



2024 ANNUAL PERFORMANCE REPORT

U.S. Department of Housing and Urban Development

DEPARTMENT
OF
HOUSING
AND
URBAN
DEVELOPMENT

Page intentionally left blank



Message from The Honorable Adrienne Todman	4
Message from Chief Financial Officer Singh	5
Section One: Agency Organization and Performance Reporting	9
One HUD, For All	10
Section Two: Strategic Objectives, Performance Indicators, and Cross-Agency Priority Goals	18
Strategic Goal 1: Support Underserved Communities	19
Strategic Objective 1A: Advance Housing Justice	21
Strategic Objective 1B: Reduce Homelessness	35
Strategic Objective 1C: Invest in the Success of Communities	51
Strategic Goal 2: Ensure Access to and Increase the Production of Affordable Housing	64
Strategic Objective 2A: Increase the Supply of Housing	65
Strategic Objective 2B: Improve Rental Assistance	78
Strategic Goal 3: Promote Homeownership	94
Strategic Objective 3A: Advance Sustainable Homeownership	96
Major Initiative: Expand Homeownership Opportunities	108
Strategic Objective 3B: Create a More Accessible and Inclusive Housing Finance System	115
Strategic Goal 4: Advance Sustainable Communities	123
Strategic Objective 4A: Invest in Climate Resilience and Carbon Reduction	125
Strategic Objective 4B: Strengthen Environmental Justice	146
Strategic Objective 4C: Integrate Healthcare and Housing	160
Strategic Goal 5: Strengthen HUD's Internal Capacity	169
Strategic Objective 5A: Enable the HUD Workforce	171
Strategic Objective 5B: Improve Acquisition Management	183
Strategic Objective 5C: Strengthen Information Technology	192
Strategic Objective 5D: Enhance Financial and Grants Management	202
Strategic Objective 5E: Improve Ease, Effectiveness, and Trust in HUD Services	209
Cross-Agency Priority Goals	218
Section Three: Additional Information	231
Major Management Priorities and Challenges	232
Acronym List	233
Icon List	239

Message from The Honorable Adrienne Todman



Over the course of Fiscal Year 2024, HUD has been able to reach more communities than ever before. The resources and programs our agency have supported reach diverse communities across the country.

Housing is one of the most pressing issues facing Americans today, and in FY24, our agency remained steadfast in their commitment to the betterment of the lives of the American people.

In FY24, we helped revitalize communities through our Choice Neighborhoods funding, we honored those who served our country by helping decrease Veteran's homelessness, and we have responded to the needs of American in the wake of historic levels of natural disasters.

This past fiscal year, we were also able to hit milestone levels of funding across some of our most critical programs; HUD awarded \$185 million in PRO Housing funding to address high housing costs by removing barriers to housing production, successfully delivered more than \$1.4 billion in record time through the Green and Resilient Retrofit Program, funded by President Biden's Inflation Reduction Act, to modernize over 30,000 affordable homes across 42 states, the District of Columbia, and Puerto Rico, making them healthier, and more resilient, and released the largest amount of annual federal funding provided through HUD's Continuum of Care program in history – \$3.16 billion to expand housing and services for people experiencing homelessness.

The past fiscal year was a testament to what is possible when the needs of the people who rely on government assistance are heard, considered, and supported. It is proof that impactful change requires an all-of-government approach and actively remove systemic barriers that can prevent Americans – of all backgrounds – from achieving stability and safety. In the coming years, I have faith that the foundation we have laid under the Biden-Harris Administration will remain steady and continue to serve our nation.

Sincerely,

A handwritten signature in black ink, appearing to read 'Adrienne Todman'.

Adrienne Todman
Deputy Secretary Performing the Delegable Duties of the Secretary

Message from Chief Financial Officer Singh



This Fiscal Year (FY) 2024 Annual Performance Report (APR) is our roadmap to success and will continue to hold us accountable to providing the American people with the quality and impactful service they deserve.

As the Department's Performance Improvement Officer (PIO), I have prioritized monitoring, tracking, and managing the performance of HUD's internal processes by ensuring HUD's policy and programmatic goals are holistically supported by the management objectives defined in Goal 5: Strengthen HUD's Internal Capacity. Additionally, the Quarterly Performance Reviews (QPR), which are internal, data-driven, working meetings of HUD Leadership, focus on both the public-facing and internal performance measures related to each Strategic Goal and Objective.

Institution of this more accountable internal performance system will drive progress toward achieving our goals, address and mitigate Departmental risks, and advance opportunities to expand the positive impact of our programs.

We have also held quarterly All-Hands meetings to highlight major public-facing measures and milestones from each of the five Goals. The All-Hands allows HUD staff to see how their work ties to the Strategic Plan. HUD's customers and partners in the field can share their stories of how HUD has impacted and improved their lives. Engaging with those with lived experience is critical to measure and refine service delivery. This is why we also hold quarterly public, external calls with major HUD partners, such as industry organizations, Public Housing Agencies (PHAs), grantees, and State, local, and Tribal governments. Soliciting continuous feedback from internal and external partners demonstrates our commitment to increasing accountability and delivering one HUD, for all.

Additionally, we have been supporting the President's Management Agenda (PMA) by aligning our goals to the Administration's priorities. In support of the PMA Goal, Delivering Excellent, Equitable, and Secure Federal Services and Customer Experiences, we are instituting Customer Experience (CX) strategies to better understand the lived experiences of HUD's customers and strengthen customer trust and satisfaction. HUD is committed to building sustainable internal processes, investing in our people, and leveraging tools and technologies that are safe, secure, and trustworthy—all with an eye towards a better customer and citizen experience.

This past year, we made continuous strides toward addressing HUD's top management challenges.¹ HUD's Office of the Chief Financial Officer also received the prestigious Association of Government Accountants Innovation Challenge award for the second year in a row. HUD earned this honor for the development of the Single Audit Analytics tool that utilizes a PowerBI dashboard to effectively manage over 16,000 Single Audits received annually. This accomplishment marks a transformative step in promoting transparency, accountability, and compliance. This tool empowers HUD to efficiently pinpoint high-risk areas, track non-compliance, and enhance payment integrity. The Department also made significant progress to modernize and improve HUD's IT security, which resulted in an improved HUD OIG Federal Information Security Modernization Act (FISMA) Maturity Assessment score.² In FY 2024, HUD increased in maturity for 22 out of 37 of the FISMA metrics. Furthermore, we would also like to recognize that the Office of the Chief Human Capital Officer achieved 173% of its FY 2024 hiring goals. The average time between candidate interview and selection has continued to decline compared to last fiscal year.

The work outlined in this APR has been a collaborative effort and I am thrilled to see the positive results. Our achievements stand as a testament to our unwavering commitment to leveraging innovation to improve the

¹ https://www.hudoig.gov/sites/default/files/2024-10/hud-oig-fy-2025-tmc-report_final_508_1.pdf

² <https://www.cio.gov/policies-and-priorities/FISMA/>

services we provide to communities and programs nationwide. Let's continue to work collaboratively so that together we sustain and expand the work that we do.

Sincerely,

A handwritten signature in blue ink, appearing to read "Vinay V. Singh".

Vinay V. Singh
Chief Financial Officer and Performance Improvement Officer

About This Report

The Fiscal Year (FY) 2024 Annual Performance Report (APR) for the U.S. Department of Housing and Urban Development (hereinafter, “HUD,” or “the Department”) provides detailed performance-related information to the President, Congress, and the American people. This report identifies HUD’s FY 2024 performance relative to targets. This plan consists of several sections:

Agency Organization and Performance Reporting

The Agency Organization and Performance Reporting section establishes the context for the HUD enterprise in terms of HUD’s organizational structure, scope of responsibilities, and management agenda.

Strategic Objectives, Performance Indicators, and Cross-Agency Priority Goals

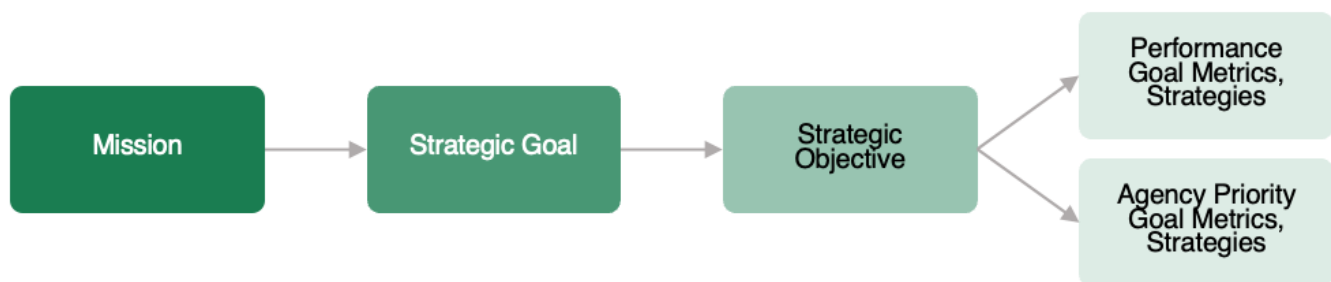


Figure 1: This sample strategic flow demonstrates how the strategic goals, strategic objectives, performance goals, and Agency Priority Goals should cascade from the Department’s mission.

The second section is based on HUD’s strategic framework from the HUD FY 2022-2026 Strategic Plan and provides accountability for the goals established in the Annual Performance Plan. The FY 2024 Annual Performance Report is organized by strategic objective. Strategic objectives are intended to reflect the outcome or management impact the Department is trying to achieve during the period of performance. HUD will track each objective annually through a specific set of performance indicators.

For each strategic objective that HUD has monitored in FY 2024, HUD has included associated major milestones, performance metrics to track progress, and supporting data validation and verification information. Each of the 24 Chief Financial Officers Act-regulated Federal agencies are responsible for identifying a limited number of performance goals that are high priorities over a two-year period. These Agency Priority Goals (APGs) support near-term improvements and advance progress toward longer-term, outcome-focused strategic goals and objectives in an agency’s Strategic Plan. Thus, while strategic objectives are evaluated annually and focus on longer-term performance goals, APGs are evaluated quarterly and focus on near-term results.

HUD established four APGs to measure performance on the FY 2022-2026 Strategic Plan. Performance indicators have targets and are how HUD will track its progress. For some performance indicators, HUD is 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,” provides 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 HUD’s partners.

Additional Information

This final section of the document includes supporting information, including a summary of major management priorities and challenges, definitions of acronyms, and icons used in this document.

The President's FY 2026 Budget will identify additional supporting program activities and initiatives, as required under the Government Performance and Results Modernization Act, 31 U.S.C. 1115(b)(10). The public will be able to access the volume at: <https://www.gpo.gov/fdsys/browse/collectionGPO.action?collectionCode=BUDGET>.

HUD's FY 2025 Budget in Brief can be accessed at: <https://www.hud.gov/sites/dfiles/CFO/documents/2025-Budget-in-Brief-Final.pdf>

Section One: Agency Organization and Performance Reporting

One HUD, For All

Together, we are building an empowered agency focused on housing and community development and dedicated to equity, inclusive communities, and quality, affordable homes for all.

- *Housing is the foundation on which we live, grow, and thrive.*
- *Yet millions of Americans struggle with housing and remain shut out from the opportunities a good home provides.*
- *At HUD, we're committed to the people and communities behind this crisis – and by advancing inclusive, equity-focused policy and programs, we're delivering the support they need to make their way home.*



HUD's Mission

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.

HUD's Overarching Goal

HUD's overarching goal is to pursue transformative housing and community-building policy and programs. The Department will ensure it centers its focus on people and their lived experiences, with policy and programs that are equity-focused, anti-discriminatory, and that advance housing justice, so that everyone has an affordable, healthy place to live.



Introduction

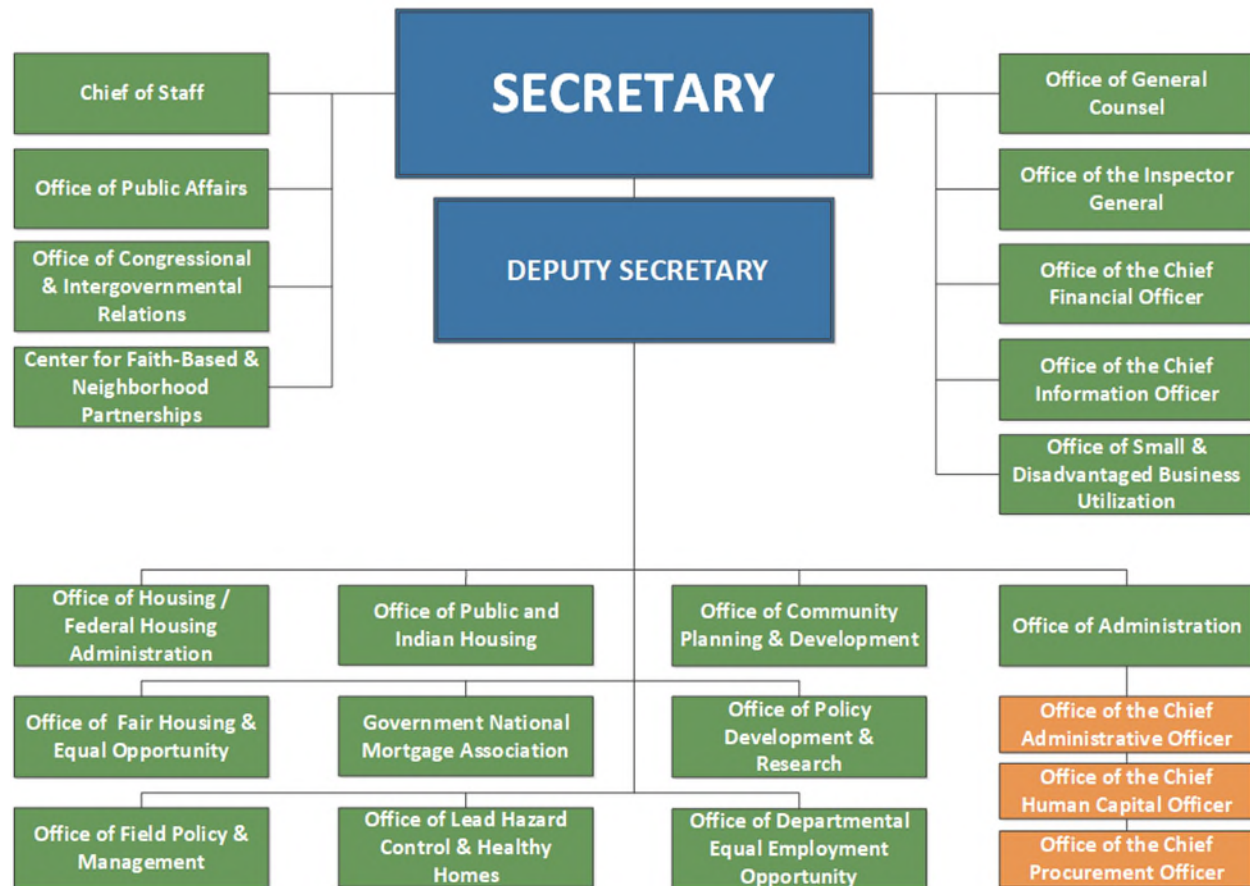
The Fiscal Year (FY) 2024 Annual Performance Report (APR) for HUD documents achievements with respect to the Department's FY 2024 performance targets and any revisions to the goals since their publication in the FY 2025 Annual Performance Plan, which covers the agency's goals for FY 2025. This report reflects HUD's continued commitment to inform the American people, Congress, its partners and its employees about the mission, goals, and work the Department seeks to accomplish.

HUD is working to strengthen the housing market to bolster the economy and protect consumers; expand homeownership and 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. HUD will accomplish its mission by pursuing transformative housing and community-building policies and programs. Central to HUD's efforts will be ensuring the Department's work focuses on individuals, communities, and their lived experiences. These overarching commitments are reflected in this report's approach toward equity-focused, anti-discriminatory, and justice-driven priorities.

In carrying out its work on each of its strategic goals, HUD is committed to the following core values:

- *Accountability: HUD individually and collectively takes responsibility for its performance and conduct.*
- *Efficiency and Effectiveness: HUD will maximize its resources and efforts to continually improve the efficiency and effectiveness of its individual and collective performance. The Department strives for simplicity in its lines of authority and clarity in its lines of communication and strives to eliminate the red tape of bureaucracy. HUD supports a productive work environment that balances high performance with the need for healthy personal and community life.*
- *Fairness and Respect: HUD values others, demonstrates compassion for those it serves, and treats others the way it would like to be treated. In respecting others, the Department conducts its work and administers its programs with fairness and justice and with a commitment to civil rights, inclusion, and diversity.*
- *Integrity: HUD approaches others, its stakeholders, and its work with honesty and the highest ethical standards.*

Departmental Structure



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

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

FY 2022-2026 HUD Strategic Framework

One HUD, For All

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

Overarching Goal: Pursue transformative housing and community-building policy and programs.

Overarching Priority: Increase Equity

Overarching Priority: Improve Customer Experience

Strategic Goal 1: Support Underserved Communities

Objective **1A:** Advance Housing Justice

Objective **1B:** Reduce Homelessness 🌟

Objective **1C:** Invest in the Success of Communities

Strategic Goal 2: Ensure Access to and Increase the Production of Affordable Housing

Objective **2A:** Increase the Supply of Housing

Objective **2B:** Improve Rental Assistance 🌟

Strategic Goal 3: Promote Homeownership

Objective **3A:** Advance Sustainable Homeownership 🌟

Major Initiative: Expand Homeownership Opportunities

Objective **3B:** Create a More Accessible and Inclusive Housing Finance System

Strategic Goal 4: Advance Sustainable Communities

Objective **4A:** Invest in Climate Resilience and Carbon Reduction

Objective **4B:** Strengthen Environmental Justice 🌟

Objective **4C:** Integrate Healthcare and Housing

Strategic Goal 5: Strengthen HUD's Internal Capacity

Objective **5A:** Enable the HUD Workforce *

Objective **5B:** Improve Acquisition Management *

Objective **5C:** Strengthen Information Technology *

Objective **5D:** Enhance Financial and Grants Management *

Objective **5E:** Improve Ease, Effectiveness, and Trust in HUD Services *

🌟 These objectives include an Agency Priority Goal.

* These objectives reflect FY 2022-2026 HUD management objectives.

Overarching Priority: Increase Equity

The Biden-Harris Administration has placed equity front and center through a series of Executive Orders, and has issued a memorandum specific to HUD instructing the Department to redress the nation's long history of discriminatory housing practices and reaffirming the Administration's commitment to ending housing discrimination.³ HUD is advancing these directives through executing its mission, focused on people in underserved communities.⁴ The Department's operations are designed to reach those who have been systemically locked out of opportunities and help them succeed. HUD is a lifeline for people in need, creating affordable housing in every state, rebuilding communities ravaged by disasters, and supporting community development to unlock opportunity. While current HUD leadership recognizes the extraordinary legacy, mission, and potential the Department brings to building equitable communities across the nation, HUD also recognizes that several of its core programs were operated for decades in a manner that supported discriminatory practices against persons of color. The Biden-Harris Administration will use the Department's authorities to reverse the harm caused by prior Federal policies and prioritize equity in all of HUD programs.

Executive Orders 13985 ("Advancing Racial Equity and Support for Underserved Communities Through the Federal Government") and 14091 ("Further Advancing Racial Equity and Support for Underserved Communities Through the Federal Government") mandate that the Federal Government "pursue a comprehensive approach to advancing equity for all, including people of color and others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality."⁵ Additionally, President Biden issued a Presidential Memorandum for the "Federal Government to recognize and acknowledge its role in systematically declining to invest in communities of color and preventing residents of those communities from accessing the same services and resources as their white counterparts."⁶ This acknowledgement states that it is the policy of the Federal Government to "work with communities to end housing discrimination, to provide redress to those who have experienced housing discrimination, to eliminate racial bias and other forms of discrimination in all stages of home-buying and renting, to lift barriers that restrict housing and neighborhood choice, to promote diverse and inclusive communities, to ensure sufficient physically accessible housing, and to secure equal access to housing opportunity for all."⁷ Each agency is directed to work to redress inequities in their policies and programs that serve as barriers to equal opportunity. Equity is defined in Executive Order 13985 as the "consistent and systematic fair, just, and impartial treatment of all individuals, including underserved communities that have been denied such treatment, such as Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, queer, and intersex (LGBTQIA+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality." Additional Executive Orders address diversity, equity, inclusion, and accessibility in the Federal workforce; gender policy combatting discrimination based on gender identity or sexual orientation; inclusion of new Americans; equity, justice, and opportunity for Asian Americans, Native Hawaiians, and Pacific Islanders; environmental justice; and other issues related to equity and opportunity.⁸

³ Redressing Our Nation's and the Federal Government's History of Discriminatory Housing Practices and Policies, Memorandum for the Secretary of Housing and Urban Development, 86 FR 7487: <https://www.Federalregister.gov/documents/2021/01/29/2021-02074/redressing-our-nations-and-the-federal-governments-history-of-discriminatory-housing-practices-and-policies>

⁴ An underserved community is defined as a population sharing a particular characteristic, as well as a geographic community, that has been systematically denied a full opportunity to participate in aspects of economic, social, and civic life.

⁵ Advancing Racial Equity and Support for Underserved Communities Through the Federal Government, 86 FR 7009: <https://www.Federalregister.gov/documents/2021/01/25/2021-01753/advancing-racial-equity-and-support-for-underserved-communities-through-the-federal-government>; <https://www.Federalregister.gov/documents/2023/02/22/2023-03779/further-advancing-racial-equity-and-support-for-underserved-communities-through-the-federal-government>

⁶ <https://www.whitehouse.gov/briefing-room/presidential-actions/2021/01/26/memorandum-on-redressing-our-nations-and-the-federal-governments-history-of-discriminatory-housing-practices-and-policies/>

⁷ Id.

⁸ Executive Order 14035, Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce, 86 FR 34593, <https://www.Federalregister.gov/documents/2021/06/30/2021-14127/diversity-equity-inclusion-and-accessibility-in-the-federal-workforce>; Executive Order 14020, Establishment of the White House Gender Policy Council, 86 FR 13797, <https://www.Federalregister.gov/documents/2021/03/11/2021-05183/establishment-of-the-white-house-gender-policy-council>

Housing plays a key role in improving lives, and the Federal implementation of policies to eliminate systemic discrimination and promote equity can produce long-lasting, positive impacts by providing access to safe, stable housing in inclusive and sustainable communities. Doing so will necessitate harnessing the strengths of economic development at the community, municipal, Tribal, and state levels. Given the vital importance of housing and community to well-being, HUD's role in promoting fair housing policies represents an opportunity to remove barriers and promote equity for people in historically underserved communities.

The Department also recognizes the significant racial disparities in homelessness and is committed to addressing these disparities. To accomplish this effort, HUD will address systemic inequities in housing and grants programs, environmental justice, and resident services, to ensure every person has access to safe and high-quality housing.

The Department is also advancing equity by co-chairing the Property Appraisal and Valuation Equity (PAVE) Interagency Task Force.⁹ PAVE is committed to eliminating racial and ethnic bias in home evaluations and ensuring that every American has a chance to build generational wealth through homeownership.

HUD has launched a comprehensive effort under the Secretary's leadership to embed equity within the Department's programs, policymaking, and operations. To ensure Department-wide alignment as HUD moves this work forward, the FY 2022-2026 Strategic Plan has placed equity as an overarching priority to embed specific equity focused strategies throughout the Department's strategic goals and objectives.

⁹ <https://pave.hud.gov/>

Overarching Priority: Improve Customer Experience

Rapid advances in consumer services and digital technologies have transformed customer expectations over the past decade. The public expects the same level of seamless service from HUD's programs, as well. Designing customer experiences intentionally, with the needs of the customer at the forefront of decision-making, will help HUD: 1) deliver on its mission; 2) serve greater proportions of targeted populations more effectively and equitably; 3) build trust; 4) improve customer satisfaction; and 5) lower operational costs.

