-2056

### **Evaluation of the Jobs Plus Pilot Program**

The purpose of the Jobs Plus Pilot program is to develop locally-based, job-driven approaches to increase earnings and advance employment outcomes through work readiness, employer linkages, job placement, educational advancement technology skills, and financial literacy for residents of public housing. The program is being evaluated in multiple phases. The first phase of the evaluation, which is already underway, supports a process study of the first cohort of nine grantees. The process study will document the early implementation of the Jobs Plus Pilot program, comparing implementation at the first nine sites to understand how much, and in what ways, the PHAs differ in implementing the core features of the Jobs Plus program model. An Interim Report, documenting early start up challenges and progress among the first cohort of grantees, is expected to be published in mid-2017.

### **Evaluation of the Section 811 Project Rental Assistance (PRA) Program, Phase I**

The Section 811 program allows persons with disabilities to live as independently as possible in the community by subsidizing rental housing opportunities which provide access to appropriate supportive services. The objectives of the program evaluation's first phase are to: (1) evaluate the implementation of the Section 811 PRA Program in the initial thirteen states; (2) conduct six case studies to examine and describe in more detail the implementation experience of states that have made relative progress in implementing Section 811 PRA program in relation to other housing assistance programs for very low-income non-elderly adults with disabilities; and (3) assess preliminary program outcomes. The evaluation focuses on the early implementation of the program in the 12 states selected in the first funding round of the Section 811 PRA program. The study's research design is a mixed method approach based on interviews with state agency partners and other key stakeholders and HUD administrative data. The study is expected to be completed in early 2017 and will deliver a process evaluation, six case studies, and a preliminary outcome study.

### **Evaluation of the Section 811 Project Rental Assistance (PRA) Program, Phase II**

The second phase of the evaluation will assess the effectiveness of the PRA rental assistance model and the program's impact on participants, focusing on a subset of 6 states selected from grantees in the first and second rounds of funding. The evaluation has three core components: (1) an implementation analysis based on interviews with key program administrators; (2) a descriptive analysis of the 29 grantees and impact analysis of program effects on participants' quality of life, housing, and health compared with two matched comparison groups; and (3) an economic analysis to measure the costs of housing and supportive services provided by the Section 811 PRA program, and to compare costs to benefits. The study will have two major deliverables: an interim report expected in late 2017, and a final report expected in early 2019.

### **Family Self-Sufficiency Evaluation**

The Family Self-Sufficiency (FSS) program is the main federal program for increasing employment and earnings and reducing reliance on government subsidies for recipients of housing subsidies. As a voluntary service coordination and asset-building program, FSS provides incentives and supports to work and build assets. In March 2012, HUD commissioned MDRC to conduct a national evaluation of FSS, building on MDRC's New York City Work Rewards project, the first random-assignment test of an FSS program. The national evaluation will provide evidence about the effectiveness of a variety of FSS programs in a diverse set of cities and local contexts. A series of deliverables and the first formal report are expected in 2017, with an update later that year, and a final report in 2018.

### **Family Self-Sufficiency Sustained Income Growth**

This study will track and monitor the actual results of FSS program participants who enrolled in January 2014 and beyond. Continual quarterly basis data will determine whether participants sustained earned income; compare the actual National Directory of New Hires (NDNH) match results with FSS program performance expectations; and provide reports on the expected versus actual performance to PHAs to

inform their local continuous performance improvement efforts. Employment and earnings outcomes are critical measures in evaluating the FSS program on a continual basis. As a centralized directory of new hire, quarterly wage, and unemployment insurance information, the NDNH is the most effective and efficient means for HUD to obtain employment and earnings data and track that information over an extended period.

### **Housing and Children's Healthy Development**

The study will examine how housing options and their links to neighborhoods and schools affect the socio-emotional development, academic achievement, and health of children ages 3 to 10. Families with eligible children who have applied for housing assistance will be randomly assigned to obtain a housing choice voucher or not. An innovative element in this research is that a sample of low-income families who did not apply for a voucher will also be studied. The study will investigate how families make housing choices, the effect of such choices on children's outcomes, and the impact of voucher receipt on families' choices and children's outcomes. Data collection for this study will begin in 2017, resulting in a public use dataset that will be housed at the University of Michigan. A final report is expected in late 2018.

### **HUD-VASH Exit Study**

HUD, in collaboration with the U.S. Department of Veterans Affairs (VA), is finalizing a study of formerly homeless veterans who exited the HUD-VA Supportive Housing (HUD-VASH) program. The multisite study informs program practices by identifying barriers for accessing housing, frequent causes of participant exits, housing destinations of veterans who exit the program, practices that lead to the long-term housing stabilization and well-being of participants, and patterns of exit that could improve program efforts to prevent future exits. The report is expected to be published in early 2017.

### **Rent Reform Demonstration**

The Rent Reform Demonstration is designed to test an alternative to the current HUD-assisted rent structure using a randomized controlled trial to assess its effect on the income, earnings, and hardship of the residents that rely on housing vouchers. The main goals of the new rent policy are to (1) increase tenants' employment and earnings in order to help them become more self-sufficient; (2) reduce the complexity and burden (and, thus, the cost) of administering the rent policy; and (3) achieve these outcomes without increasing (and possibly reducing) total housing subsidy expenditures for a given number of households relative to expenditures under the traditional rent system. A baseline report is expected in early 2017, an interim report in early 2018, and a final report including an analysis of household outcomes 30 months after random assignment in late 2019.

### **Resident Access to Federally Qualified Health Center Facilities**

Little is known about how increased supply-side investments in Federally Qualified Health Centers (FQHCs) have affected access to care for HUD-assisted populations. FQHCs are Medicaid-funded, neighborhood-based health service providers that are charged to serve underserved persons in legislatively-defined targeted areas and must provide more than primary health care services, including behavioral health, nutritional counseling and some case management. The mission and service approach of FQHCs are similar to those of supportive housing providers, and both are usually located in the same neighborhoods. However, there is an inherent conflict and policy challenge between HUD's mobility programs (Housing Choice Vouchers) and the Health Resources and Services Administration's (HRSA) place-based efforts to serve underserved populations. While some FQHCs are specially targeted to reach the more concentrated and less mobile public housing population, there is no similar effort or study of FQHC access and utilization by voucher households (e.g., road distance or access to public transit). This paper will explore these issues and offer alternative pathways for better understanding and leveraging federal housing and health initiatives. The final report is expected in late 2017.

### **Resident Opportunities and Self Sufficiency Service Coordinators (ROSS-SC) Evaluation**



This evaluation is intended to improve HUD's understanding of service coordinator programs that PHAs establish with ROSS-SC grants, the role and activities of the service coordinators, their case management systems, and the breadth of activities they access for clients. The process evaluation and modified outcome evaluation will examine the role of the revised Logic Model for the ROSS-SC program, identify ways to make reporting more accurate, help HUD assess whether it is "meeting the goals of effective and efficient use of resources" in the ROSS-SC program, and develop a process to facilitate such assessments in the future. The evaluation contract was awarded on September 30, 2016, will run for almost three years, and will result in a final report expected to be published in early 2020.

### **Support and Services at Home (SASH) Evaluation**

This study measures the effectiveness of coordinating health and supportive services for older adults in assisted housing in improving quality of life, health, and functional status; examines the differences in health care and housing costs for seniors who receive coordinated services in an assisted housing setting; and addresses how the package of housing and health care services differ in a service-enriched setting. Specifically, the evaluation compares SASH participants with non-SASH participants in Vermont and with a comparison group of older adults in publicly subsidized congregate housing in New York State. It also compares characteristics of housing properties that participate in SASH and do not and provide a comprehensive statistical comparison between SASH participants, nonparticipants, and comparison beneficiaries. Using a comparison group of Medicare beneficiaries, the evaluation examines the impact of SASH participation on acute care utilization, Medicare expenditures, transfers to nursing homes, and adverse medical events. A final report is expected in mid-2017.

## **HUD STRATEGIC GOAL 4: Build Inclusive and Sustainable Communities Free from Discrimination**

### Recently Completed Research & Evaluations

#### **Evaluation of the Rural Innovation Fund (RIF)**

*Released December 2016*

The Rural Innovation Fund (RIF) was a program authorized and funded by Congress during FY 2010. It provided 51 grants of varying sizes and types to tribal and rural organizations to help create sustainable communities by addressing "concentrated rural housing distress" and "community poverty." The evaluation determines if higher levels of resources, in the form of grant amounts and leverage requirements provided under RIF relative to its predecessor, the Rural Housing and Economic Development (RHED) program, have allowed grantee organizations to more effectively leverage the funding provided, work with a larger variety of additional funders with greater program impact, and sustain a higher level of operations over the long term. The final 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.

### Upcoming Research & Evaluations

#### **Creating Walkable and Bikeable Communities**

This report addresses the technical resources that community leaders need to support development and promotion of walkable, bikeable communities in small and midsize cities. There is increasing evidence that providing places to walk and bicycle is a successful strategy for maintaining or restoring economic vitality and improving public health. Promoting such environments, especially in areas low to moderate incomes, requires integration of land use, street design, and transportation strategies; innovative ideas; and communication to increase dialogue and make key concepts accessible to a wider range of potential users. The report is expected to be published in early 2017.

#### **Green and Energy Retrofit Assessment: Final Comprehensive Evaluation Report**

The \$13.6 billion appropriation of stimulus funds under the American Recovery and Reinvestment Act of 2009 (ARRA) included approximately \$3 billion for the modernization and renovation of the nation's public housing stock. In addition, HUD disbursed \$600 million through competitive grants supporting energy efficiency or green building in public housing, and \$250 million to establish the Green Retrofit Program (GRP) that provided loans and grants to privately owned assisted multifamily housing. This study estimates the energy and water savings achieved by the program grantees as a result of the ARRA-funded retrofit investments. The report describes the preliminary energy savings model, data used to validate the model, and an energy savings tool that was developed to help HUD predict the value earned from future retrofit investments. It makes recommendations for future green investment programs and evaluations. The evidence suggests that HUD's ARRA-supported green investments were able to achieve substantial energy and water savings, significant environmental improvements, and extensive revitalization of the nation's public and assisted housing stock. The report is expected in early 2017.

### **Paired-Testing Pilot Study of Housing Discrimination Against Same-Sex Couples and Transgender Individuals**

The purpose of this study is to pilot techniques designed to obtain a baseline in-person measurement of housing discrimination faced by same-sex couples in at least two metropolitan rental markets. The study will also include a pilot test of discrimination against transgender people in a single metropolitan market. The study will build upon recent work that generated a national estimate of discrimination against same-sex couples using a paired-testing methodology via email. The current project will expand to in-person testing, and will also include a side-by-side comparison of stand-alone email tests in one market. The goal is to compare the utility of email-only testing to testing that culminates in an in-person visit. The final report is expected in early 2017.