Customer Experience (CX) is more than improved customer service.¹⁰ CX is the sum of an individual's perception of HUD as a Department and the services and products provided. It is built over time, along multiple interactions. "Customers" are individuals, businesses, and organizations (such as grantees and State and municipal agencies) that interact with a Federal Government agency or program. Interactions can be direct or through partner organizations executing Federally funded programs. Federal government customers could also include public servants and employees themselves in their interactions with Federal processes.¹¹ A "service" is defined as the sum of the help provided – by an agency and its partners – throughout the process to obtain, receive, or make use of a public offering (or comply with a policy).¹² Adopting a customer-centric approach to service delivery and putting people at the core of what HUD does and how the Department works ensures successful outcomes as customers navigate HUD services.

Federal law and regulation continue to push Government-wide CX transformation. HUD worked across its programs to implement Executive Order 14058 ("Transforming Federal Customer Experience and Service Delivery Rebuild Trust in Government") and Office of Management and Budget Circular A-11 Section 280 on CX transformation.¹³ HUD has embedded CX throughout its FY 2022-2026 Strategic Plan objectives to ensure this customer-centric focus aligns with Federal compliance requirements. A commitment to elevate CX as an overarching priority in all program operations will improve customer interactions and empower employees to design policies and technology with HUD customers at the center.

HUD's CX vision is to integrate the customer perspective into everything the Department does to make its interactions feel easy, effective, positive, and equitable. This unified focus on CX will enable HUD's customers across its five service ecosystems to better understand and access relevant housing and community development information.¹⁴ Customers will feel confident and supported while navigating HUD services, offer actionable feedback based on lived experiences, and achieve productive outcomes that support HUD's mission. Utilizing Human-Centered Design (HCD)¹⁵ and CX tools will prioritize solutions based on data-driven and realistic impact, identifying pain points and real-time response needs. This information allows HUD to determine where to equitably improve service delivery and operations.

¹⁰ HUD's CX page on performance.gov, where quarterly reports can be found at: <https://www.performance.gov/cx/agencies/hud/>

¹¹ "Who is a Federal Government customer?" https://www.performance.gov/cx/assets/files/a11_2021-FY22.pdf

¹² "What is Federal Government service delivery?" https://www.performance.gov/cx/assets/files/a11_2021-FY22.pdf

¹³ <https://www.Federalregister.gov/documents/2021/12/16/2021-27380/transforming-Federal-customer-experience-and-service-delivery-to-rebuild-trust-in-government> and <https://www.performance.gov/cx/assets/files/a11-280.pdf>.

¹⁴ HUD programs can be organized into five Service Ecosystems that address distinct sets of customer needs: 1) Access to Affordable Rental Homes are programs to grow, preserve, and fund affordable rental home access, and provide supportive services to residents; 2) Homeownership Opportunity & Housing Market Stability are programs and lending/securities products that facilitate equal opportunity homeownership and strengthen the market; 3) Housing Quality & Improved Living Conditions are programs to assess and mitigate hazards or deficiencies in housing, and tools to facilitate asset management for HUD and improved living conditions for citizens; 4) Economic Growth & Community Resilience are grants and programs to stimulate economic development and grow strong, resilient communities or revitalize those in disaster areas; and 5) Fair Housing and Equal Opportunity Enforcement are support to agencies and organizations ensuring fair, safe, equitable housing practices and channels for citizen reporting of potential housing discrimination. Please reference Strategic Objective 5E.

¹⁵ HCD is a methodology to problem-solving that incorporates the lived experience and feedback for whom you are designing in all steps of the design process. The goal of human-centered design is to end up with a solution that is tailored to meet people's needs, with little wasted effort and reduced risk: <https://methods.18f.gov/about/>

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

Strategic Goal 1: Support Underserved Communities

Fortify support for underserved communities and support equitable community development for all people.

LEADING THIS GOAL

Office of the Secretary

GOAL



HUD will fortify support for underserved communities and support equitable community development for all of America's residents. HUD will achieve this goal, by bolstering Fair Housing compliance and enforcement, implementing a Housing First approach to reducing homelessness, and driving equitable community development.¹⁶ The Department is committed to building an inclusive future that promotes wealth-building for all people and lifts underserved communities to share in the Nation's prosperity. Increased Fair Housing outreach, compliance and enforcement, aimed at preventing housing discrimination,

along with strengthening community partnerships, confirms HUD's deep commitment to its mission. These commitments, coupled with strategic investments to make homelessness increasingly rare, render the Department a leader in re-envisioning a more prosperous future for all people who call this Nation home.

At the center of the Department's policies and programs is the advancement of equity. Historically, some of HUD's policies have perpetuated inequities in housing access and economic opportunity. The Department has at points throughout its history created discriminatory policies and as a result, contributed to segregated neighborhoods, mortgage redlining, lending discrimination, and inhibited wealth-building opportunities for families of color, immigrants, women, individuals with disabilities, and lesbian, gay, bisexual, transgender, queer, intersex, and asexual (LGBTQIA+) individuals. The Department recognizes and acknowledges the role it has played, in the past, in declining to invest in communities of color and preventing residents of those communities from accessing needed services and resources. These inequities are particularly clear in homelessness, in which Black and indigenous people, persons with disabilities and LGBTQIA+ people experience homelessness at disproportionate rates. As HUD designs and implements new programs and policies, as well as re-evaluates existing ones, the Department will seek to understand the lived experiences of the people its programs are intended to serve. HUD will address the systemic issues of racism and inequality through a lens of understanding and including the

¹⁶ The U.S. Interagency Council on Homelessness defines Housing First as an approach and framework for ending homelessness that is centered on the belief that everyone can achieve stability in permanent housing directly from homelessness and that stable housing is the foundation for pursuing other health and social services goals. Implementing Housing First involves both project-level and community-level dimensions. Implementing Housing First at the project level, including in permanent supportive housing models, means having screening practices that promote the acceptance of applicants regardless of their sobriety or use of substances, completion of treatment, and participation in services. At the community-level, Housing First means that the homelessness crisis response system is oriented to help people obtain permanent housing as quickly and with as few intermediate steps as possible.

https://www.usich.gov/resources/uploads/asset_library/Implementing_Housing_First_in_Permanent_Supportive_Housing.pdf.

diverse perspectives of those who use or could benefit from HUD programs. The Department will develop its Customer Experience (CX) strategies by focusing on Human-Centered Design, research, and customer understanding. The most impactful way to serve HUD's vulnerable populations is to empower them by: 1) giving them a voice in designing solutions specific to their diverse needs and perspectives, and 2) providing them with information regarding available services.

The goal of supporting underserved communities will be carried out across three objectives focused on advancing housing justice, reducing homelessness, and investing in the success of communities. HUD's primary focus in advancing housing justice is to expand the Department's role in proactively supporting and protecting vulnerable and underserved communities, and increasing enforcement of, and compliance with, Fair Housing laws. The Department's commitment to reduce homelessness, centered on the Agency Priority Goal to reduce the number of people experiencing unsheltered homelessness, focuses on providing housing as the initial platform for improving quality of life, and improving access to housing services. Lastly, investing in the success of communities will revolve around creating inclusive development, proactive policies to fight discrimination, and enduring measures to gauge impacts. Supporting underserved communities is not only essential to HUD's mission of creating strong, sustainable, inclusive communities and quality, affordable homes for all, but represents our Nation's moral and civil obligation to care for one another in the pursuit of a stronger, more just America.

This goal consists of three objectives:

Strategic Goal 1: Support Underserved Communities

1A. Advance Housing Justice



1B. Reduce Homelessness



1C. Invest in the Success of Communities





Strategic Objective 1A: Advance Housing Justice

Fortify support for vulnerable populations, underserved communities, and Fair Housing enforcement.

LEADING THIS OBJECTIVE

Office of Fair Housing and Equal Opportunity

OBJECTIVE

A person's future should never be limited by the ZIP code where they live, nor should race, disability, or other protected characteristics ever limit one's access to housing or ability to fully live free from discrimination. HUD recognizes that where a person lives affects nearly every aspect of their life. This makes it crucial to ensure homes and communities are settings for inclusive enrichment rather than harm or exclusion. HUD is committed to learning from the lived experiences of those who utilize or are intended to benefit from HUD programs to inform the Department's process in addressing systemic issues of racism and inequality. HUD's mission and work are focused on ensuring underserved populations have equitable access to housing and the long-term advantages that a safe, stable home provides. The Department's efforts are informed by HUD's commitment to prevent further discrimination against traditionally underserved groups as the Department strives to create diverse, inclusive communities.



This Administration has placed equity front and center through a series of Executive Orders focused on underserved populations to ensure equitable and fair access to housing and to Federal programs. The Department has identified underserved populations to include, but not be limited to: people of color; members of religious minorities; members of the lesbian, gay, bisexual, transgender, queer, intersex, and asexual (LGBTQIA+) community; persons with disabilities; persons who live in rural areas; immigrants; populations with limited English proficiency (LEP); survivors of domestic violence, dating violence, sexual assault, and stalking; survivors of human trafficking; people involved in the criminal justice system; and persons otherwise adversely affected by persistent poverty or inequality.

HUD is creating pathways to reach these underserved populations by 1) building relationships with service provider partners; 2) improving outreach and marketing of housing opportunities; 3) changing admissions policies; 4) targeting housing programs to address critical needs; and 5) educating homeowners and renters about their fair housing rights; and 6) enforcing the Fair Housing Act and other civil rights laws and program requirements. HUD will collaborate with Federal, State, local, Tribal, and nonprofit partners to ensure nationwide efforts are implemented in accordance with communities' localized needs. Through customer understanding, communication, and outreach efforts, HUD will continue to provide tailored support to communities to fight discrimination. A central element of HUD's approach will be the dissemination of information, education and technical assistance to help identify, prevent, and eliminate discriminatory practices. HUD will also revise and



develop policy levers and guidance to remove barriers to housing access. New data collection tools will be utilized to improve inefficiencies, improve processes, and identify systemic trends that must be addressed.

The Department continues to work toward improved implementation of the Affirmatively Furthering Fair Housing (AFFH) mandate, including the provision of technical assistance for fair housing planning. Advancing housing justice and strengthening housing protections for groups protected by the act ensures that HUD acts consistent with its obligation to AFFH. HUD is committed to ensuring that it and its grantees proactively break down barriers that perpetuate segregation and deny protected groups equal access to housing and related opportunities.

The Department has provided technical assistance for grantees to meet their fair housing obligations. HUD also continues to implement the Eviction Protection Grant Program. This program helps low-income families and individuals avoid eviction or minimize the disruption and damage caused by the eviction process, especially in areas with high rates of evictions or prospective evictions including rural areas.

2024 APR PROGRESS UPDATE

In FY 2024, HUD made meaningful gains on its path to advance housing justice by educating the public and underserved populations on the housing resources at their disposal. HUD will be able to address housing discrimination and injustice more effectively with the FY 2024 launch of a webpage containing resources addressing barriers to housing and shelter, especially for LGBTQIA+ individuals.¹⁷ This webpage includes focused research that identifies barriers LGBTQIA+ homeless youth and young adults (YYA) encounter in seeking shelter and secure housing. Furthermore, this webpage houses a toolkit for service providers that offers guidance around compliance with the Equal Access Rule and Fair Housing Act.

HUD also continued to maintain its outreach activities to stakeholders. The Department held several site visits to program grantees and directly impacted LGBTQIA+ YYA with lived experience to discuss issues of housing discrimination and best practices for overcoming barriers. The Department also engaged state, local, and private partners in a National Fair Housing Training Academy (NFHTA) forum on housing discrimination against New Americans.¹⁸ Additionally, HUD increased its outreach opportunities for housing counseling agencies (HCAs) during regional trainings through a targeted campaign to promote housing counseling among New Americans.¹⁹ These various outreach activities were tailored to the diverse geographical and community needs that different locales face in gaining access to resources and assistance. HUD's intention is to remain an accessible and collaborative partner that connects organizations, groups, and individuals to the most reliable information, that addresses bias and discrimination, within the housing space.

The Department improved its delivery of language access services for limited-English proficient (LEP) HUD customers using internal data gathered from public-facing HUD offices.²⁰ To this end, HUD oversaw the delivery of over 2,400 instances of LEP translation services, exceeding the FY 2024 target.

HUD published guidance to combat discrimination by addressing tenant screening systems that may violate the Fair Housing Act.²¹ This guidance addresses the use of artificial intelligence (AI) and how this technology can lead to a less transparent process and subsequent denials for applicants. This guidance underscores the Fair Housing Act's authority in prohibiting and preventing future discriminatory practices and curtailing their adverse effects.

Also in FY 2024, Fair Housing Initiatives Program (FHIP) organizations achieved 106 percent of the target number of cases referred to HUD or Fair Housing Assistance Program (FHAP) agencies for processing; 85 percent of the target number of cases resulted in a HUD charge of discrimination or a FHAP cause finding of discrimination; and 92 percent of the target number of cases that were resolved through conciliation between the parties. Meanwhile, FHAP partner agencies processed 112 percent of the target number of cases of alleged

¹⁷ The webpage can be found here: <https://www.hud.gov/lgbtqi>

¹⁸ [NFHTA Forum | Empowering New Americans: Pursuing the American Dream and Fair Housing Together - HUD Exchange](#)

¹⁹ [Housing Counseling Regional Meetings - HUD Exchange](#)

²⁰ HUD deployed an internal language access tool that provided in depth data to assist program offices in targeting their LEP service delivery and prioritizing efforts.


²¹ [Guidance on Application of the Fair Housing Act to the Screening of Applicants for Rental Housing \(hud.gov\)](#)











housing discrimination. This resulted in 100 percent of the target number of cases resulting in a FHAP cause finding and 103 percent of the target number of cases resolved by conciliation between the parties. To maintain expertise in the fair housing enforcement sector, HUD's NFHTA provided instruction through over 800 courses and hosted multiple fair housing issue forums with over 4,500 attendees from FHIPs, FHAPs, and other Federal funding recipients.

Despite successes, a lack of capacity, competing priorities, and resource constraints have created a challenge in accomplishing some important activities. HUD is assessing its ongoing efforts to resolve its regulatory and legislative agenda which includes providing updated VAWA forms to grantees and publishing a proposed rule to promulgate an Accessibility Standard under the Fair Housing Act's design and construction requirements. HUD remains committed to achieving these significant priorities.

STRATEGIES AND MAJOR MILESTONES

 Denotes customer experience-focused strategies, sub-strategies, or milestones.

 Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Advance equity and combat discrimination in HUD-funded programs.  	<p><u>Improve Language Access for limited-English proficient HUD customers.</u></p> <p>3/31/2024: Complete the language access assessment tool by public facing HUD offices. – <i>Achieved as of 3/8/2024</i></p> <p><u>Embed stakeholder and HUD funding recipient feedback and collaboration in program and policy decision-making process.</u> </p> <p>3/31/2024: Evaluate complainants' knowledge and awareness of the fair housing complaint filing process.  – <i>Achieved as of 2/27/2024</i></p>
Fortify fair housing rights by developing guidance and regulations that will increase protections under the Fair Housing Act. 	<p><u>Promulgate and enforce a Discriminatory Effects Rule.</u></p> <p>4/30/2024: Publish a guidance document addressing the use of tenant screening systems that may violate the Fair Housing Act.²² – <i>Achieved as of 4/29/2024</i></p> <p><u>Restore regulatory framework and processes to AFFH.</u></p> <p>4/30/2024: Publish a final rule on AFFH. – <i>Not Achieved</i></p>
Expand housing opportunities and strengthen partnerships to reach marginalized, underserved, and vulnerable populations.  	<p><u>Modernize accessibility standards for the 21st century through rulemaking and standard setting.</u></p> <p>9/30/2024: Publish a proposed rule to promulgate an Accessibility Standard under the Fair Housing Act's</p>

²² The guidance document includes information on how the use of data, such as criminal records, eviction records, and credit information, can lead to discriminatory outcomes.



	<p>design and construction requirements. – <i>Delayed to 9/30/2026</i>²³</p> <p><u>Ensure housing protections for survivors of human trafficking and survivors of domestic violence, dating violence, sexual assault, and stalking.</u></p> <p>9/30/2024: Provide updated VAWA forms to grantees. – <i>Not Achieved</i>²⁴</p> <p><u>Combat discrimination based on sexual orientation and gender identity and address key barriers to housing and shelter experienced by LGBTQIA+ youth.</u></p> <p>6/30/2024: Conduct at least three visits to HUD regional staff, program grantees, and directly impacted LGBTQIA+ youth and young adults with lived experience, to discuss issues of housing discrimination and best practices for overcoming barriers for LGBTQIA+ youth. – <i>Achieved as of 4/13/2024</i></p> <p>8/31/2024: Release a know your rights video on LGBTQIA+ housing rights. – <i>Achieved as of 10/10/2024</i></p> <p><u>Leverage partnerships to monitor and enforce protections for marginalized, underserved, and vulnerable communities.</u></p> <p>2/29/2024: Publish a fact sheet that describes how civil rights protections may impact evictions.²⁵ – <i>Achieved as of 2/26/2024</i></p> <p><u>Promote housing opportunities for and combat housing discrimination against New Americans.</u>²⁶</p> <p>5/30/2024: Engage state, local, and private partners in a National Fair Housing Training Academy forum on housing discrimination against New Americans. – <i>Achieved as of 5/15/2024</i></p> <p>9/30/2024: Increase outreach opportunities to New Americans during regional trainings in six cities through a targeted campaign to promote housing counseling. – <i>Achieved as of 7/12/2024</i>²⁷</p>
--	---

²³ HUD is reviewing several rules related to design and construction with the aim of increasing alignment of requirements, which will delay the publication of the Accessibility Standard proposed rule.

²⁴ This milestone was not achieved due to competing priorities and external clearance delays.

²⁵ The guidance document will include fact patterns where an eviction was found to constitute unlawful discrimination.
<https://www.hud.gov/sites/dfiles/FHEO/documents/Never%20Good%20Cause.pdf>

²⁶ In this context, New Americans refers to immigrants and refugees to the United States.

²⁷ Additional outreach opportunities will include regional meetings with HUD-approved housing counseling agencies and other stakeholders serving these communities.



KEY PERFORMANCE INDICATORS

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

► **Number of fair housing cases referred by Fair Housing Initiatives Program (FHIP) organizations.**

This measure will track the number of cases referred to HUD and Fair Housing Assistance Program (FHAP) agencies each year and the FHIP-referred cases in the inventory that result in a recommendation of a cause finding of discrimination or conciliation of the case.

Past Performance					Current Performance	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual ²⁸	FY24 Target
Cases referred by FHIP organizations	739	509	567	621	570	540
Cases that result in a HUD charge or FHAP cause finding	82	50	60	40	47	55
Cases that resulted in conciliation of case	283	188	186	179	175	190
Sub-Metric: Cases referred by FHIP organizations						
Description:	This measure will track the number of cases each year that were referred by FHIP organizations to HUD or a FHAP partner.					
Data Source:	HUD Enforcement Management System (HEMS)					
Dimension & Unit of Measurement:	Count: Number of cases					
Calculation Method:	Summation of relevant cases tallied from the data captured in HEMS					
Frequency:	Quarterly					
Data Quality:	All cases investigated by HUD and by FHAP agencies as part of the FHAP program are entered into HEMS, which tracks multiple aspects of the case and the investigation. One of these aspects is whether a given case was referred by a FHIP organization. This measures when the investigation is substantially					

²⁸ FY24 actuals for 'Cases that result in a HUD charge or FHAP cause finding' and 'Cases that resulted in conciliation of case' did not meet the FY24 target. This may have been due in part to some FHAP processed cases that did not indicate whether they were referred by a FHIP organization.



	completed, and the matter has been closed, conciliated, or referred onward for adjudication.
Validation and Verification:	All FHAP cases entered into HEMS are reviewed by HUD grants monitors as part of the reimbursement process. HUD cases are reviewed by a supervisor and depending on the resolution may also be reviewed by HUD counsel.
Sub-Metric: Cases that result in a HUD charge or a FHAP cause finding	
Description:	This measure will track the number of cases that resulted in a recommendation of a legal charge each year that were referred by FHAP organizations to HUD or a FHAP partner.
Data Source:	HEMS
Dimension & Unit of Measurement:	Count: Number of cases
Calculation Method:	Summation of relevant cases tallied from the data captured in HEMS
Frequency:	Quarterly
Data Quality:	All cases investigated by HUD and by FHAP agencies as part of the FHAP program are entered into HEMS, which tracks multiple aspects of the case and the investigation. One of these aspects is whether a given case was referred by a FHAP organization. This measures when the investigation is substantially completed, and the matter has been referred onward for adjudication.
Validation and Verification:	All FHAP cases entered into HEMS are reviewed by HUD grants monitors as part of the reimbursement process. HUD cases are reviewed by a supervisor and depending on the resolution, may also be reviewed by HUD counsel.
Sub-Metric: Cases that resulted in conciliation of case	
Description:	This measure will track the number of cases that resulted in a conciliation of the case each year that were referred by FHAP organizations to HUD or a FHAP partner.
Data Source:	HEMS
Dimension & Unit of Measurement:	Count: Number of cases
Calculation Method:	Summation of relevant cases tallied from the data captured in HEMS
Frequency:	Quarterly
Data Quality:	All cases investigated by HUD and by FHAP agencies as part of the FHAP program are entered into HEMS, which tracks multiple aspects of the case and the investigation. One of these aspects is whether a given case was referred by a FHAP organization. This measures when the investigation is substantially completed, and the matter has been conciliated between the parties to the complaint.



Validation and Verification:

All FHAP cases entered into HEMS are reviewed by HUD grants monitors as part of the reimbursement process. HUD cases are reviewed by a supervisor and depending on the resolution, may also be reviewed by HUD counsel.

► **Number of fair housing cases processed by Fair Housing Assistance Program (FHAP) agencies.**

This measure will track the number of cases processed by FHAP agencies each year and those FHAP agencies resolved through recommendation of a cause finding of discrimination or a conciliation.

Past Performance					Current Performance	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
Cases FHAP agencies processed	5,889	5,627	5,881	6,063	6,543	5,860
Cases that resulted in FHAP cause finding ²⁹	461	397	471	417	441	440
Cases that resulted in conciliation of case	1,124	1,027	1,057	1,093	1,169	1,130
Sub-Metric: Cases FHAP agencies processed						
Description:	This measure computes the number of cases processed by FHAP agencies each year.					
Data Source:	HEMS					
Dimension & Unit of Measurement:	Count: Number of cases					
Calculation Method:	Summation of relevant cases tallied from the data captured in HEMS					
Frequency:	Quarterly					
Data Quality:	All cases investigated by FHAP agencies as part of the FHAP program must be entered into HEMS, which tracks multiple aspects of the case and the investigation. This measures when the investigation by the agency is substantially completed, and the matter has been closed, conciliated, or referred onward for adjudication.					

²⁹ This sub-metric's language has been updated from "Cases that resulted in a cause finding." The change has been made to further clarify the activities being measured by this metric.



Validation and Verification:	All FHAP cases entered into HEMS are reviewed by HUD grants monitors as part of the reimbursement process. This review verifies key elements of the case investigation.
Sub-Metric: Cases that resulted in a FHAP cause finding	
Description:	This measure computes the number of cases processed by FHAP agencies each year that result in a recommendation of a legal charge.
Data Source:	HEMS
Dimension & Unit of Measurement:	Count: Number of cases
Calculation Method:	Summation of relevant cases tallied from the data captured in HEMS
Frequency:	Quarterly
Data Quality:	All cases investigated by FHAP agencies as part of the FHAP program must be entered into HEMS, which tracks multiple aspects of the case and the investigation. This measures when the investigation by the agency has been referred for adjudication.
Validation and Verification:	All FHAP cases entered into HEMS are reviewed by HUD grants monitors as part of the reimbursement process. This review verifies key elements of the case investigation including whether the case has been referred for adjudication.
Sub-Metric: Cases that resulted in conciliation of case	
Description:	This measure computes the number of cases processed by FHAP agencies each year that result a conciliation of the case.
Data Source:	HEMS
Dimension & Unit of Measurement:	Count: Number of cases
Calculation Method:	Summation of relevant cases tallied from the data captured in HEMS
Frequency:	Quarterly
Data Quality:	All cases investigated by FHAP agencies as part of the FHAP program must be entered into HEMS, which tracks multiple aspects of the case and the investigation. This measures when the investigation by the agency has resulted in a conciliation of the complaint between the parties to the investigation.
Validation and Verification:	All FHAP cases entered into HEMS are reviewed by HUD grants monitors as part of the reimbursement process. This review verifies key elements of the case investigation, including the resolution of the investigation.



► **Number of Limited English Proficiency Initiative (LEPI) services provided.**

This measure will track the number of instances of documents translated into other languages and the number of instances of foreign language interpretation provided in support of HUD programs.



Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
1,149	2,058	2,168	2,287	2,403	2,200
Description:		This measure will track the number of instances of documents translated into other languages and the number of instances of foreign language interpretation provided in support of HUD programs.			
Data Source:		Contractor monthly and annual reports			
Dimension & Unit of Measurement:		Count: Number of document translations or instances of interpretation provided as part of the contract service			
Calculation Method:		Sum of total instances of document translation and total instances of interpretation service rendered.			
Frequency:		Annually			
Data Quality:		Internal requests for document translation are entered through an internal HUD portal, and then passed onto the contractor once approved. Requests for verbal interpretation are made via a request phone number, which connects directly to the contractor.			
Validation and Verification:		HUD LEPI Portal data on requests is compared to reports received from translation contractor on number of translations performed. The number of interpretation services rendered is reported directly by the contractor.			



OTHER INDICATORS

► Number of FHIP and FHAP fair housing practitioners and others who attend National Fair Housing Training Academy (NFHTA) courses and Fair Housing Forums.

This measure will track the number of practitioners who attend Fair Housing Forums and training activities, which include courses on building knowledge and skills on fair housing.

Past Performance					Current Performance	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
Courses	195	601	713	751	802	 Tracking Only
Fair Housing Forums	N/A	3,693	7,341	15,055 ³⁰	4,532	 Tracking Only
Sub-Metric: Number of FHIP and FHAP fair housing practitioners who attend NFHTA courses						
Description:		This measure will track the number of practitioners who attend courses on building knowledge and skills on fair housing.				
Data Source:		NFHTA Learning Management System				
Dimension & Unit of Measurement:		Count: Number of fair housing practitioners who attend courses				
Calculation Method:		Count of participants who attend				
Frequency:		Quarterly				
Data Quality:		Data on course participants is tracked in a Learning Management System. This system tracks the learning history of each student at the Academy, including enrollment and course completion data.				
Validation and Verification:		Relevant course participants receive HUD authorization to attend, are tracked during course delivery, and then are counted based on attendance.				
Sub-Metric: Number of FHIP and FHAP fair housing practitioners who attend NFHTA Fair Housing Forums						
Description:		This measure will track the number of practitioners who attend Fair Housing Forums on building knowledge and skills on fair housing.				
Data Source:		NFHTA Learning Management System				
Dimension & Unit of Measurement:		Count: Number of fair housing practitioners who attend Fair Housing Forums				


³⁰ This total includes 3856 participants in live Fair Housing Forums and 11,199 instances of participation in the NFHTA Fair Housing Leadership Conference live plenary and breakout sessions in Denver, CO (August 30-31, 2023).



Calculation Method:	Count of relevant participants who attend
Frequency:	Quarterly
Data Quality:	Data on course participants is tracked in a Learning Management System. This system tracks the learning history of each student at the Academy, including enrollment and course completion data.
Validation and Verification:	Relevant course participants receive HUD authorization to attend, are tracked during course delivery, and then are counted based on attendance.

► **Number of Affirmatively Furthering Fair Housing (AFFH) Technical Assistance Outputs.**³¹

This measure will track AFFH Technical Assistance outputs.


Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
N/A	N/A	N/A	4,282	5,595	 Tracking Only
Description:		This measure will track AFFH Technical Assistance outputs.			
Data Source:		HUD Exchange: The videos are loaded to the HUD Exchange YouTube channel, and training registration happens in the HUD Exchange Learning Management System.			
Dimension & Unit of Measurement:		Number of people enrolled in live workshops and number of on-line video views.			
Calculation Method:		Sum			
Frequency:		Annually			
Data Quality:		Data on participants is tracked in the HUD Exchange Learning Management System.			
Validation and Verification:		Participants are counted based on attendance in the HUD Exchange Learning Management System.			

³¹ This is a new metric beginning in FY23; therefore, no prior year data is available.



► **Number of households served through the Eviction Protection Grant Program.**³²

This measure will track the households served through the Eviction Protection Grant Program.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual ³³	FY23 Actual	FY24 Actual	FY24 Target
N/A	N/A	5,513	19,122	15,150	 Tracking Only
Description:		This measure will track the number of households served through the Eviction Protection Grant Program. This measure represents the cumulative number of households subject to or at risk of eviction that receive eviction protection services through the program, as reported by grantees.			
Data Source:		Administrative data from grantee performance reports.			
Dimension & Unit of Measurement:		Count: Number of households served through the Eviction Protection Grant Program.			
Calculation Method:		Sum			
Frequency:		Quarterly			
Data Quality:		Criteria for serving households subject to or at risk of eviction may vary across grantees depending on their program priorities. Count data are not subject to sampling error.			
Validation and Verification:		PD&R reviews administrative data for errors and omissions. PD&R identifies technical assistance needs of grantees accordingly.			

EVIDENCE BUILDING

HUD's most recent report to Congress on worst case housing needs showed that, because of the national shortage of affordable rental housing, a record 8.53 million very low-income renters had severe housing problems in 2021. Worst case needs are common in every geography and for all populations, but rates are highest in the South and West and in suburban areas. Among very low-income renters, rates are highest for Asian households and Hispanic households. Among all households, Hispanic households and non-Hispanic Black households are most likely to experience worst case housing needs.³⁴

In 2017, HUD produced a study of the housing needs of American Indians and Alaska Natives in Tribal Areas.³⁵ This study, still the most comprehensive available on this topic, found that the overcrowding and physical housing problems of American Indians and Alaska Natives living on reservations and other Tribal areas are strikingly more severe than those of other Americans. Particular circumstances of Tribal areas—remoteness, lack of infrastructure, and complex legal and other constraints related to land ownership—make it extremely difficult to

³² This is a new metric beginning in FY23; therefore, no prior year data is available.

³³ Grantees occasionally correct historic data as a result of errors grantees or HUD identity.

³⁴ "Worst Case Housing Needs: 2023 Report to Congress" (2023). <https://www.huduser.gov/portal/publications/Worst-Case-Housing-Needs-2023.html?q=publications%2FWorst-Case-Housing-Needs-2023.html>.

³⁵ "Housing Needs of American Indians and Alaska Natives in Tribal Areas: A Report from the Assessment of American Indian, Alaska Native, and Native Hawaiian Housing Needs" (2017). <https://www.huduser.gov/portal/publications/HNAIHousingNeeds.html>.



improve the housing conditions, though the details and the extent of the challenges vary substantially across Tribal areas. HUD's Indian Housing Block Grant (IHBG) Competitive Grant Program helps address the affordable housing crisis by providing eligible Indian Tribes and Tribally-designated housing entities grants to carry out affordable housing activities—such as developing, maintaining, and operating affordable housing—to primarily benefit low-income Indian families. In 2025, HUD will begin an evaluation of the program.

HUD has regularly conducted national housing discrimination studies every decade since 1977, with new iterations in 1989, 2000, and 2012. Most recently, HUD conducted a suite of studies focused on a broad range of topics, including a national study of discrimination based on disability and pilot studies measuring levels of discrimination based on source of income, sexual orientation, gender status, and families with children. These studies have employed rigorous study designs such as paired testing to measure the size and scope of discrimination in the rental and sales markets.³⁶ The 2017 pilot study of housing discrimination against same-sex couples and transgender individuals in three metropolitan areas found moderate, and statistically significant, discrimination against gay male couples at the initial stage of the rental transaction, and no evidence of discrimination against lesbian couples, and showed transgender testers who disclosed their gender status were less likely to be told about available rentals.³⁷ The study created new protocols for testing for discrimination against these classes and is an important step forward in testing for discrimination in the rest of the country. PD&R is currently undertaking a study to identify and test new methods for measuring housing discrimination.

In addition to studying housing discrimination, HUD has sponsored research to understand the other factors that can make it hard for HUD-assisted households to live in neighborhoods that provide economic opportunities. One such factor is the level of rental assistance provided through HUD's largest rental assistance program, the Housing Choice Voucher (HCV) program. A 2018 study found that Small Area Fair Market Rents (SAFMRs), an alternative method of determining rent standards in the HCV program, increased the pool of rental units potentially available to HCV holders in high-opportunity neighborhoods and decreased the pool in low-opportunity neighborhoods.³⁸ In 2023, HUD expanded the number of metropolitan areas where SAFMRs are required³⁹ and published three studies on alternative methods for calculating Fair Market Rents (FMRs) in rental markets with rapidly rising rents to track market conditions more closely than current methods.^{40,41,42}

Another factor that can affect households' access to neighborhoods of economic opportunity is landlord willingness to rent to households receiving Federal rental assistance. A 2018 study found that landlords often refuse to rent to HCV holders and that landlord denial rates may be influenced by factors such as state or local laws that prohibit discrimination by source of income, housing market conditions, and voucher payment standards.⁴³ In 2021, PD&R launched a five-year study of innovative methods—made possible through the Moving to Work Demonstration—to incentivize landlords to rent to HCV-assisted households. Also in 2021, HUD launched a rigorous evaluation of the Housing Choice Voucher (HCV) Community Choice Demonstration (CCD), which funds housing vouchers and services such as pre- and post-move counseling and security deposits designed to empower families to move to, and remain in, low-poverty areas. Preliminary results from the CCD are expected in 2025. HUD has also invested in research to formalize a methodology for calculating voucher success rates using HUD administrative data.⁴⁴ The voucher success rate—calculated as the share of households offered

³⁶ For a list of current and historical studies, see <https://www.huduser.gov/portal/publications/housingdiscriminationreports.html>.

³⁷ "A Paired-Testing Pilot Study of Housing Discrimination against Same-Sex Couples and Transgender Individuals" (2017), <https://www.huduser.gov/portal/publications/HDS-LGBT.html>.

³⁸ "Small Area Fair Market Rent Demonstration Evaluation: Final Report" (2018), <https://www.huduser.gov/portal/sites/default/files/pdf/SAFMR-Evaluation-Final-Report.pdf>.

³⁹ See https://www.hud.gov/press/press_releases_media_advisories/hud_no_23_242.

⁴⁰ "Alternative Fair Market Rents for Local Housing Markets" (2023). <https://www.huduser.gov/portal/publications/Fair-Market-Rents-Trend-Component-Research-Alternatives-2.html>.

⁴¹ "Alternative Methods For Calculating Fair Market Rents (FMRs) in Rental Markets with Rapidly Rising Rents" (2023), <https://www.huduser.gov/portal/publications/Fair-Market-Rents-Trend-Component-Research-Alternatives-1.html>.

⁴² "Fair Market Rents Trend Component Modeling Technical Report: Alternative Methods for Calculating Fair Market Rents in Rental Markets With Rapidly Rising Rents" (2023), <https://www.huduser.gov/portal/publications/Fair-Market-Rents-Trend-Component-Modeling-Technical-Report.html>.

⁴³ "A Pilot Study of Landlord Acceptance of Housing Choice Vouchers" (2018), <https://www.huduser.gov/portal/pilot-study-landlord-acceptance-hcv.html>.

⁴⁴ "Using HUD Administrative Data to Estimate Success Rates and Search Durations for New Voucher Recipients" (2023), <https://www.huduser.gov/Portal/publications/Using-HUD-Administrative-Data-to-Estimate-Success-Rates.html>.



vouchers able to lease housing with the voucher—is a critical measure of the challenges that assisted households face in securing housing.

HUD's Learning Agenda and Supplement includes several research questions that relate to Objective 1A.

Examples of such questions are:

- *What do early findings show about the experiences of voucher holders in jurisdictions with local source of income discrimination ordinances?*
- *Does HUD's methodology for calculating income limits affect equitable access to income-targeted programs in areas that have persistently low Area Median Incomes (AMI) and, if so, would a national AMI floor help address this issue?*
- *In what ways and to what extent does housing discrimination occur through tenant screening practices such as credit and criminal background checks and non-rent costs such as application fees and security deposits?*
- *Are there adequate provisions to ensure that survivors of abuse who assert rights in HUD VAWA covered housing programs do not face adverse consequences?*



Strategic Objective 1B: Reduce Homelessness

Strengthen Federal, State, Tribal, and community implementation of the Housing First approach to reducing the prevalence of homelessness; with the ultimate goal of ending homelessness.

LEADING THIS OBJECTIVE

Office of Community Planning and Development

🎯 **Agency Priority Goal for FY 2024-2025: By September 30, 2025, make homelessness rare, brief, and non-recurring by reducing the number of people experiencing unsheltered homelessness by 7% from 2023 levels.**

OBJECTIVE



On a single night in January 2024, 771,480 people experienced homelessness across the United States. Thirty-five percent were in unsheltered locations such as on the street, in abandoned buildings, or in other places not suitable for human habitation. These numbers are staggering, with the overall increase reflecting increases in all homeless populations. Homelessness among persons in families with children experiencing homelessness rose by 39 percent. Similarly, the rise in individuals experiencing homelessness was 18 percent.⁴⁵ HUD will work to make homelessness rare, brief, and non-recurring, while strengthening Federal, State, Tribal, and community-based implementation of evidence-

based practices, such as Housing First, to address homelessness.⁴⁶

To make homelessness rare, HUD will partner with local, state, Tribal, and Federal organizations to prevent homelessness for people exiting public systems. The Department's focus will include, but not be limited to, child welfare, prison, mental health institutions, and other institutional settings. HUD will seek to make homelessness brief by helping communities provide equitable access to all people seeking homeless assistance through the coordinated entry system. Individuals and families will then be connected to appropriate permanent housing options, such as permanent supportive housing, Stability Vouchers, and rapid re-housing. To prevent people from

⁴⁵ [The 2024 Annual Homelessness Assessment Report \(AHAR to Congress\) Part 1: Point-In-Time Estimates of Homelessness, December 2024 \(huduser.gov\)](https://www.huduser.gov/portal/publications/2024/2024_AHAR_to_Congress_Part_1_Point-In-Time_Estimates_of_Homelessness_December_2024.pdf)

⁴⁶ The U.S. Interagency Council on Homelessness defines Housing First as an approach and framework for ending homelessness that is centered on the belief that everyone can achieve stability in permanent housing directly from homelessness and that stable housing is the foundation for pursuing other health and social services goals. Implementing Housing First involves both project-level and community-level dimensions. Implementing Housing First at the project level, including in permanent supportive housing models, means having screening practices that promote the acceptance of applicants regardless of their sobriety or use of substances, completion of treatment, and participation in services. At the community-level, Housing First means that the homelessness crisis response system is oriented to help people obtain permanent housing as quickly and with as few intermediate steps as possible.
https://www.usich.gov/resources/uploads/asset_library/Implementing_Housing_First_in_Permanent_Supportive_Housing.pdf.



experiencing homelessness again, the Department will develop strategies to increase access to affordable housing and healthcare among this vulnerable population.

Promoting equity is a key component in reducing homelessness. People experiencing homelessness are among the most underserved and overlooked – especially persons of color, who are significantly over-represented among this population. The Department will improve community efforts to identify, engage, and re-house people experiencing unsheltered homelessness through a Housing First approach. HUD will work with partners to create tailored, equitable solutions for individuals' needs that are informed by their lived experiences.

The lack of affordable housing creates additional obstacles for families experiencing homelessness who are trying to get back on their feet. This is especially true in rural communities and major West Coast cities where unsheltered homelessness is a considerable problem. To increase access to affordable housing, the Department will deploy tailored assistance that addresses the geographic, economic, and service needs of families as well as individuals.

Housing is foundational to—not the reward for—health, recovery, and economic success. Proof exists that homelessness can be ended. Ensuring that everyone has a safe, stable place to live is crucial to effectively and efficiently bringing an end to homelessness.

2024 APR PROGRESS UPDATE

In FY 2024, HUD released an unprecedented number of funding opportunities to address homelessness.

In January, HUD announced \$3.16 billion in Continuum of Care (CoC) Competition Awards for thousands of local homeless services and housing programs across the United States. Included in the \$3.16 billion of total awards, approximately \$136 million was made available for non-competitive Youth Homelessness Demonstration Program (YHDP) renewal and replacement grants. The awards also included over \$57 million for new projects that will support housing and service needs for survivors of domestic violence, dating violence, sexual assault, and stalking.

In June, HUD awarded \$26 million through the Housing Opportunities for Persons with AIDS (HOPWA) Competitive Grant: Housing Interventions (HINT) to End the HIV Epidemic. This funding serves as a homelessness prevention resource, allowing communities to develop and implement new projects that support initiatives aimed at eradicating the HIV epidemic and position housing as a vital intervention.⁴⁷

Youth homelessness was also a focus in June. HUD announced the award of \$51.1 million in Youth Homelessness System Improvement (YHSI) grants to 38 communities across 26 states, Puerto Rico, and Guam. These grants aim to foster systemic change by enhancing or establishing support systems for youth at risk of or experiencing homelessness.⁴⁸ Additionally, HUD released a \$72 million funding opportunity for the eighth round of Youth Homelessness Demonstration Program (YHDP). This Notice of Funding Opportunity (NOFO) funds housing and supportive services for youth including rapid rehousing, permanent supportive housing, transitional housing, host homes, and wrap-around services such as education, health, and workforce support to help youth access and maintain housing. In September, through the Foster Youth to Independence (FYI) program, HUD awarded \$12.5 million to 21 Public Housing Agencies (PHAs) for young adults under 25 years old who left foster care or are transitioning out of foster care. HUD also awarded \$2.7 million to 25 PHAs that will distribute 168 FYI housing assistance vouchers for eligible youth in partnership with Public Child Welfare Agencies (PCWAs).⁴⁹ The vouchers support young Americans who are transitioning out of foster care and experiencing or are at risk of experiencing homelessness.

⁴⁷ Eleven communities nationwide received these one-time grants.

⁴⁸ The funding will support projects that create and build capacity for Youth Action Boards; form regional committees focused on youth homelessness to coordinate efforts across multiple sectors such as education, justice, and child welfare; collect and analyze data on at-risk youth and youth experiencing homelessness; cultivate strong community leaders; and improve the coordination and administration of homeless assistance projects to better serve youth, including strategies for prevention and diversion.

⁴⁹ The FYI program was created through the youth advocacy efforts to allow all PHAs to serve eligible young adults, particularly those who've lived in foster care.



In July, HUD released a \$3.5 billion funding opportunity through the Continuum of Care (CoC) Program, for homeless services organizations across the country to provide supportive services and housing programs for people experiencing homelessness. For the first time, HUD issued a two-year Continuum of Care (CoC) Program NOFO as authorized by the Consolidated Appropriations Act, 2024. Communities are only required to submit one CoC application that will be applicable for FY 2024 and FY 2025 funds. Changing from an annual competition to a bi-annual competition will significantly reduce the administrative burden on homeless service providers.

Also in July, HUD released a \$175 million funding opportunity named “CoCBUILDS.” The NOFO targets efforts within CoC geographic areas to address and reduce persons experiencing homelessness by adding new units of permanent supportive housing (PSH) through new construction, acquisition, or rehabilitation.⁵⁰ This NOFO ensures that funding will benefit communities of varying demographics and population sizes by setting aside \$65 million for CoCs located in states with populations of fewer than 2.5 million people.

Throughout FY 2024, HUD supported communities that were disaster impacted through the Rapid Unsheltered Survivor Housing (RUSH) program. More than \$20 million was provided, across 16 jurisdictions, to address the needs of individuals and families in disaster-affected areas who experienced homelessness, were at risk of homelessness, and had needs not otherwise served, or fully met, by existing Federal disaster relief.

In addition to these new funding opportunities, HUD continued to support grantees and other partners in ongoing initiatives. Efforts continued to assist Rural and Unsheltered grantees awarded in 2023 through technical assistance and HUD staff support. As of September 2024, recipients reported moving over 1,600 people into permanent housing and reaching more than 6,000 people through street outreach efforts utilizing this funding.

HUD also delivered numerous workshops in coordination with the Department of Veterans Affairs to assist Public Housing Agencies (PHAs) and Veterans Affairs Medical Centers (VAMCs) in facilitating the swift transition of veterans from homelessness to permanent housing, complemented by wraparound supportive services. The results of joint HUD-VA efforts have reduced veteran homelessness to its lowest level on record since the annual Point-in-Time (PIT) started counting this data in 2009.⁵¹

HUD continues to work closely with the U.S. Department of Health and Human Services to promote partnerships between housing and healthcare systems. In January 2024, HUD and HHS announced that Arizona, California, Hawaii, Maryland, Massachusetts, Minnesota, North Carolina, Washington, and the District of Columbia were selected to participate in the Housing and Services Partnership Accelerator. The Accelerator will support states in developing or expanding innovative housing-related supports and services for Medicaid-eligible persons with disabilities and older adults who are experiencing or at risk of homelessness.⁵²

⁵⁰ Through the CoCBUILDS NOFO, HUD is encouraging CoCs to leverage other sources of funding to maximize the amount of housing that can be directed to meeting the needs of individuals and families experiencing homelessness. In addition to funding the creation of new units, up to 20 percent of each award may be used for other eligible CoC Program activities associated with PSH projects including supportive services and operating costs.

⁵¹ https://www.hud.gov/press/press_releases_media_advisories/veteran_homelessness_drops.

⁵² Since the Accelerator started, each selected state and the District of Columbia are receiving direct technical assistance from HHS and HUD technical assistance providers versed in the intersection of the delivery of health-related social needs, housing and homelessness, and Medicaid implementation. The Accelerator focuses on helping states improve collaboration and coordination between organizations and systems that provide services and resources that help people find – and keep – stable housing in the community.



STRATEGIES AND MAJOR MILESTONES

Denotes customer experience-focused strategies, sub-strategies, or milestones.

Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Prevent people from becoming homeless when they exit public system, including but not limited to child welfare, prisons, and mental health institutions, through national and local partnerships.	9/30/2024: Publish findings regarding best and promising practices on reentry housing lessons learned, to date, through the Pay for Success Permanent Supportive Housing Demonstration. ⁵³ – <i>Achieved as of 12/20/2024</i>
Improve retention in housing by improving access to affordable housing, healthcare, and other client-centered supportive services.	<p>12/31/2023: Release tools to support communities increasing access to housing for Veterans who cannot be served by HUD-VASH, SSVF, or other programs. – <i>Achieved as of 6/23/2023</i></p> <p>12/31/2023: Work with USICH and HHS to develop resources and strategies to address the intersection of healthcare and homelessness. – <i>Achieved as of 9/29/2023</i></p> <p>3/31/2024: Conduct 10 HUD-VASH “Boot Camps” to support the quick transition of veterans from experiencing homelessness to permanent housing with wraparound supportive services.⁵⁴ – <i>Achieved as of 12/13/2023</i></p> <p>9/30/2024: Provide resources on partnering to CoCs and PHAs, including lessons learned from the Unsheltered and Rural Homelessness Initiative, EHV, and how Moving On strategies can be used to promote housing stability.⁵⁵ – <i>Achieved as of 7/20/2023</i></p>
Improve capacity of Continuums of Care (CoCs) to use existing data to measure and track system performance.	10/1/2023: Update the Homeless Management Information System (HMIS) data collection requirements for race, ethnicity, and gender identity based on input from relevant stakeholders, including people with lived experience, and provide training on how to collect this data in a trauma-informed and culturally sensitive way. – <i>Achieved as of 6/14/2023</i>

⁵³ <https://www.huduser.gov/portal/publications/Evaluation-HUD-DOJ-Pay-for-Success-Hsg-Demonstration-Year-4-5.html?q=publications%2FEvaluation-HUD-DOJ-Pay-for-Success-Hsg-Demonstration-Year-4-5.html>

⁵⁴ The HUD-VASH “Boot Camps” are a series of workshops to help Public Housing Agencies (PHAs) and Veteran Affairs Medical Centers (VAMCs) improve their processes and more quickly transition veterans from homelessness to permanent housing with wraparound supportive services. The HUD-VASH program combines HUD’s Housing Choice Voucher (HCV) rental assistance for Veterans experiencing homelessness with case management and clinical services provided by the VA.