### **Housing Discrimination Against Families with Children in Rental Markets**

This research measured discrimination against families with children in rental housing on the basis of 612 matched-paired tests in 3 cities and assessed whether the likelihood of discrimination was influenced by family composition, unit size, and testers' race and ethnicity. The study found that home seekers with and without children were equally likely to meet with a rental agent and to learn about at least one available housing unit; they were also offered the same terms and conditions. Compared to those without children, however, testers with children were steered toward larger units and told about 0.18 fewer units per visit. The difference between families with and without children was greater when families had two children (as opposed to one child) and when they inquired about one-bedroom (rather than two- or three-bedroom) units. Race and ethnicity did not influence the likelihood of familial status discrimination. Supplementary analyses support the study's findings and suggest that rental agents' assumptions about occupancy standards may contribute to the steering of families toward larger units.

### **Housing Discrimination by Source of Income**

This study is the first large scale effort to rigorously assess the extent of discrimination against participants in the Housing Choice Voucher program. An important objective of the HCV program is to help low-income households access quality housing in good neighborhoods, by providing a rental subsidy paid directly to the landlord. However, landlords are not required to participate in the program and anecdotal evidence suggests that many refuse outright to rent to HCV households, which limits the ability of the HCV program to help eligible households access areas of opportunity, such as areas with highly rated schools, higher earning employment opportunities, and higher quality recreation facilities. Furthermore, although source of income is not a protected basis under the Fair Housing Act, experts believe that refusing to rent to HCV households is essentially a proxy for other forms of discrimination (especially racial discrimination). Some states and municipal governments have responded by approving laws that ban discrimination on the basis of source of income. This study will use a paired testing methodology to determine whether HCV households are treated differently by landlords when compared with equivalent renters who have not been selected for an HCV program. The study results are expected in 2018.

### **Housing Discrimination on the Basis of Mental Disability**

The purpose of this study is to expand understanding of housing discrimination on the basis of mental disability, including the forms and prevalence of such housing discrimination. The project established an expert panel to guide the research, prepares a series of five short papers on relevant topics (e.g. housing search practices of persons with mental disabilities, ethical considerations in paired testing with persons with mental disabilities, etc.), and pilot tests methods to measure discrimination against persons with mental disabilities in two metropolitan rental markets, with the goal of demonstrating a potentially feasible approach to nationwide testing. The final report is expected to be published in early 2017.

### **Choice Neighborhoods Research**

HUD has prioritized research on the Choice Neighborhoods program, which supports comprehensive local strategies to transform struggling neighborhoods with distressed public or HUD-assisted housing into mixed-income neighborhoods where families have access to employment opportunities, well-functioning services, quality public schools and education programs, and a variety of viable transportation options. PD&R has planned to pursue follow-up research between 2017 and 2020.

## **HUD STRATEGIC GOAL 5: Transform the Way HUD Does Business**

### Recently Completed Research & Evaluations

#### **Programs of HUD**

*Released February 2016*

This guidebook provides concise descriptions of the major rental, mortgage, grant, other assistance, and regulatory programs of the Department. It is through these programs that HUD works to strengthen the housing market to bolster the economy and protect consumers, meet the need for quality affordable rental homes, utilize housing as a platform for improving quality of life, and build inclusive and sustainable communities free from discrimination.

## Select Program Descriptions and Funding

The following definitions are meant to provide readers with a basic understanding of many of the programs featured in this report. The annual budget (where applicable) for each program is based upon the appropriations enacted by Congress. However, the FY 2013 appropriations for each program has been adjusted to reflect the impact of sequestration. A summary of how these and other HUD programs support each Strategic Goal can be found in the next section of the report, “FY 2014-18 Strategic Plan Program Map.”

For more detailed information on these and HUD’s many other programs, please visit: <https://portal.hud.gov/hudportal/documents/huddoc?id=HUDPrograms2016.pdf>

### Community Planning and Development

#### Community Development Block Grants (CDBG):

The CDBG entitlement program allocates annual grants to larger cities and urban counties to develop viable communities by providing decent housing, a suitable living environment, and opportunities to expand economic opportunities, principally for low- and moderate-income persons. Indian and Alaska Native Communities are served by Community Development Block Grants for Indian tribes (ICDBG), which provides grants for housing, community facilities, and economic development.

Appropriations for the CDBG <sup>191</sup> (dollars in millions)						
FY10	FY11	FY12	FY13	FY14	FY15	FY16
\$3,942	\$3,343	\$3,008	\$3,135	\$3,100	\$3,066	\$3,060

#### CDBG Disaster Recovery Grants (CDBG-DR):

HUD provides flexible grants to help cities, counties, and States recover from Presidentially declared disasters, especially in low-income areas, subject to availability of supplemental appropriations.<sup>192</sup>

#### Homeless Assistance Grants: *Continuum of Care (CoC)*

The CoC Program is designed to promote communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, and State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promote access to and effect utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness.

#### Homeless Assistance Grants: *Emergency Solutions Grant (ESG)*

ESG funds can be used to provide a wide range of services and supports under the five program components: Street Outreach, Emergency Shelter, Rapid Rehousing, Homelessness Prevention, and HMIS.

<sup>191</sup> Includes ICDBG.

<sup>192</sup> There are no annual appropriations for CDBG DR. Statutory authority is funded through individual supplemental appropriations.

Appropriations for Homeless Assistance Programs <sup>193</sup> (dollars in millions)						
FY10	FY11	FY12	FY13	FY14	FY15	FY16
\$1,865	\$1,901	\$1,901	\$1,933	\$2,105	\$2,135	\$2,250

**HOME Investment Partnerships Program (HOME):**

The HOME program provides formula grants to states and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. It is the largest Federal block grant to state and local governments designed exclusively to create affordable housing for low-income households.

Appropriations for HOME (dollars in millions)						
FY10	FY11	FY12	FY13	FY14	FY15	FY16
\$1,825	\$1,607	\$1,000	\$948	\$1,000	\$900	\$950

**Housing Opportunities for Persons with AIDS (HOPWA):**

HOPWA provides housing assistance and supportive services for low-income persons with HIV/AIDS and their families. HOPWA enables eligible persons with HIV/AIDS and their families to secure decent safe and sanitary housing in the private rental market by subsidizing a portion of the household's monthly rent.

Appropriations for HOWPA (dollars in millions)						
FY10	FY11	FY12	FY13	FY14	FY15	FY16
\$335	\$335	\$332	\$314	\$330	\$330	\$335

**Point-in-Time Count:**

The PIT count is a count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that CoCs conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. CoCs must also conduct a count of unsheltered homeless persons every other year (odd numbered years). Each count is planned, coordinated, and carried out locally.<sup>194</sup>

<sup>193</sup> Includes CoC and ESG funding.

<sup>194</sup> This activity is not directly funded by HUD. The Department requires that communities receiving HUD funding for homelessness intervention and prevention services conduct an annual census of the homeless population.

**Fair Housing**

**Fair Housing Assistance Program (FHAP):**

HUD provides FHAP funding annually on a noncompetitive basis to state and local agencies that enforce fair housing laws that HUD has determined to be substantially equivalent to the federal Fair Housing Act. These agencies investigate and enforce complaints of housing discrimination that arise within their jurisdiction.

**Fair Housing Initiatives Program (FHIP):**

Fair housing organizations and other non-profits that receive funding through the Fair Housing Initiatives Program (FHIP) assist people who believe they have been victims of housing discrimination. FHIP organizations partner with HUD to help people identify government agencies that handle complaints of housing discrimination.

Appropriations for Fair Housing Programs (dollars in millions)						
FY10	FY11	FY12	FY13	FY14	FY15	FY16
\$72	\$71	\$72	\$67	\$66	\$65	\$39

**Office of Housing/Federal Housing Administration (FHA)**

**Housing Counseling Assistance:**

HUD sponsors housing counseling agencies throughout the country that can provide advice on buying a home, renting, defaults, foreclosures, and credit issues.

Appropriations for Housing Counseling Assistance (dollars in millions)						
FY10	FY11	FY12	FY13	FY14	FY15	FY16
\$88	\$45	\$45	\$43	\$45	\$47	\$47

**Mutual Insurance Fund (MMI):**

Since 1934, mortgage insurance provided by FHA has made financing available to individuals and families not adequately served by the conventional private mortgage market. Through MMI, the Department offers several types of single family forward mortgage insurance products and Home Equity Conversion Mortgages (HECMs) for seniors. In addition to facilitating affordable access to homeownership opportunities, FHA continues to make it a priority to minimize losses to the MMI Fund by assisting homeowners through early delinquency intervention, loss mitigation programs, and specific joint efforts with the Department of Treasury, including: The Home Affordable Modification Program and the FHA Short Refinance program for underwater borrowers with conventional loans.

Appropriations for MMI (dollars in millions)						
FY10	FY11	FY12	FY13	FY14	FY15	FY16
\$189	\$207	\$207	\$196	\$127	\$130	\$130

**Project-Based Rental Assistance (PBRA):**

Project-based housing is a category of federally assisted housing produced through a public-private partnership to build and maintain affordable rental housing for low income households. HUD has provided private owners of multifamily housing either a long-term PBRA contract, a subsidized mortgage, or in some cases both, to make units affordable. Project-based assistance is fixed to a property.

Appropriations for PBRA (dollars in millions)						
FY10	FY11	FY12	FY13	FY14	FY15	FY16
\$8,558	\$9,276	\$9,340	\$8,851	\$9,918	\$9,730	\$10,620

**Rental Assistance Demonstration (RAD):**

RAD was created in order to give public housing authorities (PHAs) a powerful tool to preserve and improve public housing properties and address the \$26 billion nationwide backlog of deferred maintenance. RAD also gives owners of three HUS "legacy" program (Rent Supplement, Rental Assistance Payment, and Section 8 Moderate Rehabilitation) the opportunity to enter into long-term contracts that facilitate the financing of improvements.<sup>195</sup>

**Section 202 Supportive Housing for the Elderly:**

HUD provides capital advances through Section 202 to finance the construction, rehabilitation or acquisition of structures that will serve as supportive housing for very low-income elderly persons, including the frail elderly, and provides rent subsidies for the projects to help make them affordable. It provides very low-income elderly with options that allow them to live independently but in an environment that provides support activities such as cleaning, cooking, transportation, etc.

Appropriations for Section 202 (dollars in millions)						
FY10	FY11	FY12	FY13	FY14	FY15	FY16
\$825	\$399	\$375	\$355	\$384	\$420	\$433

<sup>195</sup> RAD property conversions do not rely upon appropriated funding to fund physical capital investments, such as new construction or rehabilitation of existing properties. Participating properties are authorized to leverage public and private capital for these needs as part of an agreement to 1) convert to long-term Section 8 rental assistance contracts, or 2) convert tenant protection vouchers to project-based vouchers.

**Section 811 Supportive Housing for Persons with Disabilities:**

Through the Section 811 Supportive Housing for Persons with Disabilities program, HUD provides funding to develop and subsidize rental housing with the availability of supportive services for very low- and extremely low-income adults with disabilities.