⁵⁵ Moving On strategies assists program participants who are ready and wish to leave Permanent Supportive Housing (PSH) by connecting them with affordable housing and supports that aid in their transition. Moving On efforts reduce and end homelessness by creating flow within local homelessness systems so that those clients who are ready and want to move to a less resource intensive environment can do so, and space is opened in PSH projects of clients who need both housing supports and wrap-around services.



	3/31/2024: Develop a project plan that includes considerations for equitable reimbursement of people with lived experience of homelessness to improve the collection and utilization of qualitative data to inform strategic policy decisions. 🏠 – <i>Achieved as of 2/6/2024</i>
Identify opportunities to increase access to housing for Veterans who cannot be served by HUD Veterans Affairs Supportive Housing (HUD-VASH) and Supportive Services for Veteran Families (SSVF), through programs such as Emergency Housing Vouchers, CoCs, and Housing Choice Vouchers.⁵⁶	12/31/2023: Release tools to support communities increasing access to housing for Veterans who cannot be served by HUD-VASH, SSVF, or other programs. – <i>Achieved as of 6/23/2023</i>
Improve community approaches – including getting contributions from those experiencing homelessness – to identify, engage, and re-house people experiencing unsheltered homelessness, including through a Housing First approach. 🏠	9/30/2024: Launch Housing Central Command technical assistance initiative to support encampment resolution. ⁵⁷ – <i>Achieved as of 11/27/2023</i> 9/30/2024: Initiate research and evaluation on strategies to address unsheltered homelessness. – <i>Achieved as of 9/27/2023</i>
Reduce the average length of homelessness through improved coordinated entry system implementation and targeted homeless programs. 🏠	9/30/2024: Produce resources on coordinated entry assessment processes focused on promoting racial equity and tailoring to local priorities. – <i>Achieved as of 6/27/2024</i>

⁵⁶ This strategy has been achieved. It will not be tracked in future HUD Annual Performance Plans now that its milestones have been completed.

⁵⁷ https://www.hud.gov/sites/dfiles/PA/documents/Public_FacingFactSheet_Unsheltered_Rural_SNOFO_grantee_TA_strategy.pdf



KEY PERFORMANCE INDICATORS

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

🌟 Number of people experiencing homelessness.

This measure will annually track the number of people experiencing homelessness in the Point-in-Time (PIT) count, a count taken on a single night in January each year.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
580,466	Limited Data ⁵⁸	582,462	653,104 ⁵⁹	771,480	645,000
Description:		Total number of people experiencing homelessness based on a count that occurs on a single night, usually in January.			
Data Source:		PIT count reported in the Homelessness Data Exchange (HDX)			
Dimension & Unit of Measurement:		Count: Persons experiencing homelessness on a single night, usually in January			
Calculation Method:		A count of persons experiencing homelessness on a single night, usually in January			
Frequency:		Although many jurisdictions count annually, 24 Code of Federal Regulations (CFR) 578.7(c)(2) only requires that the counts be done "biennially."			
Data Quality:		HUD establishes PIT-count guidance annually that states the minimum amount of data that all COCs must collect and report to HUD. There are additional reporting tools that provide guidance on HUD's reporting requirements and standards.			
Validation and Verification:		When CoCs submit their data in the HDX, there are also several validations in HDX itself to ensure consistency in reporting. After the data are submitted, HUD's contractors analyze the data again and call communities if there are any discrepancies that need to be explained or corrected.			

⁵⁸ In 2021, HUD gave communities the option to cancel or modify the unsheltered survey portion of their counts based on the potential risk of COVID-19 transmission associated with conducting an in-person. HUD has published the 2021 Annual Homelessness Assessment Report (AHAR) [<https://www.huduser.gov/portal/sites/default/files/pdf/2020-AHAR-Part-1.pdf>] which, due to these limitations, does not provide a national number of people experiencing homelessness in 2021.

⁵⁹ [HUD Releases January 2023 Point-in-Time Count Report | HUD.gov / U.S. Department of Housing and Urban Development \(HUD\)](#)



★ **Number of people experiencing unsheltered homelessness.**

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

Past Performance ⁶⁰				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
226,080	No Data ⁶¹	233,832	256,610	274,224	247,630
Description:		Total number of people experiencing unsheltered homelessness based on a count that occurs on a single night, usually in January.			
Data Source:		PIT count reported in the HDX			
Dimension & Unit of Measurement:		Count: Persons experiencing homelessness on a single night, usually in January			
Calculation Method:		A count of persons experiencing homelessness on a single night, usually in January			
Frequency:		Although many jurisdictions count annually, 24 Code of Federal Regulations (CFR) 578.7(c)(2) only requires that the counts be done "biennially."			
Data Quality:		HUD establishes PIT count guidance annually that states the minimum amount of data that all COCs must collect and report to HUD. There are additional reporting tools that provide guidance on HUD's reporting requirements and standards.			
Validation and Verification:		When CoCs submit their data in the HDX, there are also several validations in HDX itself to ensure consistency in reporting. After the data are submitted, HUD's contractors analyze the data again and call communities if there are any discrepancies that need to be explained or corrected.			

⁶⁰ Past data reflected returns to homelessness after 12 months instead of six months. The data was updated to reflect the rate of return to homelessness at six months.

⁶¹ In 2021, HUD gave communities the option to cancel or modify the unsheltered survey portion of their counts based on the potential risk of COVID-19 transmission associated with conducting an in-person survey. HUD has published the 2021 Annual Homelessness Assessment Report (AHAR) [<https://www.huduser.gov/portal/sites/default/files/pdf/2020-AHAR-Part-1.pdf>] which, due to these limitations, does not provide a national number of people experiencing homelessness in 2021.



► **Length of homelessness.**⁶²

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

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
149	Limited Data ⁶³	172 ⁶⁴	166	TBD ⁶⁵	144
Description:		Average length of time persons experience homelessness.			
Data Source:		Data collected in each CoC's HMIS. Data is reported as "System Performance Measures" into the HDX.			
Dimension & Unit of Measurement:		Weighted Rate: Days			
Calculation Method:		Each CoC is required to collect data and report to HUD annually on specific system performance measures. These measures are based on a set of programming specifications developed by a technical assistance provider and provided to CoC communities to ensure consistency. https://www.hudexchange.info/resource/4483/system-performance-measures-tools/ .			
Frequency:		Annually			
Data Quality:		Data is relatively comprehensive as COCs must report data regardless of funding source. The data is limited by how many projects report their data in HMIS and how accurate their data quality is. HUD requires each CoC to track null and missing value information as well as other data quality concerns. The rates of data quality issues per each response element that impacts the system performance measures are submitted to HUD at the same time that the measures are submitted. HUD reviews this and includes the data quality piece in its larger evaluation of the system performance measures.			
Validation and Verification:		HUD includes the system performance measures in its annual CoC Program Competition, along with data quality and HMIS bed coverage information. This creates incentives to have accurate data as well as to show improved outcomes. HUD will continue to include this as a scoring factor and will incorporate it into more reporting requirements. HUD will provide more resources to improve data quality. HUD provided programming specifications to ensure consistency and will provide more			

⁶² The length of homelessness measure is calculated based on the average length of time people in the CoC are served in emergency shelter, transitional housing, and safe-haven programs and does not include the time people are sleeping in unsheltered homeless situations.

⁶³ In 2021, HUD gave communities the option to cancel or modify the unsheltered survey portion of their counts based on the potential risk of COVID-19 transmission associated with conducting an in-person survey. HUD has published the 2021 Annual Homelessness Assessment Report (AHAR) [<https://www.huduser.gov/portal/sites/default/files/pdf/2020-AHAR-Part-1.pdf>] which, due to these limitations, does not provide a national number of people experiencing homelessness in 2021. Because this metric is weighted using PIT data, there is not enough data to provide an accurate actual for FY 2021.

⁶⁴ HUD was advised of a major jurisdiction's error in their initial FY2022 submission for length of time homeless. The updated number here reflects the corrected FY2022 data submission.

⁶⁵ System Performance Measures are submitted by CoCs to HUD the April after each fiscal year. Submissions are then reviewed through a limited validation process over several months. FY24 actuals are expected to be available in August 2025.



	resources to help CoCs test the accuracy of their systems to pull the data.
--	---

OTHER INDICATORS

► First time homeless.⁶⁶

This measure will track the number of people experiencing homelessness for the first-time using data from System Performance measures.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
680,968	703,733	883,718 ⁶⁷	970,806	TBD ⁶⁸	Tracking Only
Description:		The number of persons experiencing homelessness for the first time.			
Data Source:		Data collected in each CoC's HMIS. Data is reported as "System Performance Measures" into the HDX.			
Dimension & Unit of Measurement:		Count of persons			
Calculation Method:		Each CoC is required to collect data and report to HUD annually on specific system performance measures. These measures are based on a set of programming specifications HUD provided to communities to ensure consistency: https://www.hudexchange.info/resource/4483/system-performance-measures-tools/			
Frequency:		Annually			
Data Quality:		Data is relatively comprehensive as CoCs must report data regardless of funding source. The data is limited by how many projects report their data in HMIS and how accurate their data quality is. HUD requires each CoC to track null and missing value information as well as other data quality concerns. The rates of data quality issues per each response element that impacts the system performance measures are submitted to HUD at the time that the measures are submitted. HUD reviews this and includes the data quality piece in its larger evaluation of the system performance measures.			

⁶⁶ This data is calculated by reviewing the number of people that presented for services during the reporting year and in the two years prior to that and all persons who did not have evidence of a previous service interaction are counted as being homeless for the first time.

⁶⁷ Each data submission period, HUD allows CoCs to update the previous year's data. This change from the previous report is due to the updated FY2022 data CoCs submitted.


⁶⁸ System Performance Measures are submitted by CoCs to HUD the April after each fiscal year. Submissions are then reviewed through a limited validation process over several months. FY24 actuals are expected to be available in August 2025.



Validation and Verification:	HUD includes the system performance measures in its annual CoC Program Competition, along with data quality and HMIS bed coverage information. This creates incentives to have accurate data as well as to show improved outcomes. HUD will continue to include this as a scoring factor and will incorporate it into more reporting requirements. HUD will provide more resources to improve data quality. HUD provided programming specifications to ensure consistency and will provide more resources to help CoCs test the accuracy of their systems to pull the data.
------------------------------	---

► **Number of Veterans experiencing homelessness.**⁶⁹

This measure will track the total number of veterans experiencing homelessness based on the PIT count that occurs on a single night, usually in January.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
37,252	No Data ⁷⁰	33,129	35,574	32,822	 Tracking Only
Description:		Total number of veterans experiencing homelessness based on a count that occurs on a single night, usually in January.			
Data Source:		PIT count reported in HDX			
Dimension & Unit of Measurement:		Count: Veterans experiencing homelessness on a single night, usually in January			
Calculation Method:		A count of persons experiencing homelessness on a single night, usually in January			
Frequency:		Although many jurisdictions count annually, 24 CFR 578.7(c)(2) only requires that the counts be done “biennially.”			
Data Quality:		HUD establishes PIT count guidance annually that states the minimum amount of data that all CoCs must collect and report to HUD. There are additional reporting tools that provide guidance on HUD's reporting requirements and standards.			
Validation and Verification:		When CoCs submit their data in the HDX, there are also several validations in HDX itself to ensure consistency in reporting. After the data are submitted, HUD's contractors analyze the data again and call communities if there are any discrepancies that need to be explained or corrected.			


⁶⁹ The number of veterans experiencing homelessness includes Veterans Affairs Supportive Housing, General Post Funds (GPF), and SSVF.

⁷⁰ In 2021, HUD gave communities the option to cancel or modify the unsheltered survey portion of their counts based on the potential risk of COVID-19 transmission associated with conducting an in-person survey. HUD has published the 2021 Annual Homelessness Assessment Report (AHAR) [<https://www.huduser.gov/portal/sites/default/files/pdf/2020-AHAR-Part-1.pdf>] which, due to these limitations, does not provide a national number of people experiencing homelessness in 2021.



► **Percentage of people exiting to permanent housing destinations.**

This measure will track the proportion of persons served in an emergency shelter, safe haven, transitional housing, or rapid rehousing program that exit to permanent housing destinations.

Past Performance ⁷¹				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
40.0% ⁷²	37.7% ⁷³	33.9%	32.4%	TBD ⁷⁴	 Tracking Only
Description:		Proportion of persons served in an emergency shelter, safe haven, transitional housing, or rapid rehousing program that exit to permanent housing destinations.			
Data Source:		Data collected in each Continuum of Care's (CoC's) HMIS. Data is reported as "System Performance Measures" into HDX.			
Dimension & Unit of Measurement:		Percentage of persons			
Calculation Method:		Each CoC is required to collect data and report to HUD annually on specific system performance measures. These measures are based on a set of programming specifications HUD provided to communities to ensure consistency: https://www.hudexchange.info/resource/4483/system-performance-measures-tools/ .			
Frequency:		Annually			
Data Quality:		Data is relatively comprehensive as CoCs must report data regardless of funding source. The data is limited by how many projects report their data in HMIS and how accurate their data quality is. HUD requires each CoC to track null and missing value information as well as other data quality concerns. The rates of data quality issues per each response element that impacts the system performance measures are submitted to HUD at the time that the measures are submitted. HUD reviews this and includes the data quality piece in its larger evaluation of the system performance measures.			
Validation and Verification:		HUD includes the system performance measures in its annual CoC Program Competition, along with data quality and HMIS bed coverage information. This creates incentives to have accurate data as well as to show improved outcomes. HUD will continue to include this as a scoring factor and will incorporate it into more reporting requirements. HUD will provide more resources to improve data quality. HUD provided programming specifications to ensure consistency and will provide more resources to help CoCs test the accuracy of their systems to pull the data.			

⁷¹ Past data reflected returns to homelessness after 12 months instead of six months. The data was updated to reflect the rate of return to homelessness at six months.

⁷² This data was updated to reflect corrections provided by CoCs during the 2021 data submission cycle.


⁷³ This data was updated to reflect corrections provided by CoCs during the 2022 data submission cycle.

⁷⁴ System Performance Measures are submitted by CoCs to HUD the April after each fiscal year. Submissions are then reviewed through a limited validation process over several months. FY24 actuals are expected to be available in August 2025.



► **Returns to Homelessness.**

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

Past Performance ⁷⁵				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
9.0%	8.9%	7.5% ⁷⁶	7.9%	TBD ⁷⁷	 Tracking Only
Description:		National average percentage of people returning to homelessness within 6 months in CoCs			
Data Source:		Data collected in each Continuum of Care's (CoC's) HMIS. Data is reported as "System Performance Measures" into HDX.			
Dimension & Unit of Measurement:		Percentage of persons			
Calculation Method:		Each CoC is required to collect data and report to HUD annually on specific system performance measures. These measures are based on a set of programming specifications HUD provided to communities to ensure consistency: https://www.hudexchange.info/resource/4483/system-performance-measures-tools/ .			
Frequency:		Annually			
Data Quality:		Data is relatively comprehensive as CoCs must report data regardless of funding source. The data is limited by how many projects report their data in HMIS and how accurate their data quality is. HUD requires each CoC to track null and missing value information as well as other data quality concerns. The rates of data quality issues per each response element that impacts the system performance measures are submitted to HUD at the time that the measures are submitted. HUD reviews this and includes the data quality piece in its larger evaluation of the system performance measures.			
Validation and Verification:		HUD includes the system performance measures in its annual CoC Program Competition, along with data quality and HMIS bed coverage information. This creates incentives to have accurate data as well as to show improved outcomes. Because this process is relatively new (only 3 reporting cycles to date with system performance measures) HUD knows there are data quality concerns, both with the data entered into HMIS as			

⁷⁵ Past data reflected returns to homelessness after 12 months instead of six months. The data was updated to reflect the rate of return to homelessness at six months.

⁷⁶ Each data submission period, HUD allows CoCs to update the previous year's data. This change from the previous report is due to the updated FY2022 data CoCs submitted.




⁷⁷ System Performance Measures are submitted by CoCs to HUD the April after each fiscal year. Submissions are then reviewed through a limited validation process. FY2024 actuals are expected to be available in August 2025.



well as with the reporting features of the CoCs' HMIS. HUD will continue to include this as a scoring factor and will incorporate it into more reporting requirements. HUD will provide more resources to improve data quality. HUD provided programming specifications to ensure consistency and will provide more resources to help CoCs test the accuracy of their systems to pull the data.

► **Percentage of new admissions of people experiencing homelessness into other HUD-subsidized housing programs.**

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

Sub-Metric	Past Performance				Current Performance	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
Housing Choice Vouchers	11.6%	16.1%	19.5%	20.2%	19.96%	 Tracking Only
Public Housing	8.6%	9.3%	9.1%	9.9%	8.9%	 Tracking Only
Multifamily Housing Programs	0.9%	0.9%	0.8%	1.2%	1.1%	 Tracking Only
Sub-Metric: Percentage of admissions to HCV who were homeless at admission						
Description:	Percentage of households admitted into HCV who were experiencing homelessness at point of entry into the program.					
Data Source:	Integrated Management System/ Public and Indian Housing (PIH) Information Center (IMS/PIC)					
Dimension & Unit of Measurement:	Percentage of households admitted into HCV who were experiencing homelessness at point of entry into the program.					
Calculation Method:	Number of households experiencing homelessness admitted into HCV program divided by number of all households admitted into HCV program					
Frequency:	Quarterly					
Data Quality:	Public Housing Agencies (PHAs) self-report the data. PIH continues to work with PHAs to ensure use of a consistent definition of "homeless" across HUD programs.					
Validation and Verification:	PIH issued guidance in the form of Notice PIH 2013-15 to help correct the data quality issue.					



Sub-Metric: Percentage of admissions to Public Housing (PH) who were homeless at admission	
Description:	Percentage of households admitted into PH who were experiencing homelessness at point of entry into the program.
Data Source:	IMS/PIC
Dimension & Unit of Measurement:	Percentage of households admitted into PH who were experiencing homelessness at point of entry into the program.
Calculation Method:	Number of households experiencing homelessness admitted into PH divided by number of all households admitted into PH
Frequency:	Quarterly
Data Quality:	PHAs self-report the data. PIH continues to work with PHAs to ensure use of a consistent definition of “homeless” across HUD programs.
Validation and Verification:	PIH issued guidance in the form of Notice PIH 2013-15 to help correct the data quality issue.
Sub-Metric: Percentage of admissions to Multifamily Housing who were homeless at admission	
Description:	Percentage of households admitted into Multifamily Housing who were experiencing homelessness at point of entry into the program.
Data Source:	Tenant Rental Assistance Certification System
Dimension & Unit of Measurement:	Percentage of households admitted into Multifamily Housing who were experiencing homelessness at point of entry into the program.
Calculation Method:	Number of households experiencing homelessness admitted into Multifamily units divided by number of all households admitted into Multifamily units
Frequency:	Monthly
Data Quality:	Data collection started in late 2014. Multifamily continues to work with property owners to ensure use of a consistent definition of “homeless” across HUD programs.
Validation and Verification:	N/A

EVIDENCE BUILDING

Despite many FY 2024 accomplishments, there are challenges on the road to ending homelessness. The lack of available stock in the housing market and the skyrocketing cost of rent has led to a dire lack of affordable housing.⁷⁸ The national mean increase in fair market rent in FY 2024 was 12.2 percent; this is on top of an approximately 10 percent increase in FY 2023.⁷⁹ The supply of affordable housing must be increased to end homelessness. Additionally, the work to prevent homelessness before it begins is critical to reducing the overall number of people experiencing homelessness. This will require a proactive and collaborative cross-system

⁷⁸ <https://www.huduser.gov/portal/pdredge/pdr-edge-frm-asst-sec-082223.html>

⁷⁹ [FMR FAQs.pdf \(hud.gov\)](#)



response. According to the US Interagency Council on Homelessness (USICH), “The homelessness response system is intended to serve as a last resort, rather than the first response, as it is not designed to meet all the housing needs in a community.”⁸⁰ USICH, composed of 19 member agencies, published *Ending Homelessness Before It Starts: A Federal Homelessness Prevention Framework* in September 2024. The Framework is an actionable guide to help systems, organizations, and individuals with an interest in preventing and ending homelessness to work together to better support housing stability.⁸¹

HUD’s research helps form the backbone of the evidence supporting efforts to prevent and end homelessness among several key populations. HUD’s landmark Family Options study found that families who received priority access to deep housing subsidies experienced major decreases in returns to homelessness and increases in family well-being relative to those offered usual care in shelters, and documented major cost savings of rapid rehousing and permanent housing relative to shelter and transitional options on a per-month basis.⁸² HUD draws on the considerable research literature regarding Permanent Supportive Housing (PSH) and the Housing First program model when implementing programs for individuals chronically experiencing homelessness. Randomized controlled trials evaluating PSH programs that use a Housing First approach show that it improves housing stability, physical and mental health, and a variety of quality-of-life measures while also yielding cost savings through reduced need for emergency health services.⁸³ HUD also engages with key philanthropic partners to align and leverage resources, connect stakeholders, and identify opportunities for collaboration.

In partnership with the Assistant Secretary for Planning and Evaluation at HHS, HUD completed a research effort in early 2021 exploring the rise in unsheltered homelessness encampments in many major cities and the costs of the interventions being deployed. The final report on the costs of encampment responses in four major cities, provides a useful template for local governments to assess their own interventions.⁸⁴ Other recent projects such as the Youth Homelessness Demonstration Program are designed to build on available research to understand how program models can meet the needs of key target populations, and how they have evolved from demonstration projects to components of the HUD homeless assistance system nationally.⁸⁵

In 2023, HUD launched three projects intended to build evidence in support of efforts to prevent and end homelessness. Two of these studies will intentionally employ community-engaged research methods, one exploring encampment resolution strategies in Arizona and another identifying resources that facilitate rapid transitions from homelessness to housing for adults aged 55 and older in New York City.⁸⁶ The third study will seek to measure the impact of providing unconditional cash transfers to families previously experiencing homelessness, who are exiting a rapid re-housing (RRH) program.⁸⁷ HUD, along with key public and private philanthropic organizations, actively participated in discussions centered around philanthropic initiatives, the importance of partnerships, and key challenges to addressing homelessness.

HUD is currently conducting a study of the long-term outcomes of participants in the Family Options Study.⁸⁸ This project consists of a 12-year follow-up with the families who were randomly assigned to receive one of four interventions: rapid re-housing, project-based transitional housing, subsidy only, or usual care in 2010. The follow-up study, expected in the spring of 2025, will provide valuable additional information on outcomes for the study families, such as homelessness and doubling up, housing quality, family separations and reunifications, child and adult well-being, employment and income, and food security.

⁸⁰ [Federal Homelessness Prevention Framework 2.pdf \(usich.gov\)](#)

⁸¹ <https://www.usich.gov/prevention>

⁸² “Family Options Study: 3-Year Impacts of Housing and Services Interventions for Homeless Families” (2016), <https://www.huduser.gov/portal/publications/Family-Options-Study.html>.

⁸³ <https://www.huduser.gov/portal/periodicals/em/spring-summer-23/highlight2.html>.

⁸⁴ “Exploring Homelessness Among People Living in Encampments and Associated Cost: City Approaches to Encampments and What They Cost” (2021), <https://www.huduser.gov/portal/publications/Exploring-Homelessness-Among-People.html>.

⁸⁵ “Evaluation of the U.S. Department of Housing and Urban Development Youth Homelessness Demonstration Program: Final Report” (2023), <https://www.huduser.gov/portal/publications/Evaluation-of-the-YHDP-Final-Report.html>.

⁸⁶ https://www.hud.gov/press/press_releases_media_advisories/hud_no_23_220.

⁸⁷ <https://localhousingolutions.org/lab/notes/lab-launches-bay-area-thriving-families-study-effects-of-basic-income-on-homelessness/>

⁸⁸ <https://www.huduser.gov/portal/publications/FOS-12-Year-RD-DCAP-HUD.html>.

An ongoing research project that informs HUD's understanding of trends in sheltered and unsheltered homelessness is the Annual Homelessness Assessment (AHAR) Report to Congress.⁸⁹ For the past 15 years, the AHAR has provided nationwide estimates of homelessness, including information about the demographic characteristics of persons experiencing homelessness, service use patterns, and the capacity to house persons experiencing homelessness. The report is based on HMIS data, point-in-time counts, and data about the inventory of shelter and housing available in a community.

Additionally, HUD is undertaking research on housing insecurity, or the lack of stable occupancy of a decent, safe, and affordable housing unit. Historically, there has been no agreed upon definition of housing insecurity or how to measure it, unlike other constructs such as food insecurity. HUD developed a Housing Insecurity Research Module for the 2019 American Housing Survey and is using that data to further develop a standardized set of questions to measure the continuum of housing insecurity. In 2023, PD&R published its first report towards that goal and research is ongoing.⁹⁰

HUD's Learning Agenda and Supplement includes several research questions that relate to Objective 1B. Examples of such questions are:

- *To what extent did the Emergency Rental Assistance Program prevent evictions and homelessness in the short-term, did it have lasting effects on housing stability, and could it serve as a model for future HUD programs?*
- *How are crisis response approaches to prevent and end homelessness different in Tribal areas?*
- *What kinds of homelessness prevention and diversion strategies are communities employing, and which strategies are most effective at resolving homelessness and preventing returns to homelessness?*
- *What kinds of new and scaled-up strategies are communities employing with new funding under the Stability Voucher Program and the Special Notice of Funding Availability to Address Unsheltered and Rural Homelessness (Special NOFO) to address unsheltered and rural homelessness, including identification of and outreach to vulnerable subpopulations, and is that new investment improving homeless services systems?*
- *What vulnerability tools and assessments – or adaptations to existing tools and assessments – are communities using to prioritize resources and are some tools more effective than others in identifying the most vulnerable subpopulations and developing nondiscriminatory factors that are used to prioritize certain households?*

⁸⁹ Annual Homelessness Assessment Reports can be found here: <https://www.huduser.gov/portal/datasets/ahar.html>.

⁹⁰ "Measuring Housing Insecurity: Index Development using American Housing Survey Data" (2023), <https://www.huduser.gov/portal/publications/Measuring-Housing-Insecurity-Index-Development-Using-AHS-Data.html>



Strategic Objective 1C: Invest in the Success of Communities

Promote equitable community development that generates wealth-building for underserved communities, particularly communities of color.

LEADING THIS OBJECTIVE

Office of Public and Indian Housing

OBJECTIVE

The Department's commitment to creating a more equitable and prosperous future for all communities in the United States places a specific focus on initiatives and programs that: 1) promote barrier removal and provide tools to help HUD-assisted residents move toward economic prosperity; 2) encourage individual and community wealth-building; and 3) provide holistic supportive services for underserved communities and those living in HUD-assisted housing.



HUD will invest in inclusive economic development and equitable wealth-building opportunities that center on the specific needs of underserved communities. The Department's programs will be informed by individuals' and communities' self-expressed determinations of economic prosperity and wealth. HUD will pursue knowledge of the people it intends to serve and their interests via community outreach and engagement. The Department will act on this feedback, using Human-Centered Design strategies, to improve the design and impact of its Supportive Services Programs (SSP), e.g., Family Self-Sufficiency Program (FSS), Resident Opportunity and Self-Sufficiency Program (ROSS), and Jobs Plus.

Place-based initiatives represent an important strategy for realizing the Department's commitment to wealth-building stemming from community self-determination. In a place-based strategy, each local initiative or program the Department creates or engages in is nuanced, tailored to meet the community's particular needs for housing and services, based on the local context and resources. Community-driven, place-based strategies can help ensure HUD's timely response to any special designations such as preference points, that enhance coordination and leverage among Federal economic and social investments.

HUD will bolster support of small businesses in communities that include HUD-assisted housing through enforcement of Section 3 requirements.⁹¹ These efforts, led by the Office of Field Policy and Management, will be reinforced by building the capacity of its partner organizations and grantees to improve the delivery of HUD programs. Where it is possible and practical to do so, HUD will advance inclusive hiring practices and local

⁹¹ Section 3 is a provision of the Housing and Urban Development Act of 1968. The purpose of Section 3 is to ensure that employment and other economic opportunities generated by certain HUD financial assistance shall, to the greatest extent feasible, and consistent with existing Federal, State, and local laws and regulations, be directed to low- and very low-income persons, particularly those who are recipients of government assistance for housing, and to business concerns which provide economic opportunities to low- and very low-income persons. <https://www.hud.gov/sites/dfiles/FPM/documents/Section-3-FAQs.pdf>.



contracting policies for delivery of housing and community-related projects. This will build wealth and income in low-income communities as part of the provision of housing and services. The Department aims to better reach individuals and communities who experience heightened barriers to accessing HUD services. Furthermore, the Department will seek to better promote entrepreneurship as an avenue for building wealth in underserved communities, including Tribal lands.

HUD recognizes the benefit and need for holistic services to improve assisted resident outcomes and overall community economic health. The Department will work to collaborate with both governmental and nongovernmental partners to empower greater economic development, and community wealth-building. HUD will also better align supportive services to provide wealth-building opportunities for individuals. HUD, with its partners, will increase assisted residents' access to financial empowerment opportunities and advancement, workforce development programs, pre-apprenticeship programs, apprenticeships, entrepreneurship, and additional wealth-building opportunities. Programs will be designed to equip participants with the requisite skills and resources for building assets. The Department's focus includes addressing existing gaps in services while mitigating the potential steep drop in government benefits that accompanies rising income. Expanding HUD's understanding of what success looks like, as well as how it is achieved, is crucial to accomplishing this objective.

2024 APR PROGRESS UPDATE

In FY 2024, HUD made progress in multiple areas designed to expand, strengthen, and fund programs that pave the way for local partnerships and increase support for neighborhoods throughout the states. HUD developed a pipeline that connects Section 3 business concerns with contracting opportunities and Federal programs.⁹² The results of these efforts include broadened outreach for technical assistance in numerous jurisdictions that enable stakeholders at all levels to grow their knowledge and capacity to best identify Section 3 opportunities.

HUD continued to ensure data is accessible and responsive to the needs of all residents, allowing them to make informed decisions that will increase their wealth building potential. HUD completed an evaluation of its Moving to Work (MTW) Expansion to further understandings of the program's effects on residents receiving rental assistance and Public Housing Agencies' (PHAs) administration of Federally assisted housing.⁹³ HUD further promoted self-sufficiency for low-income families across the nation through the continuation wealth-building webinars that reached over 2,585 people nationwide.

In FY 2024, HUD capitalized on new funding engrained in the Bipartisan Infrastructure Law that made access to broadband, digital, and revitalization opportunities more accessible for underserved communities. For the first time since 2020, through the expansion of ConnectHomeUSA 3.0, HUD began accepting new communities.⁹⁴ The goal of this initiative is to address the digital divide in HUD-assisted communities by building digital equity and digital inclusion.⁹⁵ Currently, there are over 97 communities between two tiers that are receiving focused and targeted resources to improve digital access and literacy in these localities.

HUD's consistent cultivation of place-based initiatives and programs underscored its reliability to assist local communities. For instance, the Department's Choice Neighborhoods grants continued to move forward as HUD proactively marketed these grants within mid-sized and smaller communities. The recent launch of a centralized Choice Neighborhoods portal will assist future applicants to prepare their grant submissions by allowing applicants to draw the exact location of the area they intend to serve.⁹⁶ HUD also announced a proposed rule

⁹² HUD's FY 2024 focus targeted regions and communities that did not receive technical assistance in FY 2024.

⁹³ Additionally information on the MTW Expansion can be found here: [Moving to Work \(MTW\) Expansion | HUD.gov / U.S. Department of Housing and Urban Development \(HUD\)](https://www.hud.gov/mtw-expansion).

⁹⁴ The scope of ConnectHomeUSA 3.0 includes PHAs, Tribally designated Housing Entities (TDHEs), Multifamily housing providers, HUD Continuum of Care (CoC) and Housing Opportunities for Persons with AIDS (HOPWA) grantees. Additional information can be found online: [HUD Accepts New Communities to Participate in the ConnectHomeUSA Initiative and Bridge the Digital Divide for HUD-Assisted Families | HUD.gov / U.S. Department of Housing and Urban Development \(HUD\)](https://www.hud.gov/connecthomeusa)

⁹⁵ [https://www.Federalregister.gov/documents/2023/10/17/2023-22800/notice-of-expansion-and-proposed-restructuring-of-the-digital-opportunity-demonstration-program?](https://www.Federalregister.gov/documents/2023/10/17/2023-22800/notice-of-expansion-and-proposed-restructuring-of-the-digital-opportunity-demonstration-program)

⁹⁶ [2024 Choice Neighborhood Planning | HUD USER](https://www.hud.gov/choice-neighborhood-planning)





related to the CDBG and Section 108 loan guarantee program.⁹⁷ Under this proposed rule future recipients would promote economic development and economic delivery in low-and moderate-income communities. Furthermore, these changes would seek to provide redress for historically marginalized communities of color that face past and present disproportionate disinvestment and denial of economic opportunities.


The Department also took measured steps to invest in the financial stability, restoration, and recovery of rural communities and those still reeling from the COVID-19 Pandemic. HUD's FY 2024 engagement with rural communities indicated a comprehensive understanding of the challenges they face. The Department analyzed its various definitions and uses of the term "rural" in its programs to: ascertain key barriers in accessing programs, conduct listening sessions with stakeholders in rural areas, and identify knowledge gaps for similar rural programs. HUD also advanced Choice Neighborhoods Planning Grants by giving \$10 million for redevelopment planning and \$325 million for housing and community development improvements.⁹⁸

Through these FY 2024 accomplishments, HUD continued down the road to advance the investment and success of its communities through the myriad suite of resources at the Department's disposal.

STRATEGIES AND MAJOR MILESTONES

 Denotes customer experience-focused strategies, sub-strategies, or milestones.

 Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Align cross-Departmental and Federal interagency supportive benefits to empower wealth-building.	9/30/2024: Assess HUD project funding data to develop a targeted outreach plan to engage with Agency partners about increasing compliance with Section 3 requirements. ⁹⁹ – <i>Achieved as of 7/1/2024</i>
Develop programs and services to support entrepreneurship as a vehicle to support wealth-building.	9/30/2024: Expand Section 3 technical assistance (TA) resources to small and disadvantaged businesses in at least five jurisdictions where there are Office of Lead Hazard Control and Health Homes (OLHCHH) funding recipients. – <i>Achieved as of 4/24/2024</i>
Actively foster self-determination among HUD-assisted residents (customers) to understand and respond to their lived experiences and wealth-building goals effectively. 	9/30/2024: Award the contract for the full evaluation of the MTW expansion's asset-building cohort. – <i>Achieved as of 9/25/2023</i> 9/30/2024: Develop and maintain Communities of Practice for the purposes of wealth-building. ¹⁰⁰ – <i>Achieved as of 9/22/2023</i>

⁹⁷ <https://www.Federalregister.gov/documents/2024/01/10/2024-00039/submission-for-community-development-block-grant-program-consolidated-plans-and-indian-community>

⁹⁸ The bevy of services that these funds will provide will take into consideration high-need areas such as distressed housing with high-quality mixed income options and improvements with income, health, and education to attract private investment. These funds will go towards local planning efforts to manage the preservation of housing and community amenities to improve the overall quality of recipient communities.

⁹⁹ The milestone's language has been revised from "Assess HUD project funding data to develop a targeted outreach plan to engage with Agency partners about increasing utilization of the Section 3 program" to reflect that Section 3 is not a program but rather requirements that attach to other program funding.

¹⁰⁰ The Communities of Practice will provide advanced training in evidence-based financial empowerment techniques to Resident Opportunities and Self-Sufficiency (ROSS) and Jobs Plus staff, who in turn bring these training resources to the residents they serve.



<p>Improve collaboration with small businesses by working with SBA, other Federal agencies, unions, and worker advocacy groups to help more small businesses compete for Section 3 project contracts.</p>	<p>9/30/2024: Conduct outreach with SBA and other stakeholders to coordinate resources that assist small, disadvantaged businesses to identify and compete for contracts on HUD-funded Section 3 projects and other Federal contracts.¹⁰¹ – <i>Achieved as of 9/30/2023</i></p> <p>9/30/2024: Convene a series of five career and small business opportunity fairs in partnership with Public Housing Agencies (PHAs), the Department of Labor (DOL), and SBA to identify new small business opportunities for HUD-assisted residents in support of Section 3 prioritization requirements.¹⁰² – <i>Achieved as of 4/8/2024</i></p>
<p>Foster existing place-based initiatives and programs and create new place-based initiatives.¹⁰³ ^{§13}</p>	<p><u>Ensure digital opportunities are made accessible to underserved communities by expanding ConnectHomeUSA to new communities, leveraging the Bipartisan Infrastructure Law, and utilizing any other funding made available to increase access to broadband.</u>¹⁰⁴</p> <p>12/31/2023: Announce expansion of ConnectHomeUSA 3.0 to all PHAs, Tribes, and Multifamily owners throughout the country.^{§13} – <i>Achieved as of 10/17/2023</i></p> <p>9/30/2024: Enroll between 50-100 communities in Tier 1 of ConnectHomeUSA 3.0, with new communities located in each region. – <i>Achieved as of 7/11/2024</i></p> <p>9/30/2024: Update ConnectHomeUSA 3.0 technical assistance to ensure communities have access to resources that will help make broadband and digital literacy more accessible. – <i>Achieved as of 7/9/2024</i></p> <p><u>Expand the reach of the Choice Neighborhoods Program.</u></p> <p>9/30/2024: Proactively market Choice Neighborhoods grants in three outreach events, with an emphasis on</p>

¹⁰¹ The small, disadvantaged businesses HUD targeted with this milestone were: businesses designated by HUD as having met Section 3 ownership or employment requirements; businesses that meet SBA requirements for Section 8a small disadvantaged businesses, and minority- and women-owned businesses. HUD accomplished this goal early due to proactive engagement and coordination with the SBA in Washington, D.C. and in dedicated local coordination with SBA partners throughout HUD's 64 field office locations throughout the country. The milestones language has been revised from "Conduct outreach with SBA and other stakeholders to coordinate resources that assist small, disadvantaged businesses to compete for HUD Section 3 and other Federal contracts."

¹⁰² The milestone's language has been revised from "Convene a series of five career and small business opportunity fairs in partnership with Public Housing Authorities (PHAs), the Department of Labor (DOL), and SBA to identify new small business opportunities for HUD-assisted residents through the Section 3 program" for accuracy.

¹⁰³ HUD will focus on developing healthy, thriving communities that provide access to equitable economic opportunity for residents of HUD-assisted housing and for all community members in under-resourced or under-invested communities.

¹⁰⁴ ConnectHomeUSA creates a platform for community leaders, local governments, nonprofit organizations, and private industry to join together and produce locally tailored solutions for narrowing the digital divide for HUD-assisted residents living in ConnectHomeUSA-designated communities across the country: <https://www.hud.gov/connecthomeusa>



	<p>mid-sized and smaller communities.¹⁰⁵ – <i>Achieved as of 5/9/2024</i></p> <p>9/30/2024: Launch and deliver six capacity-building webinars to new Choice Neighborhoods Planning Grantees.¹⁰⁶ – <i>Achieved as of 9/30/2024</i></p> <p>9/30/2024: Launch a centralized Choice Neighborhoods resource portal.¹⁰⁷ – <i>Achieved as of 4/4/2024</i></p> <p><u><i>Collaborate with interagency partners to advance place-based initiatives.</i>¹⁰⁸</u></p> <p>9/30/2024: Develop and implement the “Equitable Community Development Accelerator,” a Federal interagency place-based initiative. – <i>Not Achieved</i>¹⁰⁹</p> <p>9/30/2024: Implement a cross-agency HUD-DOT plan to support the creation of equitable transit-oriented developments. – <i>Achieved as of 8/6/2024</i></p> <p><u><i>Improve Community Development Block Grant (CDBG) regulations to promote economic development for underserved communities.</i></u></p> <p>2/29/2024: Publish Notice of Proposed Rulemaking to revise CDBG and Section 108 loan guarantee program regulations that improve recipients' ability to promote economic development and support investments in underserved areas. – <i>Achieved as of 1/10/2024</i></p>
<p>Invest catalytic resources focused on equity and community wealth-building for community and neighborhood revitalization.¹¹⁰</p>	<p>9/30/2024: Support the Thriving Communities Initiative Technical Assistance Program, a collaboration between HUD and the U.S. Department of Transportation. – <i>Achieved as of 3/1/2023</i></p> <p>9/30/2024: Award at least \$260 million in new Choice Neighborhoods Implementation Grants to communities nationwide, including up to \$39 million</p>

¹⁰⁵ This includes program promotion at large stakeholder conferences and outreach to industry groups to showcase program accomplishments and alignment with agency priorities. This effort will result in increased applications and subsequent awards made to a diversity of communities.

¹⁰⁶ The Choice Neighborhoods Capacity-Building webinars will further support equitable community planning and development.

¹⁰⁷ The centralized Choice Neighborhoods resource portal will make over 100 case studies, webinars, and best practice materials on equitable housing development, neighborhood investment, and supportive services searchable by topic.

¹⁰⁸ The FY 2024 APP and FY 2022 APR featured the following milestone under this sub-strategy: “Support the completion of community-led strategies or action plans for round one pilot sites, under the RECLAIM program.” This milestone has been integrated into HUD’s core book of business activities reflecting the integration of environmental justice into HUD’s technical assistance strategies. The Department will enable connection to Federal resources to advance community-led strategies.

¹⁰⁹ This program was not launched. Staff have refocused on the Rural Partners Network, Thriving Communities Network, and environmental justice support in communities.

¹¹⁰ HUD will achieve this through the development and implementation of cross-Departmental and interagency initiatives and programs for response, restoration, and recovery from the pandemic.



	<p>for Critical Community Improvements.¹¹¹ – <i>Achieved as of 7/16/2024</i></p> <p>9/30/2024: Award at least 10 new Choice Neighborhoods Planning Grants to develop equitable community plans in partnership with HUD-assisted residents and broader community members. – <i>Achieved as of 9/10/2024</i></p>
<p>Expand rural prosperity through HUD’s Rural Prosperity Coordinating Council and support the Rural Partners Network (RPN).¹¹²</p>	<p>12/31/2023: Initiate implementation of the Department’s plan to support rural and underserved communities. – <i>Achieved as of 10/23/2023</i></p> <p>12/31/2023: Develop response, engagement, and protocol models to streamline how HUD engages with RPN’s designated community networks and Federal community liaison team. – <i>Achieved as of 10/23/2023</i></p> <p>2/28/2024: Document and analyze HUD’s various definitions of “rural” to understand their impacts on grants and programs. – <i>Achieved as of 2/15/2024</i></p> <p>9/30/2024: Conduct listening sessions with HUD grantees, designees, and stakeholders in rural areas. – <i>Achieved as of 8/6/2024</i></p> <p>9/30/2024: Identify HUD knowledge gaps in programs designed to increase prosperity in rural communities and implement at least one process improvement.¹¹³ – <i>Achieved as of 8/6/2024</i></p>
<p>Improve the accuracy of data collection on job creation, including jobs created through the Indian Housing Block Grant (IHBG) and the Indian Community Development Block Grant (ICDBG).</p>	<p>9/30/2024: Evaluate and assess data on the total number of jobs created, retained, or supported under the IHBG program. – <i>Achieved as of 10/22/2024</i></p>

¹¹¹ This milestone’s language has been revised from “Award at least \$260 million in new Choice Neighborhoods grants to communicate nationwide, including up to \$39 million for Critical Community improvements” for accuracy.

¹¹² The RPN is an alliance of Federal agencies and commissions working directly with rural communities to expand rural prosperity through job creation, infrastructure development, and community improvement. Led by USDA Rural Development, RPN members collaborate to identify resources to help rural people build the futures they envision for the unique places they call home. More information on the RPN can be found here: <https://www.rural.gov/>

¹¹³ This milestone’s language has been revised from “Identify HUD knowledge gaps in programs designed to increase prosperity in rural communities”, to drive it towards applying what is learned from listening sessions and areas for improvement in support for rural communities.



KEY PERFORMANCE INDICATORS¹¹⁴

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

► **Number of attendees participating in HUD-sponsored wealth-building webinars.**

This metric will track the meeting attendance of online informational webinars that focus on wealth building conducted by the Office of Public Housing Investments' CSS division.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
N/A	N/A	600	1,624	2,585	800
Description:		This metric will track the meeting attendance of informational webinars that focus on wealth building conducted by the Office of Public Housing Investments' CSS division.			
Data Source:		Online web platforms used to conduct webinars (e.g., Zoom, Webex, Teams)			
Dimension & Unit of Measurement:		Average: The measurement of this data will be the average number of webinar attendees.			
Calculation Method:		A count of the number of webinar attendees will be conducted after every webinar. The average number of attendees will be calculated by dividing the total number of webinar attendees by the total number of webinars conducted.			
Frequency:		Quarterly			
Data Quality:		N/A			
Validation and Verification:		CSS will only track participation based on official reports.			

¹¹⁴ FY 2022 will be the first-year data is being reported on the listed Key Performance Indicators under Objective 1C. Therefore, FY 2022 data will serve as the baseline for these measures with targets to be set in future fiscal years. The Key Performance Indicators *Percentage of public housing financial assistance recipients that meet benchmark labor hour goals* and *Percentage of completed Section 3 projects that meet benchmark labor-hour goals*, published in the FY23 APP have been removed as data could not be collected for any of the reporting years due to a lack of funding to develop and implement the Section 3 Reporting (S3R) system.



► **Number of permanent full-time equivalent (FTE) jobs created or retained through the Community Development Block Grant (CDBG), Community Development Block Grant CARES Act (CDBG-CV), and Section 108 Loan Guarantee programs.**

This metric will track the number of FTE jobs created or retained using CDBG, CDBG-CV, and Section 108 Loan Guarantee program funds.

Sub-Metric	Past Performance				Current Performance	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
Total Jobs	15,674	36,596	46,163	25,516	18,259	17,000
Jobs for low-and moderate -income persons	12,835	30,049	39,225	20,297	15,157	12,000
Sub-Metric: Total Jobs						
Description:		This measure will track the number of full-time equivalent (FTE) jobs created or retained using CDBG, CDBG-CV, and Section 108 Loan Guarantee program funds. This figure is reported on the CDBG National Accomplishments report under Economic Development Total Jobs Created/Retained, at https://www.hudexchange.info/programs/cdbg/cdbg-accomplishment-reports/				
Data Source:		Integrated Disbursement and Information System (IDIS)				
Dimension & Unit of Measurement:		Count: Number of FTE jobs created or retained				
Calculation Method:		Count				
Frequency:		Annual				
Data Quality:		N/A				
Validation and Verification:		Grantee self-reported information in IDIS undergoes risk analysis and after-the-fact monitoring on high-risk grantees for identified areas of issue/interest. Experienced program staff review extracted data for any anomalies. Field staff reviews portions of the reported data as part of the annual CAPER.				
Sub-Metric: Jobs for low- and moderate-income individuals						
Description:		This measure will track the number of full-time equivalent (FTE) jobs created or retained for low- and moderate-income individuals using CDBG, CDBG-CV, and Section 108 Loan Guarantee program funds.				
Data Source:		Integrated Disbursement and Information Systems (IDIS)				
Dimension & Unit of Measurement:		Count: Number of FTE jobs for low-income individuals created or retained				



Calculation Method:	Count
Frequency:	Annual
Data Quality:	N/A
Validation and Verification:	Grantee self-reported information in IDIS undergoes risk analysis and after-the-fact monitoring on high-risk grantees for identified areas of issue/interest. Experienced program staff review extracted data for any anomalies. Field staff reviews portions of the reported data as part of the annual CAPER.