Appropriations for Section 811 (dollars in millions)						
FY10	FY11	FY12	FY13	FY14	FY15	FY16
\$300	\$150	\$165	\$156	\$126	\$135	\$151

**Lead Hazard Control and Healthy Homes**

**Lead Hazard Control:**

Lead paint in housing presents one of the largest threats to the health, safety, and future productivity of America’s children. HUD’s Lead Hazard Control programs currently include both the Lead Based Paint Hazard Control (LBPHC) and Lead Hazard Reduction Demonstration (LHRD) grant programs. Although they are similar in their overall goal of producing lead-safe homes for low-income residents, the LHRD grant program is focused, in accordance with the annual HUD Appropriations Acts, on jurisdictions with higher numbers of pre-1940 rental housing and higher rates of childhood lead poisoning cases. Funding assists states, Native American Tribes, cities, counties/parishes, or other units of local government to identify and eliminate lead-based paint hazards in low- and very low-income private housing where children under 6 years of age reside or are likely to reside. These programs are authorized under Section 1011 of the Residential Lead-Based Paint Hazard Reduction Act of 1992.

Appropriation for Lead Hazard Control (dollars in millions)						
FY10	FY11	FY12	FY13	FY14	FY15	FY16
\$116	\$95	\$108	\$94	\$92	\$93	\$88

**Healthy Homes:**

Healthy Homes funding supplements Lead Hazard Control grants to give communities a more holistic approach to creating safe homes. Healthy Homes activities currently include: 1) Healthy Homes Supplemental funding for Lead Hazard Control Grants, which allows Lead Hazard Control grantees to conduct housing interventions to address multiple health hazards in addition to lead, including hazards that contribute to, trigger, or cause asthma, cancer, and unintentional injuries; 2) Healthy Homes Technical Studies (research) grant programs, which provides funding for academic institutions, non-profit organizations, and governments to assess the efficacy and cost-effectiveness of methods for the evaluation and control of housing-related health and safety hazards; and 3) Healthy homes contracts for training and public education programs that help state, local, and nongovernmental agencies, housing industry stakeholders, and the public to understand the health-and-housing relationship and identify and address housing-related health and safety hazards.



Appropriations for Healthy Homes (dollars in millions)						
FY10	FY11	FY12	FY13	FY14	FY15	FY16
\$20	\$23	\$10	\$17	\$15	\$15	\$20

Unlike housing rehabilitation programs, which focus on renovations without health and safety as a primary concern, the lead hazard control and healthy homes programs focus intentionally on making homes safer for children and families to live in using established assessment methods that are addressed with cost-effective interventions. As such, no other federal grant program directly and specifically identifies and addresses health and safety hazards in low-income privately owned homes.

**Public and Indian Housing**

**Choice Neighborhoods:**

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

Appropriations for Choice Neighborhoods (dollars in millions)						
FY10	FY11	FY12	FY13	FY14	FY15	FY16
N/A	N/A <sup>196</sup>	\$120	\$114	\$90	\$80	\$125

**Family Self Sufficiency (FSS):**

The FSS program helps families in Public Housing, the Housing Choice Voucher program residents of NAHASDA-assisted housing,<sup>197</sup> and residents of PBRA projects<sup>198</sup> make progress toward economic security by combining 1) stable affordable housing; 2) work-promoting service coordination to help families set goals and overcome barriers to increase work opportunities; and 3) a rent incentive in the form of an escrow account that grows as families' earnings increase. Funding supports FSS Coordinators to help participants achieve employment goals and accumulate assets.

<sup>196</sup> Prior to FY 2012, Choice Neighborhoods was funded at \$65 million through the HOPE VI account.

<sup>197</sup> The Native American Housing Assistance and Self Determination Act of 1996.

<sup>198</sup> Authorized in FY 2015.

Appropriations for FSS (dollars in millions)						
FY10	FY11	FY12	FY13	FY14	FY15	FY16
N/A	N/A	N/A	N/A <sup>199</sup>	\$75	\$75	\$75

**Housing Choice Vouchers (HCV):<sup>200</sup>**

The HCV program is the federal government's major program for assisting very low-income families, the elderly, and people with disabilities to afford decent, safe, and sanitary housing in the private market. Since housing assistance is provided on behalf of the family or individual, participants are able to find their own housing, including single-family homes, townhouses and apartments. The participant is free to choose any housing that meets the requirements of the program and is not limited to units located in subsidized housing projects.

Appropriations for HCV (dollars in millions)						
FY10	FY11	FY12	FY13	FY14	FY15	FY16
\$18,184	\$18,371	\$18,264	\$17,964	\$19,177	\$19,304	\$19,629

**Public Housing Capital Fund:**

The Public Housing Capital Fund is the principal source of federal funds to preserve public housing and promote opportunity for the nearly 2.6 million residents for whom it provides a safe, decent, affordable place to call home. Of the 1.1 million households who depend on federal public housing, more than half have fixed-income seniors or people with disabilities as heads of household. The Public Housing Capital Fund awards formula-driven grants to more than 3,100 PHAs. These independent agencies, which administer the actual housing developments, use these funds to protect long-term viability of public housing by financing investments and expenditures that fall outside the scope of routine operation, management and maintenance. Some notable set-asides in the Public Housing Capital Fund in FY 2016 include the ConnectHome pilot, the Emergency Disaster Reserve, the Jobs Plus initiative, Resident Opportunity and Support Services (ROSS), tenant safety and security services, and Capital Fund Modernization grants, which fund rehabilitation and development efforts for public housing and constitute the vast majority of Capital Fund.

Appropriations for Public Housing Capital Fund (dollars in millions)						
FY10	FY11	FY12	FY13	FY14	FY15	FY16
\$2,500	\$2,040	\$1,875	\$1,777	\$1,874	\$1,876	\$1,900

<sup>199</sup> Prior to FY 2014, FSS was funded through the Tenant-Based Rental Assistance (TBRA) account and the Public Housing Capital Fund account.

<sup>200</sup> Also known as Tenant-Based Rental Assistance (TBRA) in HUD's Congressional Justification.

**Public Housing Operating Fund:**

The Public Housing Operating Fund program supports the operation of public housing, contributing to the long-term viability and preservation of the portfolio. The program also allows communities to consider their local priorities for serving housing needs, by establishing preferences for the elderly, disabled, veterans experiencing homelessness, other households experiencing homelessness, as well as the working poor. Operating Fund eligibility for PHAs is determined based on a formula.

Appropriations for Public Housing Operating Fund (dollars in millions)						
FY10	FY11	FY12	FY13	FY14	FY15	FY16
\$4,775	\$4,626	\$3,962	\$4,054	\$4,399	\$4,440	\$4,500

**HUD-Veterans Affairs Supportive Housing (HUD-VASH):**

HCV rental assistance, described above, is combined with case management and clinical services provided by the Department of Veterans Affairs (VA) for very low-income homeless Veterans. HUD-VASH vouchers are awarded based on geographic need and PHA administrative performance. The table below provides annual appropriations for new incremental HUD-VASH vouchers (i.e., vouchers newly added to the total number previously available for distribution and renewal).<sup>201</sup>

Appropriations for HUD-VASH (dollars in millions)						
FY10	FY11	FY12	FY13	FY14	FY15	FY16
\$75	\$50	\$75	\$75	\$75	\$75	\$60

<sup>201</sup> After the first year of funding through the HUD-VASH appropriation, these incremental vouchers are renewed using funds appropriated for the regular HCV program.

## FY 2014-18 Strategic Plan Program Map

Program	FY16 Enacted Budget Authority (in Millions)	1A. Promote a sustainable housing finance system that provides support during market disruptions, with a properly defined role for the U.S. Government.	1B. Promote equal access to sustainable housing financing and achieve a more balanced housing market, particularly in underserved communities.	1C. Continue to strengthen the Federal Housing Administration's financial health, while supporting the housing market recovery and access to mortgage financing.
Home Investment Partnerships Program	\$ 950			
Housing Opportunities for Persons with AIDS	\$ 335			
Community Development Fund	\$ 3,060			
Self-Help and Assisted Homeownership Opportunity Program	\$ 56			
Homeless Assistance Grants	\$ 2,250			
Fair Housing Activities	\$ 65			
Mutual Mortgage Insurance Program Account	\$ 130	•		•
Housing Counseling Assistance	\$ 47	•	•	
Housing for Persons with Disabilities	\$ 151			
Project-Based Rental Assistance	\$ 10,620			
Housing for the Elderly	\$ 433			
Lead Hazard Reduction	\$ 110			
Public Housing Operating Fund	\$ 4,500			
Tenant-Based Rental Assistance	\$ 19,629			
Public Housing Capital Fund	\$ 1,900			
Native American Housing Block Grants	\$ 650			
Family Self-Sufficiency	\$ 75			
Choice Neighborhoods Initiative	\$ 125			
Community Planning and Development		Healthy Homes and Lead Hazard Control		
Fair Housing and Equal Opportunity		Public and Indian Housing		
FHA/Housing		• Programs that contribute to the objective		

Program	FY16 Enacted Budget Authority (in Millions)	2A. Ensure sustainable investments in affordable rental housing.	2B. Preserve quality affordable rental housing, where it is needed most, by simplifying and aligning the delivery of rental housing programs.
Home Investment Partnerships Program	\$ 950	•	•
Housing Opportunities for Persons with AIDS	\$ 335	•	•
Community Development Fund	\$ 3,060		
Self-Help and Assisted Homeownership Opportunity Program	\$ 56	•	
Homeless Assistance Grants	\$ 2,250		
Fair Housing Activities	\$ 65	•	
Mutual Mortgage Insurance Program Account	\$ 130		
Housing Counseling Assistance	\$ 47		
Housing for Persons with Disabilities	\$ 151		
Project-Based Rental Assistance	\$ 10,620	•	•
Housing for the Elderly	\$ 433		
Lead Hazard Reduction	\$ 110		
Public Housing Operating Fund	\$ 4,500	•	•
Tenant-Based Rental Assistance	\$ 19,629	•	•
Public Housing Capital Fund	\$ 1,900	•	
Native American Housing Block Grants	\$ 650	•	
Family Self-Sufficiency	\$ 75		
Choice Neighborhoods Initiative	\$ 125	•	

Community Planning and Development	Healthy Homes and Lead Hazard Control
Fair Housing and Equal Opportunity	Public and Indian Housing
FHA/Housing	• Programs that contribute to the objective