OTHER INDICATORS

- **Financial and Technical Assistance provided to For-Profit business grantees through the Community Development Block Grant (CDBG), Community Development Grant CARES Act (CDBG-CV), and Section 108 Loan Guarantee program.**

This measure will track the total cash value of CDBG, CDBG-CV, and Section 108 Loan Guarantee program economic development financial and technical assistance funds provided to For-Profit Business grantees.

Sub-Metric	Past Performance				Current Performance	
	FY20 Actual	FY21 Actual ¹¹⁵	FY22 Actual ¹¹⁶	FY23 Actual	FY24 Actual	FY24 Target
Financial Assistance to For-Profit Businesses	\$94.04 Million	\$211.2 Million	\$106.7 Million	\$100.9 Million	\$63.97 Million	Tracking Only
Technical Assistance to For-Profit Businesses	\$25.40 Million	\$28.91 Million	\$25.91 Million	\$29.13 Million	\$27.87 Million	Tracking Only
Sub-Metric: Financial Assistance to For-Profit Businesses						
Description:	This measure will track the total cash value of CDBG, CDBG-CV, and Section 108 Loan Guarantee program economic development financial assistance funds provided to For-Profit Business grantees. This figure is reported on the CDBG National Expenditures report under matrix code 18A, <i>ED Direct: Financial Assistance to For-Profit Businesses</i> , at https://www.hudexchange.info/programs/cdbg/cdbg-expenditure-reports/					
Data Source:	Integrated Disbursement and Information System (IDIS).					

¹¹⁵ FY21 funds recorded for the Financial and Technical Assistance to For-Profit Businesses sub-metrics include Community Development Block Grant CARES Act (CDBG-CV) dollars within the calculation.

¹¹⁶ FY22 funds recorded for the Financial and Technical Assistance to For-Profit Businesses sub-metrics include Community Development Block Grant CARES Act (CDBG-CV) dollars within the calculation.




Dimension & Unit of Measurement:	Count: Dollar amount of funds provided to grantees.
Calculation Method:	Count
Frequency:	Annual
Data Quality:	N/A
Validation and Verification:	Grantee self-reported information in IDIS undergoes risk analysis and after-the-fact monitoring on high-risk grantees for identified areas of issue/interest. Experienced program staff review extracted data for any anomalies. Field staff reviews portions of the reported data as part of the annual CAPER.
Sub-Metric: Technical Assistance to For-Profit Businesses	
Description:	This measure will track the total cash value of CDBG, CDBG-CV, and Section 108 Loan Guarantee program economic development technical assistance funds provided to For-Profit Business grantees. This figure is reported on the CDBG National Expenditures report under matrix code 18B, <i>ED Direct: Technical Assistance to For-Profit Businesses</i> , at https://www.hudexchange.info/programs/cdbg/cdbg-expenditure-reports/
Data Source:	Integrated Disbursement and Information System (IDIS).
Dimension & Unit of Measurement:	Count: dollar amount of funds provided to grantees.
Calculation Method:	Count
Frequency:	Annual
Data Quality:	N/A
Validation and Verification:	Grantee self-reported information in IDIS undergoes risk analysis and after-the-fact monitoring on high-risk grantees for identified areas of issue/interest. Experienced program staff review extracted data for any anomalies. Field staff reviews portions of the reported data as part of the annual CAPER.



► **Value of Community Development Block Grant (CDBG), and Community Development Block Grant CARES Act (CDBG-CV) program economic development assistance funds provided to Micro-Enterprise grantees.**

This measure will track the total cash value of CDBG, CDBG-CV, and Section 108 Loan Guarantee program economic development assistance funds provided to Micro-Enterprise grantees.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual ¹¹⁷	FY22 Actual ¹¹⁸	FY23 Actual	FY24 Actual	FY24 Target
\$46.77 Million	\$104 Million	\$69.88 Million	\$56.47 Million	\$38.9 Million	 Tracking Only
Description:		This measure will track the total cash value of CDBG, CDBG-CV, and Section 108 Loan Guarantee program economic development financial assistance funds provided to For-Profit Business grantees. This figure is reported on the CDBG National Expenditures report under matrix code 18C, <i>Microenterprise Assistance</i> , at https://www.hudexchange.info/programs/cdbg/cdbg-expenditure-reports/			
Data Source:		Integrated Disbursement and Information System (IDIS).			
Dimension & Unit of Measurement:		Count: dollar amount of funds provided to Micro-Enterprise grantees.			
Calculation Method:		Count			
Frequency:		Annual			
Data Quality:		N/A			
Validation and Verification:		Grantee self-reported information in IDIS undergoes risk analysis and after-the-fact monitoring on high-risk grantees for identified areas of issue/interest. Experienced program staff review extracted data for any anomalies. Field staff reviews portions of the reported data as part of the annual CAPER.			

¹¹⁷ FY21 funds recorded for Micro-Enterprise Assistance includes Community Development Block Grant CARES Act (CDBG-CV) dollars within the calculation.

¹¹⁸ FY22 funds recorded for Micro-Enterprise Assistance includes Community Development Block Grant CARES Act (CDBG-CV) dollars within the calculation.



EVIDENCE BUILDING

Evidence for equitable community development covers a broad range of issues and programs, from regulatory barriers that prevent development of affordable housing options, to access to mortgage credit, to development of economic security and wealth by assisted renters. HUD regularly evaluates the complex nexus between its investments in resident services programs focusing on economic self-sufficiency and residents' ability to maintain successful tenancy and grow economically, with opportunities to develop savings that contribute toward a path to wealth-building.

HUD is currently studying the following initiatives with self-sufficiency components and developing findings for use by PIH and other HUD staff: the Family Self Sufficiency (FSS) Program and a demonstration program on Rent Reform. PD&R also recently completed two studies on the Jobs Plus place-based program, which has as a core component an earned-income disregard relative to rent increases. What these initiatives have in common is that they offer alternatives to the practice in Federally-assisted housing that increases in family income are accompanied by increases in the family's share of the rent—a potential impediment to savings and wealth-building.

The Family Self-Sufficiency Evaluation analyzes the FSS program's impacts among a sample of resident families receiving Housing Choice Vouchers, evaluating those families' changes in financial literacy, credit worthiness, and family stability, including (but not limited to) growth in employment and earned income. In FSS, participants work with HUD-funded Coordinators to set goals and access services. During the period of participation, any increases in the family's rent as a result of increased earned income result in a credit to an escrow account that can be accessed upon "graduation" from the program or, in many cases, while still in the program, in pursuit of self-sufficiency goals. The FSS evaluation, a randomized controlled trial, has documented implementation, participants' engagement in the program, and program impacts on employment and government benefits receipt over what is typically a five-year program. In 2023, HUD published a report on FSS program implementation, participants' engagement in the program, and program impacts on labor force participation and government benefits receipt 5 years following random assignment. By the end of year 5, about 30 percent of FSS group members were still enrolled in the program but over half ended their participation for reasons other than meeting graduation requirements; 17 percent, formally graduated from the program. Most FSS group members who remained enrolled in the program had positive escrow balances, about \$7,200 on average. However, there is no evidence that FSS produced overall improvement in labor-market outcomes for household heads and FSS and control group participants experienced comparable quarterly employment levels and average earnings. The final report, with 6 to 7 years of follow-up, will be published in 2025.¹¹⁹

The Rent Reform Demonstration was designed to test an alternative to HUD's current rental assistance structure requiring less frequent income recertifications to assess its effect on the employment, earnings, and hardship of the residents that rely on housing vouchers. The results indicate that, when the findings for all four study PHAs are combined, the new policy did not increase tenants' employment or average earnings in unemployment insurance covered jobs during the 42-month follow-up. However, there were some variances across locations. There were three other notable impacts for the four study PHAs: 1) the new rent policy reduced the frequency and need for time consuming actions related to regular and interim changes in families' income; 2) a majority of tenants surveyed favored the new rent policy; and 3) the new rent rules led families to retain their housing assistance longer.¹²⁰ HUD expects to release the final results of the Demonstration, analyzing impacts over 6.5 years, in the late 2024.

A recent study examining the outcomes 20 years after the launch of the Jobs Plus program to determine whether earlier observed successes in adult residents' employment and earnings are sustained—and whether those successes also translated into improvements in their children's employment and earnings—found suggestive

¹¹⁹ "Nearing the Finish Line: 5-Year Findings From the Family Self-Sufficiency Evaluation" (2023), <https://www.huduser.gov/portal/portal/sites/default/files/pdf/Family-Self-Sufficiency-Evaluation-Year-5-Report.pdf>.

¹²⁰ "The Rent Reform Demonstration: Impacts on Works, Housing, and Well-Being After 42 Months" (2021), <https://www.huduser.gov/portal/publications/The-Rent-Reform-Demonstration-Impacts-on-Work.html>.



evidence that earnings gains for adult residents were sustained 15 years after the program ended. Adults who lived in Jobs Plus sites that had fully implemented the model earned an average of \$1,670 (11 percent) more per year relative to the control group and were 4.2 percent more likely to be employed, though the study authors note several caveats to these estimates. Moreover, the children living at the three stronger implementation sites at the time of the demonstration experienced higher earnings and employment in adulthood than those living in comparison developments that did not implement Jobs Plus. They outearned the control group by an average of \$2,706 (15 percent) and were 6.2 percent more likely to be employed.¹²¹ In 2023, HUD published the results from study replicating the Jobs Plus program, which began scaling up in 2014. The study uses data from the National Directory of New Hires to compare changes with earned income and employment for the Jobs Plus and comparison group residents between 2014 and 2020. The study found that earned income and employment gains were similar for the Jobs Plus and comparison group residents. Exploratory analyses did not find a relationship between site-level impacts and participation levels or evidence of differential impacts based on local unemployment rates, residents' public housing tenure, baseline employment status, or grantee cohort. Further research is needed to better understand the role of implementation in the effectiveness of the model and identify potential areas of improvement, especially because these findings contrast so sharply with the findings from the original program.¹²²

A major barrier to sustained employment among HUD-assisted households is lack of access to safe and affordable childcare.¹²³ In 2022, HUD launched a study to evaluate how HUD-assisted families obtain childcare and access support for childcare services, the barriers to accessing support including their geographic access to affordable childcare providers, why some families choose not to access these supports, and best practices of PHAs currently providing on-site childcare supportive services. Results from the study will be published in 2025.

Unequal access to credit presents a challenge for renters looking to build wealth and move to areas that provide greater economic opportunities. Recent HUD research documented that credit visibility of assisted renters can be strengthened substantially by providing credit agencies with their rental payment histories.¹²⁴ Economic mobility is essential for disadvantaged households to get ahead. Recent research has shown the importance of exposure to opportunity neighborhoods, with adult economic outcomes improving about 4 percent per year of childhood exposure to higher opportunity neighborhoods.¹²⁵

HUD's Learning Agenda includes several research questions that relate to Objective 1C. Examples of such questions are:

- *What proportion of low-skill public housing residents employed under Section 3 requirement receive training or certifications to improve their long-term employment prospects?*
- *Are there service delivery models evaluated in the research literature that could improve self-sufficiency outcomes for HUD-assisted households?*
- *What is the unmet need for childcare among HUD-assisted households with children?*
- *What additional approaches can encourage asset building among HUD-assisted households?*

¹²¹ "HUD Jobs Plus Outcomes Evaluation - Long-term Effects from the Original Jobs Plus Demonstration: Employment and Earnings for Public Housing Residents after 20 Years" (2023), <https://www.huduser.gov/portal/publications/Jobs-Plus-Long-Term-Effects.html>.

¹²² "Participation and Labor Market Impacts for the First 24 Sites to Replicate HUD's Jobs Plus Program: Final Report" (2023), <https://www.huduser.gov/portal/publications/Jobs-Plus-Replication-Study-Final-Report.html>.

¹²³ https://www.huduser.gov/periodicals/cityscape/vol6num2/1barriers_work.pdf.

¹²⁴ Policy and Economic Research Council. 2019. Potential Impacts of Credit Reporting Public Housing Rental Payment Data" (2019), <https://www.huduser.gov/portal/sites/default/files/pdf/Potential-Impacts-of-Credit-Reporting.pdf>.

¹²⁵ Chetty, Raj and Nathaniel Hendren. 2018. "The Impacts of Neighborhoods on Intergenerational Mobility I: Childhood Exposure Effects. Quarterly Journal of Economics. 133, 3: 1107-1162. <https://academic.oup.com/qje/article/133/3/1107/4850660>

Strategic Goal 2: Ensure Access to and Increase the Production of Affordable Housing

Ensure housing demand is matched by adequate production of new homes and equitable access to housing opportunities for all people.

LEADING THIS GOAL

Office of the Secretary

GOAL

HUD will increase access to rental assistance and the production of affordable housing. Department-led increases will benefit families and communities by increasing the availability of safe, high quality, and affordable housing. Accomplishing this goal includes evaluating HUD's programs to identify ways the Federal government can make assisted and other affordable housing and related services work better for families. HUD will achieve this by



implementing best practice improvements that have been demonstrated to be effective. These improvements will be aimed at growing the supply of housing and making newly created housing affordable for families. Equitably achieving this goal requires diversifying the location of affordable housing developments and landlords that accept rental assistance. These efforts will give families real, viable choices in where they live. Success will be furthered by the delivery of services and supports that strengthen families.

At the center of HUD's goal to increase housing affordability is the need to listen to customers and other stakeholders. Through a robust Customer

Experience (CX) effort, the Department will elevate voices of the diverse population of customers that it serves. The policies, objectives, and strategies HUD will pursue in support of this goal will be based upon continuous outreach to understand the lived experiences of HUD customers.

Expanded access to homeownership opportunities, rental assistance, and affordable housing options are all vital for families to thrive.

This goal consists of two objectives:

Strategic Goal 2: Ensure Access to and Increase the Production of Affordable Housing

2A. Increase the Supply of Housing



2B. Improve Rental Assistance





Strategic Objective 2A: Increase the Supply of Housing

Enhance HUD's programs that increase the production and supply of housing across the country.

LEADING THIS OBJECTIVE

Office of Housing

OBJECTIVE

An abundant supply of housing is essential to ensuring that all households have access to quality, affordable homes. In alignment with the Biden-Harris Administration's Housing Supply Action Plan, HUD aims to increase the supply of housing across the country to meet all people's housing needs and improve housing affordability and security in all American communities.¹²⁶ To carry out the Administration's Housing Supply Action Plan, HUD will continue to employ all resources at its disposal to bolster the national housing supply through new construction and preservation by 1) improving and aligning Federal financing of housing; 2) helping to identify and remove barriers to affordable housing production; 3) preserving affordable homeownership opportunities; and 4) encouraging innovation in the construction and financing of housing.



The Department will work to strengthen housing production in a safe and timely manner and will continue to work with state and local governments to boost housing supply. In particular, HUD will increase the supply of rental housing, with an emphasis on creating more affordable housing in areas of opportunity. HUD and its partners will achieve this by leveraging existing Federal funds to spark action at the local level. Additionally, HUD will continue its work to improve and expand Federal housing financing for rental housing, as well as other housing types, including healthcare facilities. HUD will help communities identify and remove barriers to affordable housing production through the new \$185 million Pathways to Reducing Obstacles to Housing (PRO Housing) Program, which will support jurisdictions that have improved local land use policies and practices to increase the supply of affordable housing. HUD will provide its partners with technical assistance to eliminate barriers to housing production, such as restrictive zoning, land use, or other regulatory policies. HUD will continue to make single-family homes available to owner-occupants, local governments, and non-profit organizations through exclusive listing periods on HUD-backed, single-family distressed properties. To encourage housing innovation, HUD will publish new regulations that support advances in manufactured housing.

¹²⁶ <https://www.whitehouse.gov/briefing-room/statements-releases/2022/05/16/president-biden-announces-new-actions-to-ease-the-burden-of-housing-costs/>



2024 APR PROGRESS UPDATE

In FY 2024, HUD took substantial actions to preserve its existing affordable housing supply and bolster housing production. The Department's key achievements include: A) further enhancing the Rental Assistance Demonstration (RAD); B) disbursing new grant funds to support housing preservation, production and research; and C) continuing to provide technical assistance resources to grantees, government and industry partners, especially those serving underserved communities. Despite the macroeconomic environment, HUD's Office of Multifamily Housing Programs successfully produced or preserved 48,099 units, across a set of key programs, 79 percent of which were affordable. The FHA's risk-sharing program produced or preserved 10,154 affordable units, an increase of 49% over the previous year. To support the continued growth of the risk-sharing program, HUD also announced a Federal Finance Bank (FFB) Risk-Sharing Interest Collar Program to help reduce the impacts of interest rate volatility.

Preserving the existing stock of HUD-assisted affordable housing is a key priority for the Department. The Rental Assistance Demonstration (RAD) remains a critical preservation tool, and the Department promoted RAD at several public housing conferences in FY 2024. In August, HUD completed an equity assessment of the RAD public housing submission process, and subsequently established an equity action plan. Implementation of the action plan will ensure that public housing conversations take a resident-centered approach, to educate residents on their rights and to empower residents throughout the RAD conversion process.¹²⁷

In FY 2024, HUD continued to leverage HOME-American Rescue Plan (HOME-ARP) program funding to support the preservation and production of affordable housing in participating jurisdictions. The Department led both virtual and in-person technical assistance clinics for more than 200 participating jurisdictions seeking aid in implementing HOME-ARP allocation plans.

The Choice Neighborhoods program also helps preserve some of the most severely distressed public housing and other HUD-assisted housing in the country. The program replaces these severely distressed units, one-for-one with new, high-quality units. HUD grantees replaced over 1,339 severely distressed HUD-assisted housing units through Choice Neighborhoods in FY 2024. The Department further enhanced the program through the disbursement of new grant funds. In July, HUD awarded \$325 million in Choice Neighborhoods Implementation Grant funds to seven communities to replace severely distressed HUD-assisted housing.¹²⁸ The Department also awarded 13 grantees with over \$6.5 million in Choice Neighborhoods Planning Grant funding which will enable them to develop long-term plans to preserve and rehabilitate severely distressed public housing and HUD-assisted units in their communities.¹²⁹

HUD's Office of Healthcare Programs continued to support the critical care needs of a vulnerable aging population in residential care facilities, and their communities, across the country. In FY 2024, HUD preserved 776 occupied affordable assisted living facility units in Section 232 endorsed loans. By providing capital financing for healthcare facilities, HUD strengthens the quality of healthcare services available to residents and communities.

To further the Department's knowledge of innovative housing supply strategies, HUD awarded nearly \$4 million in grant funds to support institutions and think tanks researching novel practices and policies such as off-site construction, land use and zoning reforms, and office-to-residential conversions. Insights from these research studies will yield new, effective means of increasing both the supply and quality of affordable housing in the United States. HUD further sought to enhance affordable housing production by enabling PHAs to bifurcate existing Section 8 Housing Assistance Payment (HAP) contracts to support opportunities for increased housing

¹²⁷ Among other actions to continue with its preservation efforts, in FY 2025, HUD expects to publish a RAD Supplemental Notice which establishes new tools for housing preservation for properties assisted under Section 811 Project Rental Assistance (811 PRACs) and improves the preservation tools for properties assisted under Section 202 Project Rental Assistance Contracts (202 PRACs). These additional flexibilities will help expand the supply of affordable housing with supportive services for older adults as well as persons with disabilities.

¹²⁸ Press release available here: https://www.hud.gov/press/press_releases_media_advisories/HUD_No_24_182.


¹²⁹ Press release available here: https://www.hud.gov/press/press_releases_media_advisories/hud_no_24_231.



density, and by expanding the Low-Income Housing Tax Credit (LIHTC) pilot program to support more affordable housing development with FHA-insured financing.

In aggregate, these actions support the Biden-Harris Administration's Housing Supply Action Plan by leveraging existing Federal housing assistance while expanding affordable housing production and access through research into innovative strategies and public-private sector collaboration.

STRATEGIES AND MAJOR MILESTONES

 Denotes customer experience-focused strategies, sub-strategies, or milestones.

 Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Support the financing and production of new affordable housing.	<p><u>Support the financing of new affordable housing.</u></p> <p>9/30/2024: Issue guidance to support opportunities for increased density at existing Multifamily-assisted properties. – <i>Achieved as of 1/31/2024</i>¹³⁰</p> <p>9/30/2024: Improve and expand the Low-Income Housing Tax Credit (LIHTC) Pilot program to support more affordable housing development with FHA-insured financing. – <i>Achieved as of 12/4/2023</i>¹³¹</p> <p><u>Support the production of manufactured housing and other factory-built housing types.</u></p> <p>9/30/2024: Issue a proposed rule to revise the Manufactured Home Construction and Safety Standards, in consideration of the Department of Energy (DoE) Energy Conservation Standards for Manufactured Housing. – <i>Delayed to 6/30/2025</i>¹³²</p> <p>9/30/2024: Complete the reorganization of the Office of Manufactured Housing Programs to report directly to the Assistant Secretary for Housing/Federal Housing Commissioner, to reflect the program's stature and prominent role in increasing the supply of affordable quality housing. – <i>Achieved as of 6/4/2023</i></p>
Conduct research and provide tools on additional methods to increase the housing supply.	<p>10/31/2023: Develop and implement procedures to regularly update the RBC with information and research.¹³³ – <i>Achieved as of 10/31/2023</i></p> <p>3/31/2024: Execute cooperative agreements with research partners funded via \$3 million NOFO on off-</p>

¹³⁰ Housing Notice H-2024-3 is available here: <https://www.hud.gov/sites/dfiles/OCHCO/documents/2024-03hsgn.pdf>

¹³¹ The Mortgagee Letter announcing the elimination of the Assurance of Completion and other changes to the LIHTC Pilot program is available here: <https://www.hud.gov/sites/dfiles/OCHCO/documents/2023-12hsgn.pdf>

¹³² This milestone has been delayed due to competing demands from other rulemakings and external clearance delays.

¹³³ Research includes information on regulatory reforms, best practices, and opportunities to increase jurisdictions' housing supplies. One research focus is supporting jurisdictions' efforts to reduce barriers to producing and preserving housing.



	<p>site construction and lifting local land use barriers to housing supply.¹³⁴ – <i>Achieved as of 2/23/2024</i></p> <p>3/31/2024: Execute cooperative agreement(s) with research partner(s) funded via NOFO on office-to-residential conversions. – <i>Achieved as of 2/23/2024</i></p>
<p>Bolster capacity building of local government, state agencies, developers, and property owners, particularly those serving underserved communities.</p>	<p>3/14/2024: Complete an equity assessment of Rental Assistance Demonstration (RAD) public housing submissions and establish an equity action plan. – <i>Achieved as of 8/21/2024</i></p> <p>6/30/2024: Reach 100 HOME-ARP projects/activities. – <i>Achieved as of 5/8/2023</i></p> <p>6/30/2024: Assist 200 HOME-ARP participating jurisdictions through in-person and virtual implementation clinics. 🌐 – <i>Achieved as of 12/12/2023</i></p> <p>9/30/2024: Host at least three regional convenings with Developers of Color to promote Federal financing opportunities. – <i>Achieved as of 5/9/2023</i></p>
<p>Preserve existing HUD-assisted affordable housing, by leveraging RAD to stabilize and rehabilitate properties.</p>	<p>9/30/2024: Promote RAD at 10 public housing conferences. – <i>Achieved as of 1/24/2024</i></p> <p>9/30/2024: Publish a supplemental notice to the RAD notice to establish a new preservation tool for Section 811 project rental assistance contracts (PRAC) and improve the preservation tool for the Section 202 PRACs. – <i>Delayed to 3/31/2025¹³⁵</i></p>
<p>Replace severely-distressed HUD-assisted affordable housing units, one-for-one, through Choice Neighborhoods.</p>	<p>9/30/2024: Create at least 1,000 replacement units during FY 2024 to replace severely distressed HUD-assisted housing. – <i>Achieved as of 6/30/2024</i></p> <p>9/30/2024: Award at least \$260 million in new Choice Neighborhoods Grants to replace severely distressed HUD-assisted housing. – <i>Achieved as of 7/16/2024</i></p> <p>9/30/2024: Award at least 10 new Choice Neighborhoods Planning Grants to create plans that replace severely distressed HUD-assisted housing. – <i>Achieved as of 9/10/2024</i></p>

¹³⁴ This milestone's language has been revised from "Execute cooperative agreements with research partners funded via \$4 million NOFO on off-site construction and lifting local land use barriers to housing supply" for accuracy and is available here: <https://www.Federalregister.gov/documents/2023/08/21/2023-17912/increasing-the-supply-of-affordable-housing-through-off-site-construction-and-pro-housing-reforms>

¹³⁵ A draft of the Notice is undergoing internal program office review. However, the review has been delayed due to competing priorities. The Notice will be submitted into HUD Departmental clearance in the fourth quarter of CY2024 and timing of publication will depend on the speed of Departmental clearance and subsequent OMB review.



Increase opportunities for state and local government and non-profit organizations to participate in FHA asset sales. ¹³⁶	9/30/2024: Hold one or more FY24 sales of all available HUD-held notes secured by single family properties. – <i>Achieved as of 12/5/2023</i> 9/30/2024: Hold the annual virtual note sales educational seminars around HUD's single-family note sales. – <i>Achieved as of 3/28/2024</i>
Capture resident perspectives to improve the preservation and development of affordable housing.	9/30/2024: Centrally aggregate tenant complaints received across various entry points for multifamily housing programs. – <i>Achieved as of 9/30/2024</i> 9/30/2024: Initiate development of a centralized intake system for resident complaints. – <i>Achieved as of 9/30/2024</i>

KEY PERFORMANCE INDICATORS

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

- **Number of affordable and market-rate housing units produced or preserved through FHA multifamily mortgage insurance – Multifamily Accelerated Processing (MAP) new construction or substantial rehabilitation programs.**¹³⁷

This indicator will track the number of multifamily rental housing units in projects with mortgages initially endorsed under FHA multifamily mortgage insurance programs, Section 213, Section 220, Section 221 (d)(4), Section 231, and Section 241(a).

Sub-Metric	Past Performance				Current Performance	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
Market-rate units	22,776	20,734	18,907	7,124	8,005	10,000 ¹³⁸
Affordable units	14,685	15,646	15,704	10,685	10,533	12,000 ¹³⁹
Description:	Number of affordable multifamily rental housing units in projects with mortgages initially endorsed under the below FHA multifamily mortgage insurance programs. <ul style="list-style-type: none"> • Section 213 New Construction or Substantial Rehabilitation of Cooperative Housing 					

¹³⁶ The use of direct and competitive sales of defaulted FHA-insured mortgage notes to units of local government and nonprofits allows HUD to make bulk sales to purchasers with affordable housing and community revitalization goals in specific geographic areas.

¹³⁷ Affordable is defined as meeting the affordable housing definition in the Mortgage Insurance Premium (MIP) Federal Register Notice.

¹³⁸ Given current market conditions, including higher interest rates, and lack of dedicated staff dedicated to outreach to states, unit production in FY24 and FY25 is likely to remain low relative to recent years. Previous target was 18,000.

¹³⁹ Given current market conditions, including higher interest rates, and lack of dedicated staff dedicated to outreach to states, unit production in FY24 and FY25 is likely to remain low relative to recent years. Previous target was 14,000.



	<ul style="list-style-type: none"> Section 220 Rental Housing for Urban Renewal and Concentrated Development Areas Section 221(d)(4) New Construction or Substantial Rehabilitation of Rental Housing Section 231 New Construction or Substantial Rehabilitation of Rental Housing for the Elderly Section 241(a) Supplemental Loan for Additions to Multifamily Rental Projects
Data Source:	Office of Multifamily Housing's Development Application Processing (DAP) System
Dimension & Unit of Measurement:	Count: Multifamily rental units
Calculation Method:	Sum of units in projects with mortgages initially endorsed
Frequency:	Data is recorded daily and officially reported monthly
Data Quality:	Requires timely and accurate recording of initial endorsements by field offices, but training and reminders are provided to ensure this
Validation and Verification:	Mortgage endorsement data is entered into HUD's DAP System and further corroborated by the Office of Multifamily Production management.

► **Number of affordable housing units produced or preserved through FHA multifamily mortgage insurance – Risk-Sharing new construction or substantial rehabilitation programs, including the Federal Financing Bank (FFB) Initiative.**

This indicator will track the number of affordable multifamily rental housing units in projects with mortgages initially endorsed under the FHA multifamily mortgage insurance programs, 542(b) and 542(c).

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
5,015	7,841	7,358	6,804	10,154	7,500 ¹⁴⁰
Description:		Number of affordable multifamily rental housing units in projects with mortgages initially endorsed under the below FHA multifamily mortgage insurance programs: <ul style="list-style-type: none"> Section 542(b) Qualified Participating Entities Risk-Sharing New Construction or Substantial Rehabilitation of Rental Housing Section 542(c) Housing Finance Agency Risk-Sharing New Construction or Substantial Rehabilitation of Rental Housing (including FFB Initiative) 			

¹⁴⁰ Given current market conditions, including higher interest rates, and lack of dedicated staff dedicated to outreach to states, unit production in FY24 and FY25 is likely to remain low relative to recent years. Previous target was 8,500.



Data Source:	Office of Multifamily Housing's DAP System
Dimension & Unit of Measurement:	Multifamily rental units
Calculation Method:	Sum of units in projects with mortgages initially endorsed
Frequency:	Data is recorded daily and officially reported monthly
Data Quality:	Requires timely and accurate recording of initial endorsements by field offices, but training and reminders are provided to ensure this
Validation and Verification:	Mortgage endorsements data is entered into HUD's DAP System and further corroborated by the Office of Multifamily Production management.

► **Rental Assistance Demonstration for PHAs – total and affordable units.**

This metric will track the number of total and affordable housing units rehabilitated and converted to a sustainable platform through RAD public housing transactions.

Sub-Metric	Past Performance				Current Performance ¹⁴¹	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
Total Units	27,756	17,398	23,934	16,251	14,531	15,500
Affordable Units	26,734	17,052	20,297	14,553	13,145	15,000
Description:	Number of housing units rehabilitated and converted to a sustainable platform through Rental Assistance Demonstration public housing transactions. Affordable units include RAD, Section 18, Low Income Housing Tax Credits (LIHTC), and other affordable units. Total units include market-rate units within the properties, in addition to affordable housing units.					
Data Source:	RAD Resource Desk (RRD: https://www.radresource.net/)					
Dimension & Unit of Measurement:	Count and Sum					
Calculation Method:	The number of affordable and market rate units from closed Public Housing RAD transactions converted as Project Based Rentals Assistance (PBRA) or Project Based Vouchers in the RRD System.					
Frequency:	Monthly					

¹⁴¹ High interest rates and increased construction costs, attributable to current macroeconomic trends, impacted HUD's ability to meet Public Housing preservation targets in FY 2024.



Data Quality:	PHAs report the conversion, subsidy type, and number of units to conversion during the application and production of the Commitment to enter into a Housing Assistance Payment contract process. RAD Transaction Managers verify the accuracy of data in the RRD.
Validation and Verification:	Data inconsistencies are identified through periodic data integrity checks by RRD systems administrators and The Office of Recapitalization's (RECAP) System Support Manager and are corrected as a collaborative effort between the RRD system administrators and the Transaction Managers.

► **Rental Assistance Demonstration for Multifamily Housing and Other Preservation Programs – Total and Affordable Units.**

This metric will track the number of total and affordable multifamily housing units rehabilitated and converted to a sustainable platform through RAD Component 2 (Other Multifamily) transactions and other affordable housing preservation initiatives.

Sub-Metric	Past Performance				Current Performance	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
Total Units	2,163	2,660	5,487	6,507	4,876	4,500 ¹⁴²
Affordable Units	1,609	1,854	4,534	5,222	4,141 ¹⁴³	4,250
Description:	<p>Number of housing units preserved through RAD or Other Multifamily programs, all of which support the preservation and recapitalization of Federally-assisted housing and rental assistance to ensure long-term physical and financial viability.</p> <p>Projects preserved under RAD for Other Multifamily (Component 2): 1) Section 8 Moderate Rehabilitation and Moderate Rehabilitation Single Room Occupancy properties, giving owners the opportunity to enter into long-term contracts that facilitate the financing of improvements; and 2) Section 202 Project Rental Assistance Contracts (PRACs), preserving housing that serves the nation's most vulnerable elderly residents.</p> <p>Projects preserved under other affordable housing preservation initiatives preserve the affordability and availability of properties by entering into an</p>					

¹⁴² The FY 2024 targets for total units and affordable units have been adjusted from 4,000 and 3,750 respectively. In updating these projections, the strong Section 202 RAD for PRACs volume is partially offset by weakening in the RAD for Mod Rehab unit count volume as the Mod Rehab transactions are increasingly trending towards smaller properties. For FY 2024, Recapitalization anticipates preserving roughly 2,150 PRAC units, 750 Mod Rehab units, 1,500 PM2M units, and a small number of pre-1974 Section 202 units, consistent with the natural maturity of the pre-1974 Section 202 program. Recapitalization anticipates preserving roughly 4,500 total units, of which 4,250 would be affordable units.

¹⁴³ High interest rates and increased construction costs, attributable to current macroeconomic trends, impacted HUD's ability to meet affordable Multifamily housing unit preservation targets in FY 2024.



	<p>extension of a use agreement and/or long-term rental assistance contract. The initiatives are implemented under the Post Mark-to-Market (M2M) and Section 202 Pre-1974 Direct Loan programs.</p> <p>Total housing units include any market rate units within the properties, in addition to the RAD affordable housing units.</p>
Data Source:	RAD Resource Desk; Mark-to-Market System; M2M Resource Desk; HUD Multifamily Preservation Resource Desk
Dimension & Unit of Measurement:	Count and Sum
Calculation Method:	The number of affordable units in closed RAD Multifamily Housing transactions and those affordable units preserved through other recapitalization program transactions with units under an assistance contract or through a use agreement.
Frequency:	Monthly
Data Quality:	<p>For the RAD Multifamily programs, Mod Rehab and PRAC, an owner must make an initial Submission of Interest to HUD indicating the owner's interest in the conversion. The initial submission is submitted electronically to the RRD, a Reviewer or Transaction Manager is assigned, and other relevant documents are uploaded into the RRD. Reviewers and/or Transaction Managers verify the accuracy of the data.</p> <p>Owners who request to refinance or sell a property that has received benefits under the M2M or Portfolio Reengineering Demonstration Program must submit an application for either debt assumption or forgiveness for a non-profit qualified by HUD for such benefits. A reviewer is assigned, and other relevant documents are uploaded into the M2M Systems and/or M2M Resource Desk. Reviewers verify the accuracy of the data.</p> <p>Owners with a Pre-1974 Section 202 Direct Loan that reaches its maturity or is prepaid can request to enter into a long-term contract which preserves the affordability of the property and allows the owner to access debt and equity financing to make improvements. Upon receiving the request, a reviewer is assigned, and the documents are verified for accuracy.</p>
Validation and Verification:	Data inconsistencies for all programs are identified through periodic integrity checks by both Resource Desk system administrators and RECAP's System Support Manager, and discrepancies are corrected as a collaborative effort between them and the program point of contact.



► **Choice Neighborhoods – Number of Severely Distressed HUD-Assisted Housing Units Replaced.**

This metric will track the total number of severely distressed HUD-assisted units replaced with new construction or substantially rehabilitated housing units in a given fiscal year.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
505	858	1,016	859	1,339	1,000
Description:		Number of new or substantially rehabilitated HUD-assisted housing units developed as part of a Choice Neighborhoods grant.			
Data Source:		Choice Neighborhoods program data collection system, i.e., Choice Neighborhoods Inform.			
Dimension & Unit of Measurement:		Count: new or substantially rehabilitated HUD-assisted housing units developed as part of a Choice Neighborhoods grant.			
Calculation Method:		Count of total number of new or substantially rehabilitated HUD-assisted housing units developed as part of a Choice Neighborhoods grant.			
Frequency:		Quarterly			
Data Quality:		Data is collected on units where construction has been completed. Data is entered by the grantee.			
Validation and Verification:		Data is reviewed quarterly by HUD.			

► **Number of manufactured homes produced.**

This metric will track the total number of manufactured homes produced in a given fiscal year.

Past Performance ¹⁴⁴				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual ¹⁴⁵	FY24 Target
93,844	104,099	106,768	89,717	99,898	118,200
Description:		Manufactured housing production (homes).			

¹⁴⁴ Data from FY 2021 and FY 2022 have been revised to reflect updated manufactured housing production figures.

¹⁴⁵ Increased construction costs, attributable to current macroeconomic trends, impacted HUD's ability to meet manufactured housing production targets in FY 2024.



Data Source:	Manufactured housing production reports.
Dimension & Unit of Measurement:	Data is measured by the number of manufactured homes reported as produced by the manufactured home manufacturers.
Calculation Method:	Summation of all production reports provided by the manufactured home manufacturers.
Frequency:	Data is collected monthly for the manufactured home production reported 2 months prior.
Data Quality:	Production reports may have been lagging adjustments but historically do not provide significant variation from monthly reporting.
Validation and Verification:	Data is checked for quality and accurate information on an ongoing basis.

► **Number of HOME Investment Partnerships Program (HOME) and Housing Trust Fund Program (HTF) units.**¹⁴⁶

This metric will track the total number of HOME and HTF units completed, including rental and homebuyer units, that were acquired, newly constructed, or rehabilitated.

Sub-Metric	Past Performance				Current Performance	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
HOME Rental Units	8,223	8,188	8,111	6,848	8,982	6,687
HOME Homebuyer Units	6,460	6,168	4,711	4,051	4,439	3,816
HOME Homeowner Rehab Units	2,776	2,502	2,335	2,717	2,328	1,891
HTF Rental Units	389	940	1,506	1,681	2,181	1,626
Description	HOME and HTF units completed including rental and homebuyer units that were acquired, newly constructed, or rehabilitated					
Data Source:	Integrated Disbursement & Information System (IDIS)					

¹⁴⁶ Information on HOME can be found here: https://www.hud.gov/program_offices/comm_planning/home_ Information on HTF can be found here: https://www.hud.gov/program_offices/comm_planning/htf.



Dimension & Unit of Measurement:	Number of HOME-assisted and HTF-assisted units
Calculation Method:	Total number of HOME and HTF-assisted units completed within a specific time period
Frequency:	HOME participating jurisdictions and HTF grantees report this information in IDIS at project completion. Office of Affordable Housing Programs will report quarterly.
Data Quality:	Data quality is dependent on HOME participating jurisdictions and HTF grantees entering accurate and timely data.
Validation and Verification:	CPD monitors HOME participating jurisdictions and HTF grantees to ensure proper reporting in IDIS.

EVIDENCE BUILDING

Each month, HUD produces the National Housing Market Indicators report to document the status of rental and owner housing markets including production, transactions, and affordability. Production of housing in proportion to household formation is critical to achieving affordability. The most recent monthly report (September 2024) shows that overall activity in housing markets was mixed. Construction of new single family homes rose relative to the previous quarter and relative to the same time last year, while new multifamily housing starts fell over the same period. The inventory of homes for sale increased for new and existing homes and the homeownership rate increased. Housing insecurity, which had begun to stabilize relative to the past few years, increased slightly with an estimated 4.5 million homeowner households behind on their mortgage payments and 5.5 million renters behind on their rent.¹⁴⁷

In 2021, HUD produced a report on how to encourage the production of new rental housing in high-cost and high-productivity metropolitan areas.¹⁴⁸ The report identifies the metropolitan areas with the greatest affordability challenges and offers recommendations for what these communities can do to alleviate shortages of affordable rental housing. The report also highlights a select number of exemplary approaches that some of these high-cost communities have already implemented to address the affordability crisis.

HUD's Choice Neighborhoods (CN) initiative is the Department's flagship place-based program to redevelop severely distressed public and assisted housing and catalyze transformation in the broader neighborhood. A key component of CN is maintaining at least one-for-one replacement of HUD-assisted units while also developing mixed-income housing. As of September 2023, 52 grantees had proposed to replace and rehabilitate distressed HUD-assisted housing with nearly 17,000 new units and develop over 20,000 new affordable and unrestricted/market rate units.¹⁴⁹ A forthcoming evaluation report of the first five CN grantees (funded in FY 2010-

¹⁴⁷ "Housing Market Indicators Monthly Update: October 2023" (2023). <https://www.huduser.gov/portal/sites/default/files/pdf/Housing-Market-Indicators-Report-October-2023.pdf>.

¹⁴⁸ "New Housing in High-Productivity Metropolitan Areas" (2021). <https://www.huduser.gov/portal/sites/default/files/pdf/New-Housing-Production-Report.pdf>.

¹⁴⁹ "Annual Report to Congress on Section 24 of the Housing Act of 1937 Choice Neighborhoods, HOPE VI, and Main Street Programs: FY 2023" (2024). https://www.hud.gov/sites/dfiles/PIH/documents/FY%202023%20HOPE%20VI%20CN%20Report%20to%20Congress_Final.pdf.



11) and four additional grantees (funded in FY 2013) includes a detailed examination of the success of the redevelopment efforts of these early grantees.

In 2024, HUD funded a study to examine office to residential conversions that have taken place since the start of the COVID-19 pandemic. The 12-month study includes case studies of office to residential conversion activities within six cities; a financial modeling tool to evaluate the financial feasibility of office to residential conversions in each of the six case study cities; analysis of Federal, state, and local government policies and incentives; and an online community guide to allow local policymakers to estimate the impact of potential conversion policies. Findings are expected in 2025.

In 2025, HUD will launch a study on "missing middle financing." Recent state and local zoning reforms have focused on "legalizing" smaller multifamily buildings, sometimes referred to as "missing middle" housing, in areas zoned for single family homes. But even for places that have adopted these reforms, these allowable housing types often don't get built due to financing. This research will focus on financing and other non-zoning impediments to building missing middle housing and outline how HUD dollars or other Federal funds could help developers to overcome these impediments.

LIHTC continues to be the largest Federal production subsidy for the creation of affordable housing units; research indicates that the majority of LIHTC units remain affordable after the 15-year initial compliance period ends. FHA also makes a substantial contribution to multifamily housing.¹⁵⁰

HUD's Learning Agenda and Supplement includes several research questions that relate to Objective 2A. Examples of such questions are:

- *How do zoning, subdivision regulations, procedural processes, and local land use conditions affect housing supply, and what regulatory reforms are most effective at matching housing supply to demand in a way that promotes inclusive communities?*
- *How is the Housing Trust Fund being used to increase the production of affordable housing?*
- *To what extent can modular or other off-site construction methods produce affordable accessible rental units, and how does the affordability of off-site methods compare with that of site-built housing?*
- *What happens to the LIHTC portfolio as communities start to reach the end of the extended use affordability period?*
- *What are the factors (for example, design, building technology, regulatory, market, and cost) that affect the feasibility of commercial-to-residential conversions, and do they differ between the private and public housing development sectors?*
- *How are the State and Local Fiscal Recovery Funds provided under the American Rescue Plan (ARP) affecting housing supply, and what can HUD learn to inform future Federal investments in housing?*
- *What are the financing and other non-zoning impediments to building "missing middle" housing—small multifamily buildings in areas zoned for single-family housing—and how could HUD or other Federal funds help developers overcome these impediments?*

¹⁵⁰ *What Happens to Low-Income Housing Tax Credit Properties at Year 15 and Beyond?*, Office of Policy Development and Research, August 22, 2012, https://www.huduser.gov/portal/publications/hsgfin/lihtc_report2012.html



Strategic Objective 2B: Improve Rental Assistance

Improve rental assistance to address the need for affordable housing.

LEADING THIS OBJECTIVE

Office of Public and Indian Housing

★ **Agency Priority Goal for FY 2024-2025: By September 30, 2025, maximize the reach of HUD's rental assistance programs by increasing the occupancy rates to 96% in the Public and Multifamily Housing programs and the budget utilization rate to 100% in the Housing Choice Voucher program.**

OBJECTIVE



The Nation's housing affordability crisis highlights the importance of maximizing the reach of HUD's rental assistance programs to assist as many households as possible. Underscoring this crisis is the need for assisted renters to have equitable access to quality housing options best suited to their needs. To meet this goal, HUD will focus its efforts on 1) increasing the utilization of Housing Choice Vouchers (HCVs), including vouchers for special populations;¹⁵¹ 2) increasing the occupancy of Public Housing and Multifamily units; 3) ensuring troubled Public Housing and Multifamily properties are inspected; and 4) reviewing and developing additional processes to holding owners of Multifamily and Project- Based Voucher properties with poor conditions accountable.

HUD will renew its goal of increasing Public and Multifamily Housing occupancy rates to 96 percent by September 30, 2025. For the Housing Choice Voucher program, HUD will continue to work with Public Housing Agencies (PHAs) to restore budget utilization to its pre-COVID pandemic average of 100 percent by September 30, 2025. This will serve as a step toward the goal of enabling families to use all available vouchers, including those that could be funded with excess reserves. The COVID-19 pandemic disrupted the operations of PHAs and, Multifamily property owners, changed household arrangements, and decreased the development of new housing supply. Other factors have also caused rent to increase nationally and for property maintenance and redevelopment to slow, such as the rising costs of building materials, insurance, and property taxes. These effects have reduced Public Housing and Multifamily properties' occupancy rates. The Department will leverage its technical assistance and policy tools to help PHAs and Multifamily owners to house more families and to ensure families remain housed.

Because well-located, accessible, integrated housing is critical to the wellbeing of children and adults, HUD will reinforce its efforts to expand housing opportunities for households receiving rental assistance.¹⁵² This will include implementing a Small Area Fair Market Rent Expansion in collaboration with HUD's Office of Policy Development

¹⁵¹ Special populations include, but are not limited to, veterans, foster youth, non-elderly persons with disabilities, and those eligible for emergency housing vouchers.

¹⁵² https://www.huduser.gov/portal/pdredge/pdr_edge_featd_article_071414.html



and Research. HUD will also establish Communities of Practice to allow PHAs implementing Small Area Fair Market Rents to exchange best practices and address mutual challenges to implementation.

HUD will focus on ensuring the units occupied by households receiving HUD assistance are safe and habitable. The Department will inspect troubled Public and Multifamily Housing properties using the National Standards for the Physical Inspection of Real Estate (NSPIRE). NSPIRE's improved standards prioritizes the detection and elimination of in-unit health and safety hazards.

To support PHA and property owners to improve rental assistance, HUD will modernize its information technology systems to reduce administrative burden and improve access to real-time data. Having access to the latest information will allow HUD to identify Public Housing developments and Multifamily owners with low occupancy rates for targeted intervention. It will also provide insights into PHAs with low Housing Choice Voucher utilization rates and high reserves, including Moving to Work (MTW) agencies.¹⁵³ Conversely, improved data will enable HUD to better reward high-performing owners and agencies for their effective execution of HUD programs.