Program	FY16 Enacted Budget Authority (in Millions)	3A. End homelessness for Veterans, people experiencing chronic homelessness, families, youth and children.	3B. Promote advancements in economic prosperity for residents of HUD-assisted housing.	3C. Promote the health and housing stability of vulnerable populations.
Home Investment Partnerships Program	\$ 950			
Housing Opportunities for Persons with AIDS	\$ 335			•
Community Development Fund	\$ 3,060			
Self-Help and Assisted Homeownership Opportunity Program	\$ 56			
Homeless Assistance Grants	\$ 2,250	•		
Fair Housing Activities	\$ 65			
Mutual Mortgage Insurance Program Account	\$ 130			
Housing Counseling Assistance	\$ 47			
Housing for Persons with Disabilities	\$ 151			•
Project-Based Rental Assistance	\$ 10,620	•		
Housing for the Elderly	\$ 433			•
Lead Hazard Reduction	\$ 110			
Public Housing Operating Fund	\$ 4,500	•		
Tenant-Based Rental Assistance	\$ 19,629	•		
Public Housing Capital Fund	\$ 1,900			
Native American Housing Block Grants	\$ 650			
Family Self-Sufficiency	\$ 75		•	
Choice Neighborhoods Initiative	\$ 125		•	

Community Planning and Development	Healthy Homes and Lead Hazard Control
Fair Housing and Equal Opportunity	Public and Indian Housing
FHA/Housing	• Programs that contribute to the objective

Program	FY16 Enacted Budget Authority (in Millions)	4A. Reduce housing discrimination, affirmatively further fair housing through HUD programs, and promote diverse, inclusive communities.	4B. Increase the health and safety of homes and embed comprehensive energy efficiency and healthy housing criteria across HUD programs.	4C. 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.	4D. Strengthen communities' economic health, resilience and access to opportunity.
Home Investment Partnerships Program	\$ 950		•		
Housing Opportunities for Persons with AIDS	\$ 335				
Community Development Fund	\$ 3,060		•	•	•
Self-Help and Assisted Homeownership Opportunity Program	\$ 56				
Homeless Assistance Grants	\$ 2,250				
Fair Housing Activities	\$ 65	•			
Mutual Mortgage Insurance Program Account	\$ 130		•		
Housing Counseling Assistance	\$ 47				
Housing for Persons with Disabilities	\$ 151		•		
Project-Based Rental Assistance	\$ 10,620				
Housing for the Elderly	\$ 433		•		
Lead Hazard Reduction	\$ 110		•		
Public Housing Operating Fund	\$ 4,500		•		
Tenant-Based Rental Assistance	\$ 19,629				
Public Housing Capital Fund	\$ 1,900		•		
Native American Housing Block Grants	\$ 650				
Family Self-Sufficiency	\$ 75				
Choice Neighborhoods Initiative	\$ 125		•		•

Community Planning and Development	Healthy Homes and Lead Hazard Control
Fair Housing and Equal Opportunity	Public and Indian Housing
FHA/Housing	• Programs that contribute to the objective

## Data Sources, Limitations and Advantages, and Validation

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

Strategic Goal	
<b>Strengthen the Nation's Housing Market to Bolster the Economy and Protect Consumers</b>	
Strategic Objective	Establish a sustainable housing finance system that provides support during market disruptions, with a properly defined role for the U.S. government.
Metric	<p><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> 1</li> </ul>
Metric	<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> <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> 2</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> 3</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> 4a</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> <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> 5</li> </ul>

<p><b>Metric</b></p>	<p><b><i>Percent of loans endorsed with credit score &lt; 680</i></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> 6</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Percent of loans endorsed with credit score &lt;680 that evidence successful homeownership during the first three years</i></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> 7</li> </ul>
<p><b>Metric</b></p>	<p><b><i>HUD's Housing Counseling Program clients served</i></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> <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> 8</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Percent of housing counseling clients that gain access to resources to improve their housing situation</i></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> 9</li> </ul>
<p><b>Metric</b></p>	<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> 10</li> </ul>
<p><b>Strategic Objective</b></p>	<p>Restore the Federal Housing Administration's financial health, while supporting the housing market recovery and access to mortgage financing.</p>
<p><b>Metric</b></p>	<p><b>Asset disposition recovery rate</b></p> <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</li> </ul> </li> </ul>

	<p>providing alternatives to foreclosure for borrowers and enabling FHA to avoid costs associated with managing and marketing the underlying collateral as REO properties.</p> <ul style="list-style-type: none"> <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> <ul style="list-style-type: none"> <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> 11</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> 12</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> <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> 13</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Number of FHA insured mortgages benefitting from housing counseling</i></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> </ul>

	<ul style="list-style-type: none"> <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> 14</li> </ul>
<b>Metric</b>	<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> 15</li> </ul>
<b>Strategic Goal</b>	<b>Meet the Need for Quality Affordable Rental Homes</b>
<b>Strategic Objective</b>	Ensure sustainable investments in affordable rental housing.
<b>Metric</b>	<p><b>Number of households experiencing “Worst Case Housing Needs”</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Long-term series of reports designed to measure the scale of critical housing problems facing very low-income, un-assisted renters</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> Biennial survey</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Downwards</li> <li>• <b>Data quality (limitations/advantages of the data):</b> The AHS provides current information on a wide range of housing subjects, including size and composition of the nation’s housing inventory, vacancies, fuel usage, physical condition of housing units, characteristics of occupants, equipment breakdowns, home improvements, mortgages and other housing costs, persons eligible for and beneficiaries of assisted housing, home values, and characteristics of recent movers. In addition to these core indicators, the 2013 AHS includes topical supplements on public transportation, emergency and disaster preparedness, community involvement, neighborhood characteristics, and doubled-up households (movers entering and leaving unit). Topical supplements added in 2011 (health and safety hazards, modifications made to assist occupants with disabilities, and energy efficiency) were dropped, but may rotate back into the questionnaire in subsequent surveys.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Current plans call for a complete AHS sample redesign beginning with the 2015 survey. As a result, data from the new sample will not be comparable with those from the previous sample.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Sequence:</b> 16</li> </ul>
<p><b>Metric</b></p>	<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> Very low income renters have a household income of 50 percent or less of the area median income, with adjustments for household size.</li> <li>• <b>Data source:</b> American Community Survey</li> <li>• <b>Unit of measurement:</b> Specified renters with rent burdens</li> <li>• <b>Dimension:</b> Ratio</li> <li>• <b>Calculation method:</b> Annual Surveys</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Downwards</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> See above.</li> <li>• <b>Sequence:</b> 17</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Percent of rental units built in the preceding four years that are affordable to very low-income renters</i></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>Dimension:</b> Ratio</li> <li>• <b>Calculation method:</b> Tabulation of survey data</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> 18</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Production of rental units across affordability levels</i></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> 19</li> </ul> <p><b><i>Multi-family Housing Programs (RAD, FHA New Construction)</i></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> </ul>

	<ul style="list-style-type: none"> <li>• <b>Unit of measurement:</b> Units</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> <b>Sum of</b> (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> 19a</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, Choice Neighborhoods, 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> 19b</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> 19c</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> </ul>

- **Unit of measurement:** Households served through HUD rental assistance
- **Dimension:** Count
- **Calculation method:** Total count of units supported by rental assistance programs serving Households
- **Frequency:** Varied, see below
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** See sub-metrics below.
- **Measurement Validation, verification, and improvement of measure:** See sub-metrics below.
- **Sequence:** 20

Public and Indian Housing

**Tenant Based Rental Assistance Vouchers (TBRA) [HCV]**

- **Description:** This indicator tracks the number of utilized vouchers within PIH's Housing Choice Vouchers program, including tenant based and Project Based Vouchers. This data is reported 70 days after the end of the quarter due to data validation processes.
- **Data source:** HUD's Inventory Management System
- **Unit of measurement:** TBRA Utilized Vouchers (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:** 20a

**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:** 20b

#### **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:** 20c

***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:** 20d

***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:** 20e

#### ***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:** 20f

#### 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:** 20g

***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:** 20h

***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:** 20i

***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:** 20j

***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:** 20k

***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:** 20l

#### ***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:** 20m

#### ***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:** 20n

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:** 20o

***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:** 20p

***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:** 20q

#### ***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:** 20r

#### ***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
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** Data are reported by formula and competitive grantees through the Consolidated Annual Performance and Evaluation Report and the Annual Progress Report, respectively. These reports reflect annual data collection with limited use of information management technology systems, pending further upgrades. These performance reports are completed by grantees provide the program with insights into client demographics, expenditures for eligible activities, and the number of households served. At this time, the program does not have a client-level data system that provides site-specific information on performance outcomes. Pending enhancements to IDIS, however, will help support data quality and reduce the grantees' burden.
- **Measurement Validation, verification, and improvement of measure:** Performance reporting information is reviewed by HOPWA technical assistance providers and recorded in grant profiles and national summaries on the program's website (HUDHRE.info). HUD guidance and technical assistance assists grantees in verifying data quality and completing reports.
- **Sequence:** 20s

#### ***HOME TBRA***

- **Description:** For tenants with incomes at or below 80 percent of area median income.
- **Data source:** IDIS



	<ul style="list-style-type: none"> <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> 20t</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Number of units converted using the Rental Assistance Demonstration (RAD): First Component</i></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> 21</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Number of units converted using the Rental Assistance Demonstration (RAD): Second Component</i></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> <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> 22</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Housing Choice Voucher budget utilization rate</i></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> </ul>

	<ul style="list-style-type: none"> <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> 23</li> </ul>
<p><b>Metric</b></p>	<p><b>Public Housing occupancy rate</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Occupancy rate in Public Housing</li> <li>• <b>Data source:</b> HUD’s Inventory Management System/Public and Indian Housing Information Center (IMS/PIC)</li> <li>• <b>Unit of measurement:</b> Percent of occupied Public Housing Units</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> The APG Occupancy Rate is calculated using the following methodology: Total of Public Housing occupied rental units under an ACC/ (Total Standing ACC Units – Total Uninhabitable Units) The total Public Housing occupied rental units under an ACC count is the sum of units occupied by assisted tenants, units occupied by non-assisted tenants, and Special Use units. Total Standing ACC Units, refers to the number of standing (i.e. not removed) units under Annual Contributions Contracts with HUD. The number of Uninhabitable Units refers to ACC units that are vacant and approved for removal from inventory.</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Constant</li> <li>• <b>Data quality (limitations/advantages of the data):</b> The Public Housing occupancy rate faces the same limitations as the “Public Housing occupied rental units” measure. However, the rate may also fluctuate per the changing denominator of ACC units, while retaining the same count of Public Housing occupied rental units.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> The measurement validation processes applied to the “Public Housing occupied rental units” metric also apply to the Public Housing occupancy rate.</li> <li>• <b>Sequence:</b> 24</li> </ul>
<p><b>Metric</b></p>	<p><b>Project Based Rental Assistance (PBRA) occupancy rate</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Percent of units occupied for PBRA</li> <li>• <b>Data source:</b> Data source: Tenant Rental Assistance Certificate System (TRACS) and Integrated Real Estate Management System (iREMS)</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Unit of measurement:</b> Percent PBRA units occupied</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> Occupied Units divided by Total Units</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Flat</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> 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.</li> <li>• <b>Sequence:</b> 25</li> </ul>
<p><b>Metric</b></p>	<p><b>Percent of Section 8 Housing Assistance Payment contracts renewed</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Percent of Housing Assistance Payment (HAP) contracts renewed</li> <li>• <b>Data source:</b> HEREMS database; TRACS DataMart</li> <li>• <b>Unit of measurement:</b> Contracts</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> <math>([\text{Expiring Unique contracts}] - [\text{TRACS HAP true Terminations}] / ([\text{Expiring Unique contracts}] + [\text{Expiring Unique Contracts}] + [\text{TRACS HAP true Terminations}] + [\text{Expiring Unique Contracts}] + [\text{TRACS HAP true Terminations}])</math>. Expiring Unique Contracts data was calculated based on renewal tables from HEREMS database. TRACS HAP true Terminations data is based on data from Voucher_Edit table from TRACS DataMart. Contracts terminated due to the following termination reasons: combined (code B), grant funding (code G), conversion (code S), RAD conversion (code V) were excluded.</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increased</li> <li>• <b>Data quality (limitations/advantages of the data):</b> The data quality is directly related to the data quality of HEREMS database and TRACS DataMart</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> As currently measured, the data may include a small number of contracts that have expired but were neither terminated nor renewed. The measure could be improved by finding a way to remove these contracts.</li> <li>• <b>Sequence:</b> 26</li> </ul>
<p><b>Metric</b></p>	<p><b>Number of inspections saved through inspection sharing</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of duplicative inspections for units with multiple funding streams saved through inspection sharing to both federal and state housing partners</li> <li>• <b>Data source:</b> Manual tracking system (SharePoint)</li> <li>• <b>Unit of measurement:</b> Number of duplicative inspections saved through inspection sharing</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> For each property enrolled in the pilot within each year, inspections saved are calculated by taking the sum of inspections that would have taken place per federal programmatic requirements and subtracting the number of physical inspections that have actually taken place, with one inspection ideally serving all needs. The complete metrics is the count of all duplicative inspections saved for each property.</li> <li>• <b>Frequency:</b> Annually (tracking only)</li> <li>• <b>Direction:</b> Increased</li> </ul>

	<ul style="list-style-type: none"> <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> 27</li> </ul>
<p><b>Strategic Goal</b> Use Housing as a Platform to Improve Quality of Life</p>	
<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> 28</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> <li>• <b>Sequence:</b> 29</li> </ul>
<p><b>Metric</b></p>	<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> </ul>

	<ul style="list-style-type: none"> <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> 30</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Number of new Permanent Supportive Housing beds dedicated to individuals and families experiencing chronic homelessness</i></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> 31</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Percent of new Permanent Supportive Housing beds dedicated to individuals and families experiencing chronic homelessness</i></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> <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> 32</li> </ul>

<p><b>Metric</b></p>	<p><b><i>Veterans placed in permanent housing</i></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 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 divided by the number of placements</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> 33</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Homeless veterans served with transitional housing through Continuum of Care resources</i></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> 34</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Homeless veterans served with permanent supportive housing through Continuum of Care resources</i></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> <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> 35</li> </ul>

<p><b>Metric</b></p>	<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> 36</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Families experiencing homelessness</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of Families experiencing homelessness</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 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> 37</li> </ul>
<p><b>Metric</b></p>	<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> see 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> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> see below</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> see below</li> <li>• <b>Sequence:</b> 38</li> </ul> <p><u>Public Indian Housing</u>  <b>Public Housing</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Admissions of new homeless households into Public Housing</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Data source:</b> PIC</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> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> PIH issued guidance in the form of Notice PIH 2013-15 to help correct the data quality issue.</li> <li>• <b>Sequence:</b> 38a</li> </ul> <p><b>Housing Choice Vouchers (TBRA)</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Admissions of new homeless households into Public Housing</li> <li>• <b>Data source:</b> PIC</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> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> PIH issued guidance in the form of Notice PIH 2013-15 to help correct the data quality issue.</li> <li>• <b>Sequence:</b> 38b</li> </ul> <p><u>Housing</u></p> <p><b>Multifamily Housing</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Admissions of new homeless households into HUD-assisted Multifamily units</li> <li>• <b>Data source:</b> TRACs</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> Monthly</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> 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.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b></li> <li>• <b>Sequence:</b> 38c</li> </ul>
<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> </ul>



	<ul style="list-style-type: none"> <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> 39</li> </ul>
<b>Strategic Objective 3B</b>	Promote advancements in economic prosperity for residents of HUD-assisted housing.
<b>Metric</b>	<p><b>Percent of HUD-assisted tenants ages 17-34 who are currently enrolled in college</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> </ul> <p><b>Sequence:</b> 40</p>
<b>Metric</b>	<p><b>Percent of HUD-assisted tenants ages 17-34 who have completed a FAFSA application</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Percent of all HUD-assisted residents aged 16-34 in Public Housing, Housing Choice Vouchers, and Multifamily Housing Programs who completed a FAFSA application in the most recent application cycle, according to a match to Federal Student Aid (FSA) data.</li> <li>• <b>Data source:</b> FSA Enterprise Data Warehouse and Analytics</li> <li>• <b>Unit of measurement:</b> Percent of residents</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> [Number of HUD-assisted residents aged 17-34 completing FAFSA application] / [Number of HUD-assisted residents aged 17-34]</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b></li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> HUD provides FSA with our individual resident data, which is then matched to FSA records, suppressed to avoid client privacy disclosures, and returned to HUD in summary aggregate files.</li> </ul> <p><b>Sequence:</b> 41</p>
<b>Metric</b>	<p><b>Percent of HUD-assisted tenants ages 17-34 who completed a FAFSA application and then received aid to attend college</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Percent of all HUD-assisted residents aged 16-34 in Public Housing, Housing Choice Vouchers, and Multifamily Housing Programs who enrolled in college, among those who completed a FAFSA application in the most recent application cycle, according to a match to Federal Student Aid (FSA) data.</li> <li>• <b>Data source:</b> FSA Enterprise Data Warehouse and Analytics</li> <li>• <b>Unit of measurement:</b> Percent of residents</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> [Number of HUD-assisted residents aged 17-34 enrolled in school with federal aid] / [Number of HUD-assisted residents aged 17-34]</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> The administrative data match enables</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> HUD provides FSA with our individual resident data, which is then matched to FSA records, suppressed to avoid client privacy disclosures, and returned to HUD in summary aggregate files.</li> </ul> <p><b>Sequence:</b> 42</p>
<b>Metric</b>	<b>Percent of Housing Choice Voucher households who are proximate to proficient schools</b>

	<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></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: 43</p>
<p><b>Metric</b></p>	<p><b><i>Rating of public schools in Choice Neighborhoods communities</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> These ratings are an average of the available Great Schools ratings for schools designated by Choice Neighborhood grantees as “neighborhood schools.”</li> <li>• <b>Data source:</b> Choice Neighborhood Implementation grantee performance reports</li> <li>• <b>Unit of measurement:</b> Weighted average rating, on a scale of 1-10</li> <li>• <b>Dimension:</b> Number</li> <li>• <b>Calculation method:</b></li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Students of grantee communities may attend these or several other schools in the area. Includes data from 12 of 12 implementation grantees.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Client-level data on school enrollment among Choice Neighborhood residents would be a more informative measure of identifying schools and assessing quality.</li> </ul> <p>Sequence: 44</p>
<p><b>Metric</b></p>	<p><b><i>Percent of Choice Neighborhood communities showing an increase in the percentage of target resident students who are at or above grade level according to state mathematics assessments since grant award</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Percentage of Choice Neighborhood implementation grantees reporting year over year improvement in math performance of students.</li> <li>• <b>Data source:</b> Choice Neighborhood Implementation grantee performance reports. Collection method varies in communities, from resident self-report to data sharing agreements with local school systems.</li> <li>• <b>Unit of measurement:</b> Percent of target resident students at or above grade level in math</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> [Percent of target resident students at or above grade level in math] / [Percent of target resident students]</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Includes data from 5 of 12 implementation grantees.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> More work is needed to standardize the data across communities, including the definitions of “target resident.”</li> </ul> <p>Sequence: 45</p>
<p><b>Metric</b></p>	<p><b><i>Percent of Choice Neighborhood communities showing an increase in the percentage of target resident students who are at or above grade level according to state reading or language arts assessments since grant award</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Percentage of Choice Neighborhood implementation grantees reporting year over year improvement in reading performance of students.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Data source:</b> Choice Neighborhood Implementation grantee performance reports. Collection method varies in communities, from resident self-report to data sharing agreements with local school systems.</li> <li>• <b>Unit of measurement:</b> Percentage of target resident students at or above grade level in reading</li> <li>• <b>Dimension:</b> Percentage</li> <li>• <b>Calculation method:</b> [Percentage of target resident students at or above grade level in reading] / [Percentage of target resident students]</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Includes data from 5 of 12 implementation grantees.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> More work is needed to standardize the data across communities, including the definition of “target resident.”</li> </ul> <p><b>Sequence:</b> 46</p>
<p><b>Metric</b></p>	<p><b><i>Percent of Choice Neighborhood communities showing an increase in the percentage of target resident children participating in center-based or formal home-based early learning settings since grant award</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Percentage of Choice Neighborhood implementation grantees reporting year over year increase in percentage of children participating in early learning program</li> <li>• <b>Data source:</b> Choice Neighborhood Implementation grantee performance reports. Collection method varies in communities, from resident self-report to data sharing agreements with local school systems.</li> <li>• <b>Unit of measurement:</b> Percentage of target resident children in early learning programs</li> <li>• <b>Dimension:</b> Percentage</li> <li>• <b>Calculation method:</b> [Percentage of target resident children from birth to kindergarten entry enrolled in early learning programs] / [Percentage of target resident children from birth to kindergarten entry]</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Includes data from 7 of 12 implementation grantees.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> More work is needed to standardize the data across communities, including the definition of “target resident.”</li> </ul> <p><b>Sequence:</b> 47</p>
<p><b>Metric</b></p>	<p><b><i>Percent of Choice Neighborhood communities showing an increase in the percentage of target resident youth involved in formal positive youth development activities since grant award</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Percentage of Choice Neighborhood implementation grantees reporting year over year increase in percentage of children participating in positive youth development activities</li> <li>• <b>Data source:</b> Choice Neighborhood Implementation grantee performance reports. Collection method varies in communities, from resident self-report to data sharing agreements with local school systems.</li> <li>• <b>Unit of measurement:</b> Percentage of target resident youth in formal youth development</li> <li>• <b>Dimension:</b> Percentage</li> <li>• <b>Calculation method:</b> [Percentage of target resident youth in formal positive youth development programs] / [Percentage of target resident youth]</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Includes data from 8 of 12 implementation grantees.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> More work is needed to standardize the data across communities, including the definition of “target resident.”</li> </ul> <p><b>Sequence:</b> 48</p>
<p><b>Metric</b></p>	<p><b><i>Percentage of participants enrolled in the Family Self-Sufficiency program that have sustained wage increases</i></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> </ul>

	<ul style="list-style-type: none"> <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> 49</li> </ul>
<b>Metric</b>	<p><b><i>Percent of Section 3 Residents hired, of total hiring that occurs as a result of Section 3 covered HUD funding</i></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> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Sample auditing will be done</li> <li>• <b>Sequence:</b> 50</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> 51</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> 52</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> 53</li> </ul>
<p><b>Metric</b></p>	<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> <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> 54</li> </ul>
<p><b>Strategic Objective</b></p>	<p>Promote the health and housing stability of vulnerable populations.</p>
<p><b>Metric</b></p>	<p><b><i>Number of successful transitions through Section 811 Project Rental Assistance program</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of successful PRAC 811 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> 55</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Percent of public housing agencies with smoke-free housing policies</i></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> </ul>

	<ul style="list-style-type: none"> <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> <li>• <b>Sequence:</b> 56</li> </ul>
Metric	<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> 57</li> </ul>
<b>Strategic Goal</b>	<b>Build Strong, Resilient, and Inclusive Communities</b>
<b>Strategic Objective</b>	Reduce housing discrimination, affirmatively further fair housing through HUD programs, and promote diverse, inclusive communities.
Metric	<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> 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> 58</li> </ul>
Metric	<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> </ul>

	<ul style="list-style-type: none"> <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> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Under evaluation and consideration for future remedies.</li> <li>• <b>Sequence:</b> 59</li> </ul>
Metric	<p><b>Number of cases with monetary relief exceeding \$25,000</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> TBD</li> <li>• <b>Sequence:</b> 60</li> </ul>
Metric	<p><b>Number of cases open more than 300 days at the end of the fiscal year.</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> TBD</li> <li>• <b>Sequence:</b> 61</li> </ul>
Metric	<p><b>Percent of jurisdictions that receive training or technical assistance from HUD within 12 months of Assessment of Fair housing (AFH) submission due dates</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> TBD</li> <li>• <b>Sequence:</b> 62</li> </ul>
Metric	<p><b>Percent of AFFH related document reviews completed and accepted by HUD within 60 days of receipt of the first submission</b></p>

	<ul style="list-style-type: none"> <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> <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> 63</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> TBD</li> <li>• <b>Sequence:</b> 64</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> 65</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> </ul>



- **Dimension:** Count
- **Calculation method:** A “unit equivalent” method was developed to address these data limitations, using the top 10 most cost-effective measures.
- **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:** 65a

#### ***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:** 65b

#### ***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:** 65c

#### 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:** 65d

##### **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:** 65e

##### **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:** 65f

#### 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:** 65g

##### ***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:** 65h

##### ***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:** 65i

#### ***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:** 65j

#### ***Section 202/811***

- **Description:** The number of units retrofitted with energy efficient features through the 202/811 program
- **Data source:** Multifamily Portfolio Reporting Database (MPRD) as reported for MAP goal 4B
- **Unit of measurement:** Number of units retrofitted with energy efficient features
- **Dimension:** Count
- **Calculation method:** Total number of units retrofitted with energy efficient features through the 202/811 program
- **Frequency:** Monthly
- **Direction:** Increasing
- **Data quality (limitations/advantages of the data):** 202/811 program data is drawn from the Multifamily Portfolio Reporting Database which is populated by the integrated Real Estate Management System (iREMS). iREMS is the official source of data on Multifamily Housing's portfolio of insured and assisted properties. iREMS obtains its data from interfacing systems as well as user entry. iREMS

uses the HEREMS database, which serves as Housing's and DEC's centralized database. For 202/811 development purposes HEREMS obtains its data from the Development Application Processing (DAP) system.

- **Measurement Validation, verification, and improvement of measure:** The activity indicator used to calculate the 202/811 energy efficiency measure is "dap\_construction\_completion\_dt". The energy efficiency requirement was incentivized in the FY2009 NOFA selection process and was mandated in the FY 2010 NOFA. Therefore, every 202/811 project funded in FY 2010 and virtually every one funded in FY 2009 that have completed construction count towards the goal. Thus, the information is considered to valid and reliable.
- **Sequence:** 65k

#### Single Family

##### ***Energy Efficient Mortgages (EEMs)***

- **Description:** Total number of Energy Efficient Mortgages
- **Data source:** Single Family Data Warehouse
- **Unit of measurement:** Number of Energy Efficient Mortgages
- **Dimension:** Count
- **Calculation method:** Excel Count
- **Frequency:** Quarterly
- **Direction:** Reduction of trending decline
- **Data quality (limitations/advantages of the data):** Dependent on lender's input of info.
- **Measurement Validation, verification, and improvement of measure:** None
- **Sequence:** 65l

##### ***PowerSaver 203(k)***

- **Description:** Total number of PowerSaver 203(k) loans
- **Data source:** Single Family Data Warehouse
- **Unit of measurement:** Number of PowerSaver 203(k) loans
- **Dimension:** Count
- **Calculation method:** Excel Count
- **Frequency:** Quarterly
- **Direction:** Stable
- **Data quality (limitations/advantages of the data):** Lender supplied is good as reporting is connected to grant funds.
- **Sequence:** 65m

##### ***PowerSaver (Title 1)***

- **Description:** Total number of PowerSaver Title 1 loans
- **Data source:** Single Family Data Warehouse
- **Unit of measurement:** Number of PowerSaver Title 1 loans
- **Dimension:** Count
- **Calculation method:** Excel Count
- **Frequency:** Quarterly
- **Direction:** Stable
- **Data quality (limitations/advantages of the data):** Lender supplied is good as reporting is connected to grant funds.
- **Measurement Validation, verification, and improvement of measure:** None
- **Sequence:** 65n

##### ***203(k) non-PowerSaver***

- **Description:** Total number of 203(k) non-PowerSaver loans
- **Data source:** Single Family Data Warehouse
- **Unit of measurement:** Number of 203(k) non-PowerSaver loans
- **Dimension:** Count
- **Calculation method:** Excel Count

- **Frequency:** Quarterly
- **Direction:** Stable
- **Data quality (limitations/advantages of the data):** Lender supplied is good as reporting is connected to grant funds.
- **Sequence:** 65o

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:** 65p

**Healthy Housing Grants**

- **Description:** Number of housing units made healthier and/or safer through healthy homes grants
- **Data source:** Grantee reports to Healthy Homes Grant Management System
- **Unit of measurement:** Housing units
- **Dimension:** Count
- **Calculation method:** Total of units from each grantee
- **Frequency:** Quarterly
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** Units are counted only after payment has been made after hazard control work has been done and re-occupancy has been allowed, so grantees have a fiduciary responsibility to report accurately; but some grantees report on a single unit more than once, as they make partial and then final payments
- **Measurement Validation, verification, and improvement of measure:** Reports are validated against financial payments (LOCCS reporting), and verified by remote and on-site monitoring by grant Government Technical Representatives. Having software checks for duplicate counting of units would improve the measure.
- **Sequence:** 65q

**Lead Hazard Enforcement**

- **Description:** Housing units made lead-safe per agreements or orders under the Lead Disclosure Rule
- **Data source:** Property owner/property manager reports
- **Unit of measurement:** Housing units
- **Dimension:** Count
- **Calculation method:** Total of units from each owner/manager
- **Frequency:** Quarterly
- **Direction:** Increased
- **Data quality (limitations/advantages of the data):** Units are counted only after the owners/managers have documented completing work and the units have been tested and for low lead levels that would allow re-occupancy, so owners/managers face economic and/or court sanctions for not reporting accurately; but limitations on HUD staffing and travel funding preclude on-site quality control checking.

	<ul style="list-style-type: none"> <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> 65r</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> 65s</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Number of properties participating in utility data benchmarking</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Measurement of the number of public housing and multifamily building units who have entered utility data into EPA’s Portfolio Manager or another compatible data collection tool</li> <li>• <b>Data source:</b> EPA’s Portfolio Manager</li> <li>• <b>Unit of measurement:</b> Public housing and multifamily building units</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Number of public housing and multifamily building units utilizing EPA’s Portfolio Manager.</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Participation in benchmarking program is self-reported.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> HUD staff work with building owners and managers to ensure accuracy of data.</li> <li>• <b>Sequence:</b> 66</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Installed megawatts toward federal renewable energy target</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Measurement of the number of megawatts of installed renewable energy capacity and the number of megawatts of renewable energy committed to within the HUD-assisted portfolio</li> <li>• <b>Data source:</b> PD&amp;R survey</li> <li>• <b>Unit of measurement:</b> Number of megawatts of installed renewable energy capacity plus the number of megawatts of renewable energy committed</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Add number of megawatts of installed renewable energy capacity plus the number of megawatts of renewable energy committed within the HUD-assisted portfolio</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Currently self-reported and reliant upon the responder for accuracy.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> HUD is working to develop IT and policy solutions to improve data gathering.</li> <li>• <b>Sequence:</b> 67</li> </ul>
<b>Metric</b>	<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> <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> 68a and 68b</li> </ul>
<b>Metric</b>	<p><b>Estimated cumulative reduction in carbon emissions</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Cumulative estimate of metric tons of reduced greenhouse gas (carbon) emissions since 2010</li> <li>• <b>Data source:</b> Energy Model tool</li> <li>• <b>Unit of measurement:</b> Estimate metric tons of reduced greenhouse gas (carbon).</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Decrease in HUD’s estimated (modeled) carbon emissions due to energy efficient construction and retrofits from pre-intervention (non-energy efficient new construction and rehabilitation) development projections.</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Carbon emission estimates are based upon pre-populated assumptions grounded in industry research and not actual utility usage data, nor have the assumptions been updated based upon changes in policies and technology since 2013.</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> 69</li> </ul>
<b>Metric</b>	<p><b>Estimated cumulative water saved</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> </ul>



	<ul style="list-style-type: none"> <li>• <b>Sequence:</b> 70</li> </ul>
<b>Metric</b>	<p><b>Better Buildings Challenge Multi-family housing partners' energy use</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> 71</li> </ul>
<b>Metric</b>	<p><b>Percent of Better Building Challenge multifamily housing partners reporting energy use data</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> <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> 72</li> </ul>
<b>Metric</b>	<p><b>Number of Better Buildings Challenge multifamily units</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> 73</li> </ul>
<b>Strategic Objective</b>	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.
<b>Metric</b>	<b>Percent of HUD Climate Change Adaption Plan action completed</b>

	<ul style="list-style-type: none"> <li>• <b>Description:</b> This metric tracks the Department’s progress implementing its 2014 Climate Change Adaptation Plan (“CCAP”), required by EO 13563. The CCAP identified 35 actions that would mitigate the impact of climate change on the Department’s mission, programs, and operations.</li> <li>• <b>Data source:</b> Manually tracked</li> <li>• <b>Unit of measurement:</b> % of actions completed</li> <li>• <b>Calculation method:</b> # of actions completed / total # of actions in CCAP (35)</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Many of the remaining actions are partially complete or have changed in scope. Therefore, it can be difficult to determine when certain actions are considered complete.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Lead Offices for each action periodically report their progress, which is then aggregated by the Strategic Objective Lead.</li> <li>• <b>Sequence:</b> 74</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Number of FHA 203(k) single-family rehabilitation loans that incorporate hazard mitigation</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Discontinued.</li> <li>• <b>Data source:</b></li> <li>• <b>Unit of measurement:</b></li> <li>• <b>Calculation method:</b></li> <li>• <b>Direction:</b> Increase</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> 75</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Percent of CDBG grantees that incorporate climate-related risk and actions into their Consolidated Plans</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This metric measures the number of CDBG grantees that have incorporated an understanding of climate-related risk and identified actions to ameliorate that risk in their Consolidated Plans.</li> <li>• <b>Data source:</b> Manual</li> <li>• <b>Unit of measurement:</b> # of Consolidated Plans</li> <li>• <b>Calculation method:</b> In 2016, HUD promulgated a Final Rule (81 FR 90997) which will require grantees to identify natural hazard risk faced by their Low- and Moderate-Income population and to consider actions that would address that risk. As a result, it is expected that every Consolidated Plan will incorporate climate-related risk within five years. The targets identified for this metric coincide with Consolidated Plan cycles.</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> This metric measures only the quantity and not the quality of Consolidated Plans.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Since Consolidated Plans will now be required to meet 81 FR 90997, it is expected that the 100% target will be reached within 5 years.</li> <li>• <b>Sequence:</b> 76</li> </ul>
<p><b>Metric</b></p>	<p><b><i>Number of CDBG grantees that accessed or sought technical assistance on how to incorporate climate-related risk into Consolidated Plans</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> This metric measures the extent to which Technical Assistance from HUDEXchange is being requested or used by CDBG grantees to incorporate climate-related risk into their Consolidated Plans.</li> <li>• <b>Data source:</b> HUDEXchange</li> <li>• <b>Unit of measurement:</b> # of CDBG grantees</li> <li>• <b>Calculation method:</b> # of TA requests by grantees with a “Community Resilience” tag</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Many organizations and individuals that are not CDBG grantees request TA through HUDEXchange. In addition, many requestors select multiple tags, even when their request does not relate to resilience.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Should add HUDEXchange analytics to this metric in order to measure the # of grantees that assessed existing TA resources (e.g. Community Resilience Portal).</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Sequence: 77</b></li> </ul>
<b>Strategic Objective</b>	Strengthen communities' economic health, resilience, and access to opportunity.
<b>Metric</b>	<p><u>ConnectHome</u></p> <p><b>Percentage of public housing households with school-age children in ConnectHome communities with at-home high-speed Internet</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Percentage of additional public housing households with children age 4 to 19 in ConnectHome communities' initial targeted developments with at-home high-speed Internet</li> <li>• <b>Data source:</b> PDR designed and PHA administered survey</li> <li>• <b>Unit of measurement:</b> Household</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Adding projected households local PHAs will attempt to get connected as stated in their plans</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> This is a pilot program, so there will be a learning curve. There is currently no accurate accounting of connectivity in our PHAs.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> HUD HQ PIH staff members will serve as desk officers and work with PHA officials in the ConnectHome cities to obtain regular reports on their progress to accomplish the goals for their project plans.</li> <li>• <b>Sequence: 78</b></li> </ul> <p><b>Number of HUD-assisted households that gain high-speed Internet access through ConnectHome</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of HUD-assisted households that gain high-speed internet access through ConnectHome in the 28 pilot cities</li> <li>• <b>Data source:</b> Internet Service Providers</li> <li>• <b>Unit of measurement:</b> Household</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b></li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> This is a pilot program, so there will be a learning curve. There is currently no accurate accounting of connectivity in our PHAs.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> HUD HQ PIH staff members will serve as desk officers and work with PHA officials in the ConnectHome cities, as well as ISPs and EveryoneOn and US Ignite, to obtain regular reports on connections and progress on other goals (e.g. digital literacy training).</li> <li>• <b>Sequence: 79</b></li> </ul> <p><b>Percent of new residential construction and substantial rehabilitation projects that support high-speed internet connectivity in individual housing units</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Percent of new residential construction and substantial rehabilitation projects that support high-speed internet connectivity in individual housing units.</li> <li>• <b>Data source:</b> TBD</li> <li>• <b>Unit of measurement:</b> TBD</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> Percent of new residential construction and substantial rehabilitation</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> TBD</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> TBD</li> <li>• <b>Sequence: 80</b></li> </ul>
<b>Metric</b>	<p><u>Choice Neighborhoods</u> (Implementation grantees only)</p> <p><b>Number of replacement housing units developed</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Total number of units developed replacing previously removed Public Housing or HUD-Assisted Multifamily Housing inventory</li> <li>• <b>Data source:</b> Choice Neighborhoods Inform system</li> </ul>

- **Unit of measurement:** Housing Units
- **Dimension:** Count
- **Calculation method:** Sum of grantee-reported replacement housing units
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Grantee-reported data
- **Measurement Validation, verification, and improvement of measure:** HUD Grant Management Team validates data with Grantee
- **Sequence:** 81

***Number of non-replacement housing units developed***

- **Description:** Total number of new construction units developed.
- **Data source:** Choice Neighborhoods Inform system
- **Unit of measurement:** Housing units
- **Dimension:** Count
- **Calculation method:** Sum of grantee-reported non-replacement housing units
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Grantee-reported data
- **Measurement Validation, verification, and improvement of measure:** HUD Grant Management Team validates data with Grantee
- **Sequence:** 82

***Cumulative total leveraged dollars expended by grantees***

- **Description:** Grantees report on Choice Neighborhood and other funds (private funds, philanthropic funds, state government funds, local government funds, other federal funds, and other funds).
- **Data source:** Choice Neighborhoods Inform system
- **Unit of measurement:** Dollars
- **Dimension:** Count
- **Calculation method:** Cumulative total of non-Choice Neighborhood funds
- **Frequency:** Annually
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Dependent upon mechanism for tracking partner expenditures
- **Measurement Validation, verification, and improvement of measure:** HUD Grant Management Team validates data with Grantee
- **Sequence:** 83

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

- **Description:** Grantees report on Choice Neighborhood and other funds (private funds, philanthropic funds, state government funds, local government funds, other federal funds, and other funds).
- **Data source:** Choice Neighborhoods Inform system
- **Unit of measurement:** Dollars
- **Dimension:** Ratio
- **Calculation method:** Ratio of total leveraged dollars expended to total grant dollars expended
- **Frequency:** Annually
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Dependent upon mechanism for tracking partner expenditures
- **Measurement Validation, verification, and improvement of measure:** HUD Grant Management Team validates data with Grantee
- **Sequence:** 84

***Number of building permits filed in the neighborhoods***

- **Description:** Total number of building permits filed within the Choice Neighborhoods target neighborhood
- **Data source:** Local Municipal Business Permit Offices via Choice Neighborhoods Inform system
- **Unit of measurement:** Permits

	<ul style="list-style-type: none"> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> New building permits reported by local municipal business permit offices.</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> None</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> HUD Grant Management Team validates data with Grantee</li> <li>• <b>Sequence:</b> 85</li> </ul> <p><b>Percent of working-age residents with wage income</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Percent of residents of target Public Housing or HUD-Assisted Multifamily Housing between the ages of 15-64 reporting income due to earnings at the end of the reporting year.</li> <li>• <b>Data source:</b> PIC/TRACS</li> <li>• <b>Unit of measurement:</b> Persons</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Percent of residents of target Public Housing or HUD-Assisted Multifamily Housing with wage income</li> <li>• <b>Frequency:</b> Annually</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Data collected by HUD on quarterly basis and entered into Choice Neighborhoods Inform system by support contractor administrator.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> HUD's Office of Policy Development and Research validates the data, and HUD Grant Management Team validates the data with Grantee</li> <li>• <b>Sequence:</b> 86</li> </ul> <p><b>Annual variance of assisted resident with wage income vs. baseline</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Difference between percent of assisted residents with wage income in current data over baseline.</li> <li>• <b>Data source:</b> PIC/TRACS</li> <li>• <b>Unit of measurement:</b> Persons</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> Change is calculated using first reporting quarter as a baseline, and for each quarter, the value = the percentage that quarter - percentage the first reporting quarter which is then aggregated across all grantees.</li> <li>• <b>Frequency:</b> Annually</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Dependent upon quality/timeliness of data entered into EIV</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> HUD's Office of Policy Development and Research validates the data, and HUD Grant Management Team validates the data with Grantee</li> <li>• <b>Sequence:</b> 87</li> </ul>
<p><b>Metric</b></p>	<p><u>Community Development Block Grants (CDBG)</u></p> <p><b>Number of jobs created or retained by CDBG grantees</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of jobs created or retained by CDBG grantees</li> <li>• <b>Data source:</b> IDIS</li> <li>• <b>Unit of measurement:</b> Number of jobs created or retained</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> A minimum of one per field office</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increase</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> 88</li> </ul>

	<p><b><i>Number of emergency housing repairs completed by CDBG grantees</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of emergency housing repairs completed with CDBG grants</li> <li>• <b>Data source:</b> IDIS</li> <li>• <b>Unit of measurement:</b> Non-rehabilitation repair projects.</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Number of repair, non-rehabilitation, projects</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increase</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> 89</li> </ul> <p><b><i>Number of single-family rehabilitations completed by CDBG grantees</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of Single-family rehabilitations completed with CDBG grants</li> <li>• <b>Data source:</b> IDIS</li> <li>• <b>Unit of measurement:</b> Housing unit</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Single-family housing unit rehabilitations completed with CDBG grants</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increase</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> 90</li> </ul> <p><b><i>Number of seniors served by senior centers provided by CDBG grantees</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of seniors served by senior centers built or rehabilitated by CDBG grant funds.</li> <li>• <b>Data source:</b> IDIS</li> <li>• <b>Unit of measurement:</b> Persons</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Number of seniors (65+) that live within the area served by the project</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increase</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> 91</li> </ul> <p><b><i>Number of water and sewer project initiated</i></b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Number of public water and sewer project initiated with CDBG funds</li> <li>• <b>Data source:</b> IDIS</li> <li>• <b>Unit of measurement:</b> Project</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Count of projects initiated through CDBG funds</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increase</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> 92</li> </ul>
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	<p><b>Green infrastructure improvements completed, in square feet</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Green infrastructure improvements completed by CDBG grant funds, in square feet</li> <li>• <b>Data source:</b> IDIS</li> <li>• <b>Unit of measurement:</b> Square feet</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Project impact area in square feet</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increase</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> 93</li> </ul>
<p><b>Metric</b></p>	<p><u>Community Needs Assessments</u></p> <p><b>Number of CNA action plans</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> The Community Needs Assessments provide the forum to solve locally identified issues, locally driven community goals; focus resources on issue resolution; and provide a venue for increased collaboration across HUD’s programs, with other federal agencies, and with local partners to deploy resources and expertise. Each Community creates an “Operational Action Plan” with key stakeholders designed to be implemented within two years of establishing the finalized Action Plan.</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 Plan.</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> A minimum of one plan 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> 94</li> </ul>
<p><b>Metric</b></p>	<p><u>Promise Zones</u></p> <p><b>Number of Federal grants received with preference</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 grants received that had offered preference points or priority consideration for Promise Zones.</li> <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> 95</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 PP or priority consideration might be included on the list. In these infrequent cases the grant will be removed on an ongoing basis as needed.</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> 96</li> </ul> <p><b>Federal dollars awarded to Promise Zone communities</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> 97</li> </ul>
<p><b>Metric</b></p>	<p><u>Strong Cities, Strong Communities (SC2)</u></p> <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> </ul>



	<ul style="list-style-type: none"> <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> 98</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> 99</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> <li>• <b>Data source:</b> Reported by SC2 Team Leads</li> <li>• <b>Unit of measurement:</b> Count</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> 100</li> </ul>
<p><b>Metric</b></p>	<p><u>The Sustainable Communities Initiative (SCI)</u></p> <p><b>Annual local match contribution for SCI grants</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> The SCI grant program mandated that grantees contribute local funding towards preparation of their plan. This metric measures the amount of non-federal money grantees spent on SCI planning efforts</li> <li>• <b>Data source:</b> SF-425 (Budget) and HUD-7030 (Financial Report)</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Unit of measurement:</b> Dollars</li> <li>• <b>Dimension:</b> Sum</li> <li>• <b>Calculation method:</b> Combine financial files into a database; extract local expenditures by annual period</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Depending on accounting methods, match may be ascribed to years other than when it was used.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Match sums from HUD 7030 will be compared to match commitments in SF-425 to validate.</li> <li>• <b>Sequence:</b> 101</li> </ul> <p><b>Annual match rate for SCI grants</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> The SCI grant program mandated that grantees contribute local funding towards preparation of their plan. This metric computes the amount of non-federal money compared to the amount of federal money spent on SCI planning efforts during the same time period.</li> <li>• <b>Data source:</b> HUD-7030</li> <li>• <b>Unit of measurement:</b> Percent</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation method:</b> Combine financial files into a database; extract local and federal expenditures by annual period; calculate percent in spreadsheet. (<math>\\$ \text{ local expenditures} / \\$ \text{ federal expenditures}</math>)</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Depending on accounting methods, local match may be ascribed to years other than when it was used, but federal funding will not be mis-ascribed. Measurement Validation, verification, and improvement of measure:</li> <li>• <b>Sequence:</b> 102</li> </ul> <p><b>Percent of closed-out grantees whose SCI-funded local and regional plans were adopted for implementation by a local governing body</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> The Sustainable Communities Initiative awarded 143 planning grants which resulted in a community-level Regional Plans for Sustainable Development (RPSD). This metric records the number of plans which were formally adopted by local governments.</li> <li>• <b>Data source:</b> grantee reporting eLogic Models</li> <li>• <b>Unit of measurement:</b> Number of plans</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Create a database of eLogic Models, extract the 'adoption' data from the reporting tab and sum for each fiscal year (FY10 grants reporting in FY14; and FY11 grants reporting in FY15)</li> <li>• <b>Frequency:</b> one value per grant</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> HUD is not allowed to gather data from grantees after the completion of the grant. Therefore, we are unaware how many plans have been implemented outside of the grant period.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> See the above limitation; data only extends through grant period.</li> <li>• <b>Sequence:</b> 103</li> </ul> <p><b>Number of regulatory reforms adopted as result of HUD investments in sustainable community planning</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Description: The Sustainable Communities Initiative awarded 143 planning grants which resulted in a community-level Regional Plans for Sustainable Development (RPSD). This metric records the number of plans which were formally adopted by local governments.</li> <li>• <b>Data source:</b> grantee reporting, ongoing GTR monitoring</li> <li>• <b>Unit of measurement:</b> Number of regulations (such as 1 form-based code or 1 parking law)</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Summation of reported figures</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increasing</li> </ul>
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	<ul style="list-style-type: none"> <li>• <b>Data quality (limitations/advantages of the data):</b> Regulations” is a fairly broad unit-this may result in varied reporting; for instance, an entire zoning code being replaced with a form-based code may count as “1 regulation changed,” whereas another city might change a single density limit in the zoning code and count it as “1 regulation changed.”</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Regulation change numbers are grantee-reported, and do not have a national repository, but could be tediously verified by reviewing each region’s legislation history.</li> <li>• <b>Sequence:</b> 104</li> </ul> <p><b>Number of communities that aligned their SCI plans with Federal EDA Community Economic Development Strategy (CEDS) plans for economic resilience</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> The Sustainable Communities Initiative promoted planning for housing, transportation, equity, development, and economic growth. This metric counts the number of grantees that specifically created plans for long-term economic health for the region.</li> <li>• <b>Data source:</b> grantee reporting, ongoing GTR monitoring</li> <li>• <b>Unit of measurement:</b> Number of communities</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation method:</b> Summation of reported figures</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Increasing</li> <li>• <b>Data quality (limitations/advantages of the data):</b> This metric is fairly broad; many of the plans included some level of long-term economic analysis; this metric determines no threshold for level of “economic resilience” that was planned or achieved through the SCI process.</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> This measure can be validated by reading SCI grantees’ submitted plans and noting whether they contain economic resilience plans.</li> <li>• <b>Sequence:</b> 105</li> </ul>
<b>Management Objective</b>	<b>Operational Excellence</b>
<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> 106</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</li> </ul>

	<p>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.</p> <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> 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> 107</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> 108</li> </ul>
<b>Departmental Clearance</b>	<p>Reduce the time and complexity of the clearance process by establishing and enforcing clear protocols for drafting and reviewing documents placed in departmental clearance.</p>
<b>Metric</b>	<p><b>Percent of documents that complete the clearance process within one month of the deadline</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> HUD will monitor percent of documents that complete clearance review by the clearance deadline, with a goal of resolving any outstanding issues within 2 weeks following the clearance deadline.</li> <li>• <b>Data Source:</b> OGC managed SharePoint site</li> <li>• <b>Unit of measurement:</b> Documents in Departmental Clearance</li> <li>• <b>Dimension:</b> Percent</li> <li>• <b>Calculation Method:</b> HUD will monitor percent of documents that complete the clearance process on time (that is, no non-concurrences are submitted or remain unresolved).</li> <li>• <b>Frequency:</b> Quarterly</li> <li>• <b>Direction:</b> Increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> Data quality is limited due to users submitting comments outside of the prescribed system</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> No data validation processes in place</li> <li>• <b>Sequence:</b> 109</li> </ul>
<b>Equal Employment Opportunity Management</b>	<p>Promote a diverse and inclusive work environment that is free of discrimination and harassment by educating the workforce on the overall Equal Employment Opportunity (EEO) process and their EEO responsibilities as managers and employees of HUD..</p>
<b>Metric</b>	<p><b>Number of pre-complaint resolutions occurring through the Alternate Dispute Resolution process</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 Alternative Dispute Resolution process</li> <li>• <b>Frequency:</b> Two times in a fiscal year</li> </ul>

	<ul style="list-style-type: none"> <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> 110</li> </ul>
<b>Metric</b>	<p><b>Number of complaint filings per fiscal year</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> 111</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>Reduce significantly overdue audit recommendations</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> <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> 1112</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</li> </ul>

	<p>required management decisions established within the OIG timeline as reported in the OIG's two semiannual reports as a cumulative value.</p> <ul style="list-style-type: none"> <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> 113</li> </ul>
<b>Grants Management</b>	<p>Make the grants management process more efficient and effective by automating and streamlining processes, improving timeliness, and tracking performance.</p>
<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> 114</li> </ul>
<b>Human Capital Management</b>	<p>Employ, develop, and foster a collaborative, high-performing workforce that is capable of continuing to deliver HUD's mission in a changing and uncertain future.</p>
<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> <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> 115</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> </ul>

	<ul style="list-style-type: none"> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> None.</li> <li>• <b>Sequence:</b> 116</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> TBD</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></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> 117</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> 118</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> <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> 119</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> 120</li> </ul>
<p><b>Metric</b></p>	<p><b>Human capital customer satisfactions scores</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b></li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Data Source:</b> Survey Monkey</li> <li>• <b>Unit of measurement:</b></li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation Method:</b></li> <li>• <b>Frequency:</b></li> <li>• <b>Direction:</b> Increase</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> 121</li> </ul>
<b>Information Management</b>	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.
<b>Metric</b>	<p><b>Number of IT systems</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Total number of HUD IT systems</li> <li>• <b>Data Source:</b> Inventory of Automated Systems (IAS)</li> <li>• <b>Unit of measurement:</b> System</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation Method:</b> Sum</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Decline</li> <li>• <b>Data quality (limitations/advantages of the data):</b> IAS is tied to the change control system at HUD</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Provide a strata of systems as they relate to the HUD Enterprise Architecture breakdown</li> <li>• <b>Sequence:</b> 122</li> </ul>
<b>Metric</b>	<p><b>Cost of IT systems (in millions)</b></p> <ul style="list-style-type: none"> <li>• <b>Description:</b> Total cost of operating and maintaining HUD IT systems, excluding infrastructure</li> <li>• <b>Data Source:</b> Inventory of Automated Systems, IAS; CFO Financial Data Mart; IT 10 Year Obligation Report</li> <li>• <b>Unit of measurement:</b> Dollars</li> <li>• <b>Dimension:</b> Count</li> <li>• <b>Calculation Method:</b> Total cost of operating and maintaining HUD IT Systems</li> <li>• <b>Frequency:</b> Annual</li> <li>• <b>Direction:</b> Slight annual increase</li> <li>• <b>Data quality (limitations/advantages of the data):</b> findings from NFR-16 indicate that a more accurate account of cost can be acquired</li> <li>• <b>Measurement Validation, verification, and improvement of measure:</b> Compare obligations to expenditures</li> <li>• <b>Sequence:</b> 123</li> </ul>
<b>Metric</b>	<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> 124</li> </ul>
<b>Organizational Structure Management</b>	Reduce the cost of leased space, utilities, travel, and other related costs by adapting our business processes.
<b>Metric</b>	<p><b>Amount of money spent on space and travel (in millions)</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.</li> <li>• <b>Data Source:</b></li> </ul>



	<ul style="list-style-type: none"> <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:</b> 125</li> </ul>
<p><b>Metric</b></p>	<p><i>Space Utilization (in sq. ft.)</i></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:</b> 126</li> </ul>