2024 APR PROGRESS UPDATE

HUD's FY 2024 work to improve rental assistance programs focused on the experience of HUD-assisted residents: housing more families, keeping families housed, and ensuring that housing is safe and adheres to quality standards. Nearly 4.5 million families benefited from Public Housing, Housing Choice Vouchers, and Multifamily Housing this year. Despite various challenges, HUD also made notable progress toward information technology (IT) and systems modernization that better position the Department to gain insight from these programs and to implement accountability measures.

HUD achieved a national Housing Choice Voucher budget utilization rate of 109.45 percent, surpassing its goal for the third year in a row and implying that PHAs are spending their reserves to serve additional families. The HCV Program served 79,000 more families in September 2024 than in September 2022, in part due to improved funds utilization. While HUD did not meet all its targets for Special Purpose Vouchers, utilization improved, including an increase of more than four percentage points in HUD-VASH between FY 2023 and FY 2024. Public housing occupancy also continues to rise, surpassing 95 percent and reaching its highest point since tracking. This progress represents extensive work by PIH field offices to engage with PHAs with vacancies.

NSPIRE implementation was among HUD's most significant achievements in FY 2024. The Department's work reflects the important role that property inspections play in ensuring HUD-assisted residents have access to safe and habitable homes. HUD has inspected more than 11,000 units since NSPIRE launched in July 2023 for Public housing and October 2023 for Multifamily housing. The inspection results confirm that these new standards prioritize the health and safety of residents and prioritize the units over common areas. So far, responses to a new survey that follows each inspection show that residents have had positive inspection experiences—improving trust in HUD to provide safe, habitable housing.¹⁵⁴ This analysis will help inform future revisions to NSPIRE and demonstrates the focus on resident engagement as part of the standards' implementation. The Department also eliminated the backlog of inspections created when property inspections were paused during the COVID-19 pandemic. The effects of COVID-19 still linger in the housing market and PHA operations; however, the pandemic is no longer a reason for not adhering to safe living conditions.

¹⁵³ The Moving to Work (MTW) Demonstration Program offers PHAs the opportunity to test innovative, locally designed policy interventions that expand housing choices for low-income residents and their families while helping them find employment to become self-sufficient. More information about the MTW demonstration is available here: <https://www.hud.gov/mtw>

¹⁵⁴ Review the survey results and learn more about NSPIRE's resident engagement at https://www.hud.gov/program_offices/public_indian_housing/reac/nspire/drei.



STRATEGIES AND MAJOR MILESTONES

Denotes customer experience-focused strategies, sub-strategies, or milestones.

Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Strengthen PHAs' and Multifamily Property owners' incentives and capacity to serve more households.	<p>6/30/2024: Finalize a detailed plan to update HUD information technology that improves the timeliness and completeness of key data, which measures the effectiveness of rental assistance programs.¹⁵⁵ – <i>Achieved as of 3/31/2024</i></p> <p>6/30/2024: Implement information technology improvements for the Enterprise Voucher Management System (eVMS) and the Housing Information Portal (HIP). – <i>Delayed to 12/31/2025</i>¹⁵⁶</p> <p>9/30/2024: Publish the proposed rule on the performance assessment for the Public Housing program.¹⁵⁷ – <i>Achieved as of 11/4/2024</i></p> <p>9/30/2024: Initiate the iREMS modernization project.¹⁵⁸ – <i>Delayed to 9/30/2025</i>¹⁵⁹</p>
Determine the quality, health, and safety of the HUD rental assistance portfolio by significantly increasing physical inspections of Public Housing and Multifamily properties.	<p>3/31/2024: Clear the inspection backlog resulting from operational impacts during the COVID-19 pandemic. – <i>Achieved as of 9/30/2024</i></p> <p>9/30/2024: Analyze preliminary outcomes of NSPIRE. – <i>Achieved as of 9/30/2024</i></p> <p>9/30/2024: Inspect all troubled or high-risk Public Housing and Multifamily properties due for an inspection in FY 2024 using the NSPIRE standards. – <i>Delayed to 12/31/2024</i></p>
Address poor performing property owners participating in HUD's Multifamily Project-Based Rental Assistance, Section 202, and Section 811 programs and PIH Project-Based Voucher program.	<p>3/31/2024: Improve HUD's ability to identify owners with large portfolios with poor-performing properties and determine appropriate actions HUD and PHAs can take to hold the identified poor performers accountable. – <i>Achieved as of 3/31/2024</i></p>

¹⁵⁵ This plan includes updates to IT systems such as eVMS, HIP, and iREMS.



¹⁵⁶ This milestone has been delayed to account for delays in the IT development of the HIP system, and the dependency of the eVMS system on the HIP system.

¹⁵⁷ This milestone was previously published as 'Publish proposed rules on the performance assessments for the Housing Choice Voucher and Public Housing programs.' This milestone's language has been revised to separate the proposed PHAS rule from the proposed SEMAP rule because the two rules are on different timelines.

¹⁵⁸ This milestone's language has been revised from "Initiate the iREMS modernization project, contingent on appropriations" because funding has been secured from the Green and Resilient Retrofit Program.

¹⁵⁹ This milestone has been delayed to account for delays in the IT contracting process.



Strengthen PHAs' capacity and incentives to expand housing opportunities for households using Housing Choice Vouchers. 	12/31/2023: Award \$25 million for HCV Mobility Services to assist families with children to move from areas of poverty to areas of higher opportunity. – <i>Achieved as of 11/27/2023</i>
Gather resident feedback to help inform physical inspections of Public Housing and Multifamily properties. 	9/30/2024: Inform residents, PHAs, and Multifamily owners of how resident feedback is being included to address property conditions. – <i>Achieved as of 9/30/2024</i>

KEY PERFORMANCE INDICATORS

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

★ Occupancy rates in the Public Housing and Multifamily programs and utilization rate in the Housing Choice Voucher Program.

This measure will track the occupancy rates of Public Housing and Multifamily units and the budget utilization rate for Housing Choice Vouchers, including vouchers for HUD Veterans Affairs Supportive Housing (HUD-VASH) and family unification vouchers (FUP), but excluding Mainstream vouchers for persons with disabilities.

Sub-Metric	Past Performance				Current Performance	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
Public Housing Occupancy Rate	94.33%	94.93%	94.63%	94.84%	95.10%	96%
Multifamily Housing Occupancy Rate	93.77%	94.27%	94.79%	94.66%	94.71%	96%
Housing Choice Voucher (HCV) Utilization Rate ¹⁶⁰	101.4%	96.2%	100.02%	101.98%	109.45%	100%
Sub-Metric: Public Housing Occupancy Rate						

¹⁶⁰ This measure is based on the percentage of Annual Budget Authority (ABA) used. Unspent HCV program funding is allowed to be held in reserves. HUD encourages PHAs holding significant reserves to use them to increase or sustain existing leasing, which can drive ABA utilization over 100%. The HCV program performance indicator for FY21 and performance targets for FY22 and later are for September of each year; the indicators for prior years are averages for the fiscal year. The performance targets for FY22 and later are based on assumptions about the magnitude of program appropriations for those years. Budget utilization may be higher or lower than the targets if actual appropriations differ significantly from these assumptions.



Description:	The percentage of Public Housing units that are occupied at the end of a fiscal year, based on Management Assessment Subsystem (MASS) Occupancy in the Public Housing Assessment System.
Data Source:	Integrated Management System/ Public and Indian Housing (PIH) Information Center (IMS/PIC)
Dimension & Unit of Measurement:	National, Percentage
Calculation Method:	Occupancy Rate is calculated using a data set of all units under an Annual Contribution Contract and the following equation: The number of units leased divided by the number of units available (excluding those 1) uninhabitable for reasons of modernization, court litigation, natural disaster, casualty loss, or market conditions, 2) approved for special uses, and 3) approved for removal from inventory, etc.). Leased units are defined as units occupied by assisted tenants and units occupied by non-assisted tenants. The formula is: $\text{Units leased} / (\text{units available} - (\text{uninhabitable} + \text{special uses} + \text{approved for removal}))$
Frequency:	Quarterly
Data Quality:	Generally, the data are high quality at a national level. PHAs self-report inventory and occupancy data in HUD's IMS/PIC using Form HUD 50058. Changes to unit use categories are approved by local HUD field offices. PHAs annually certify the accuracy of Public Housing building and unit counts within IMS/PIC system. There may be some temporary errors for specific unit statuses at some PHAs due to PHA-staff input errors.
Validation and Verification:	Through the annual Capital Fund certification process, errors in physical inventory information are identified in IMS/PIC. PHAs are required to correct errors before certifying the accuracy of the data for each development. When a PHA encounters errors that the PHA staff or HUD field office staff cannot correct, the PHA is required to inform the Real Estate Assessment Center Technical Assistance Center help desk and to enter the help desk ticket number and a comment in their certification. MASS Occupancy is applicable to Asset Management Projects, PHA, Field Office, Network, is assessed daily and includes MTW agencies and mixed-finance properties.
Sub-Metric: Multifamily Housing Occupancy Rate	
Description:	The percentage of Multifamily Housing units that are occupied at the end of a fiscal year as one factor in HUD decision-making to ensure optimal occupancy rates for units remaining in the Multifamily Housing program.
Data Source:	Tenant Rental Assistance Certification System (TRACS), more specifically, HUD Form 52670 "The Housing Owner's Certification and Application for Housing Assistance Payments" submitted monthly to TRACS for the payment of rental assistance.
Dimension & Unit of Measurement:	National, Percentage



Calculation Method:	Percentages are determined from the units counts on the monthly voucher using the following equation: (subsidized units + market units) / total unit count
Frequency:	Quarterly
Data Quality:	The data owners submit for each monthly voucher include number of units: [1] subsidized; [2] vacant; [3] market rate; [4] abated; and [5] total units in contract
Validation and Verification:	Contract Administration Oversight Monitors conduct manual review of voucher data comparing it to tenant records. Any reporting errors must be corrected within a negotiated period.
Sub-Metric: Housing Choice Voucher Utilization	
Description:	The percentage of new budget authority that housing agencies spend in each year for housing assistance payments at the end of the fiscal year.
Data Source:	Voucher Management System (VMS) and HUD Central Accounting and Program System (HUDCAPS)
Dimension & Unit of Measurement:	National, Percentage
Calculation Method:	HCV Budget Utilization Rate is the total housing assistance payments (HAP) divided by total new annual budget authority (ABA) awarded in each fiscal year. Calculation excludes new budget authority for new tenant protection and incremental vouchers awarded during the year. Data for Mainstream vouchers Emergency Housing Vouchers and Moving to Work agencies are also excluded.
Frequency:	Quarterly, 70 days after the end of the quarter (due to data validation processes)
Data Quality:	<p>HUD enters new budget authority amounts for each PHA into HUDCAPS. PHAs report HAP into VMS, which is subject to human (data-entry) error. The Department, however, has instituted “hard edits” for entries in the system.</p> <p>A “hard edit” is generated when a PHA enters data that are inconsistent with prior months’ data input. If there is an issue that cannot be resolved successfully, the transaction is rejected, and the PHA is required to re-enter the correct information. This process provides additional assurance that the reported data are accurate.</p>
Validation and Verification:	Aside from the “hard edit” process mentioned above, the HCV program uses four other means to ensure the accuracy of data: 1) HUD uses a voucher funds and unit utilization projection tool that enables the Department and PHAs to forecast voucher utilization and better manage the Voucher program. 2) The Housing Choice Voucher Financial Management Division performs routine data-validation checks of the VMS data after the monthly database has been submitted to HUD Headquarters for management reporting purposes. 3) Data inconsistent with prior months’ data are resolved with the PHA. 4) Corrections are entered directly into VMS to ensure accuracy.



► **Utilization Rates of Special Purpose Vouchers.**¹⁶¹

This measure will track voucher unit utilization rate goals for HUD-VASH, FUP, and Mainstream vouchers for persons with disabilities.

Sub-Metric	Past Performance				Current Performance	
	FY20 Actual	FY21 Actual ¹⁶²	FY22 Actual	FY23 Actual	FY24 Actual ¹⁶³	FY24 Target ¹⁶⁴
HUD-VASH Program Utilization Rate	78%	75%	75%	75.59%	79.18%	82%
FUP Voucher Utilization	79%	82%	79%	78.16%	80.03%	82%
Mainstream Voucher Utilization Rate	62%	63%	74%	81.36%	82.07%	82%
Sub-Metric: HUD-VASH Utilization Rate						
Description:	This indicator tracks the percentage of effective HUD-VASH vouchers that are leased (i.e., used by households), including tenant-based and project-based vouchers. These data are reported 70 days after the end of the quarter due to data validation processes. These data are also included in the total HCV utilization measure in the preceding chart.					
Data Source:	VMS and HUDCAPS					
Dimension & Unit of Measurement:	National, Percentage					
Calculation Method:	The total number of leased HUD-VASH vouchers divided by the number of effective HUD-VASH vouchers.					
Frequency:	Quarterly					
Data Quality:	VMS captures information related to the leasing and HAP expenses for the HCV program. PHAs enter the information, which is therefore subject to human (data-entry) error. The Department, however, has instituted “hard edits” for entries in the system.					

¹⁶¹ Special Purpose Vouchers are often more difficult to utilize because of the added dimension of working through referrals from supportive service agencies or searching for units that meet individual accessibility requirements, other disability-related needs, or other special needs.

¹⁶² The FY 2021 and earlier metrics for Special Purpose Vouchers are based on a percentage of units leased, with a denominator of all effective awards at the end of the fiscal year. The FY 2022 and later metrics for Special Purpose Vouchers, however, use a static denominator of the awards effective at the beginning of the fiscal year. This approach allows PHAs sufficient time to put the vouchers into use, since vouchers are awarded throughout the year, and it will take several months for vouchers to be utilized.

¹⁶³ HCV data is available through July 31, 2024. Final FY24 data is expected in November 2024.

¹⁶⁴ While the FY 2024 target is the same percentage as the FY23 target, it represents the leasing of more vouchers than in FY 2023. At the start of each fiscal year, the denominators for the Special Purchase Vouchers increase to include the number of effective vouchers as of October 1. These “re-baselined” denominators will include the number of vouchers awarded the previous fiscal year.



Validation and Verification:	<p>The HCV program uses four other means to ensure the accuracy of the data: HUD has developed a voucher utilization projection tool, which will enable the Department and PHAs to forecast voucher utilization and better manage the Voucher program.</p> <p>The Housing Choice Voucher Financial Management Division performs data-validation checks of the VMS data after the monthly data has been submitted to HUD Headquarters for management reporting purposes. Data that appear to be inconsistent with prior months' data are resolved with the PHA. Corrections are entered directly into the VMS System to ensure that the data are accurate.</p>
Sub-Metric: FUP Voucher Unit Utilization Rate	
Description:	This indicator tracks the percentage of authorized FUP vouchers that are leased (i.e., used by families and youth), including tenant-based and project-based vouchers. Foster Youth to Independence (FYI) vouchers are included in this indicator for FYI awards made after October 6, 2020. This data is reported 70 days after the end of the quarter due to data validation processes. These data are also included in the total HCV utilization measure in the preceding chart.
Data Source:	VMS and HUDCAPS
Dimension & Unit of Measurement:	National, Percentage
Calculation Method:	Total number of leased FUP and FYI vouchers divided by the number of authorized FUP vouchers and non-TPV FYI vouchers
Frequency:	Quarterly
Data Quality:	VMS captures information related to the leasing and HAP expenses for the HCV program. PHAs enter the information, which is therefore subject to human (data-entry) error. The Department, however, has instituted "hard edits" for entries in the system.
Validation and Verification:	The HCV program uses four other means to ensure the accuracy of the data: HUD has developed a voucher utilization projection tool, which will enable the Department and PHAs to forecast voucher utilization and better manage the Voucher program.
Sub-Metric: Mainstream Voucher Unit Utilization Rate	
Description:	This indicator tracks the percentage of authorized Mainstream vouchers that are leased (i.e., used by households) including tenant-based and project-based vouchers. These data are reported 70 days after the end of the quarter due to data validation processes.
Data Source:	VMS
Dimension & Unit of Measurement:	National, Percentage
Calculation Method:	The total number of leased Mainstream vouchers divided by the number of authorized Mainstream vouchers.



Frequency:	Quarterly
Data Quality:	VMS captures information related to the leasing and HAP expenses for the HCV program. PHAs enter the information, which is therefore subject to human (data-entry) error. The Department, however, has instituted “hard edits” for entries in the system.
Validation and Verification:	<p>The HCV program uses four other means to ensure the accuracy of the data: HUD has developed a voucher utilization projection tool, which will enable the Department and PHAs to forecast voucher utilization and better manage the Voucher program.</p> <p>The Housing Choice Voucher Financial Management Division performs data-validation checks of the VMS data after the monthly data has been submitted to HUD Headquarters for management reporting purposes. Data that appear to be inconsistent with prior months’ data are resolved with the PHA. Corrections are entered directly into the VMS System to ensure that the data are accurate.</p>

► **Percentage of Troubled Public Housing and Multifamily Properties Inspected.**

Starting in FY 2024, the previous inspection performance indicator will be replaced by this measure. This measure will track the completion percentage of REAC’s physical inspections for troubled Public Housing and Multifamily properties.¹⁶⁵

Past Performance ¹⁶⁶				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual ¹⁶⁷	FY24 Target
26% ¹⁶⁸	90%	97%	93%	91%	100%
Description:		Percentage of troubled Public Housing and Multifamily properties inspected. Troubled is defined as properties with a physical inspection score below 60. Multifamily properties include both assisted and insured.			
Data Source:		Physical Assessment Sub-system and NSPIRE’s Salesforce system			
Dimension & Unit of Measurement:		National, Percentage			
Calculation Method:		Number of troubled properties inspected in the current fiscal year divided by Number of troubled properties at the end of the previous fiscal year. Set a static denominator at the beginning of the current fiscal year equal to the number of troubled properties at the end of the previous fiscal year.			

¹⁶⁵ “Troubled” is defined as properties with a physical inspection score below 60. Multifamily properties include both assisted and insured housing units.

¹⁶⁶ Past performance data is from the Uniform Physical Condition Standards inspection model, but REAC is transitioning to the NSPIRE standard FY 2024. Future data provided will reflect NSPIRE inspections.

¹⁶⁷ Reduced inspector availability and reliance upon servicing mortgagees to inspect privately-insured properties impeded efforts to inspect 100% of troubled Public Housing and Multifamily properties in FY 2024.

¹⁶⁸ Performance percentages for FY 2020 were lower than normal due to the suspension of the physical inspection program as a result of the pandemic. Performance improved in the subsequent Fiscal Years due to the Department’s Big Inspection Plan (BIP) which reviewed every property in the low-income, subsidized, and public housing portfolios.



	The static denominator is the number of properties that received a physical inspection score of 60 or less in the previous fiscal year.
Frequency:	Annual
Data Quality:	Data is collected and maintained, real-time, in the salesforce CRM system. Reports will be regularly produced to actively assess the percentage of troubled properties inspected.
Validation and Verification:	REAC will provide active oversight of troubled properties scheduled for an inspection for Public Housing and Multifamily Housing portfolios. Additionally, REAC will track the percentage of completed troubled properties inspected against the defined universe established for the fiscal year.

► **Percentage of non-compliant Multifamily properties.**

This metric will track the percentage of Multifamily properties which, based on a REAC inspection resulting in a score below 60, are not complying with HUD's physical condition standards.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
5.8%	9.3% ¹⁶⁹	5.2%	5.68%	3.84%	5.0%
Description:		Percentage of privately-owned properties which, based on a REAC inspection resulting in a score below 60, are not complying with HUD's physical condition standards for multifamily housing.			
Data Source:		NSPIRE; Integrated Real Estate Management System (iREMS); Multifamily Portfolio Reporting Database (MPRD)			
Dimension & Unit of Measurement:		National, Count			
Calculation Method:		The percentage of inspection results below 60.			
Frequency:		Annual			
Data Quality:		High quality data as results of HUD contractor-performed inspections.			
Validation and Verification:		Results of inspections are reported through NSPIRE and results are validated by REAC through their quality control/assurance process.			


¹⁶⁹ FY 2020 and FY 2021 inspections frequency was heavily impacted by the COVID-19 pandemic. As a result, the percentage failing is higher as inspections focused on properties with a higher risk profile.



OTHER INDICATORS

► Number of families served through HUD rental assistance.

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

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
4,611,751	4,705,405	4,456,927 ¹⁷⁰	4,464,767 ¹⁷¹	4,479,193	 Tracking Only
Metric: Number of families served through HUD rental assistance					
Description:		Aggregate count of Public Housing, Multifamily, and Housing Choice Voucher units occupied			
Data Source:		VMS, IMS/PIC, Integrated Real Estate Management System (iREMS), TRACS, Multifamily Portfolio Reporting Database (MPRD)			
Dimension & Unit of Measurement:		Count: Number of occupied units per program			
Calculation Method:		Total count of households served by Public Housing, Multifamily, and Housing Choice Voucher programs (each household occupies one unit)			
Frequency:		Annualized, see below			
Data Quality:		See sub-metrics below			
Validation and Verification:		See sub-metrics below			
Sub-Metric: Number of Public Housing Households					
Description:		The number of Public Housing units that are occupied at the end of a fiscal year.			
Data Source:		IMS/PIC			

¹⁷⁰ Starting in FY 2022, the data collection and calculation methodology for this metric was revised to describe the number of families served by PIH and Multifamily Housing programs only. Previous Annual Performance Plans included the number of families served by programs beyond the purview of PIH and Multifamily. These included McKinney-Vento Homeless Rental Assistance, Tax Credit Assistance Program, and Housing Opportunities for Persons with Acquired Immunodeficiency Syndrome (AIDS) (HOPWA), and Low-Income Housing Tax Credit (LIHTC).

¹⁷¹ This FY23 Actual includes 824,828 Public Housing households; 1,342,050 Multifamily households; and 2,289,889 Housing Choice Voucher leased households as of 9/30/23. Consistent with the calculation method for previous years, the HCV household count does not include Mainstream or Emergency Housing Vouchers.



Dimension & Unit of Measurement:	National, Count
Calculation Method:	The sum of Public Housing units occupied. Occupied units are defined as units occupied by assisted tenants and units occupied by non-assisted tenants.
Frequency:	Quarterly
Data Quality:	Generally, the data are high quality at a national level. PHAs self-report inventory and occupancy data in HUD's IMS/PIC using Form HUD 50058. Changes to unit use categories are approved by local HUD field offices. PHAs annually certify the accuracy of Public Housing building and unit counts within IMS/PIC system. There may be some temporary errors for specific unit statuses at some PHAs due to PHA-staff input errors.
Validation and Verification:	Through the annual Capital Fund certification process, errors in physical inventory information are identified in IMS/PIC. PHAs are required to correct errors before certifying the accuracy of the data for each development. When a PHA encounters errors that the PHA staff or HUD field office staff cannot correct, the PHA is required to inform the Real Estate Assessment Center Technical Assistance Center help desk and to enter the help desk ticket number and a comment in their certification.
Sub-Metric: Number of Section 8 Project-Based Rental Assistance (PBRA) units (Multifamily)	
Description:	This sub-metric tracks the number of families receiving rental assistance through the PBRA program.
Data Source:	TRACS and iREMS
Dimension & Unit of Measurement:	Count: Households receiving rental assistance through the PBRA program
Calculation Method:	Number of units receiving rental assistance through the PBRA program (there is one household per unit)
Frequency:	Quarterly
Data Quality:	TRACS has more than 6,000 business rules to ensure data validation. Data fields are required for property and project management purposes. These systems serve two primary customers: HUD staff and business partners called performance-based contract administrators.
Validation and Verification:	The system business rules and operating procedures are defined in HUD Occupancy Handbook 4350.3, HUD's IT system security protocols; and financial requirements established in the Office of Management and Budget's Circular A-127. Often referenced as validation rules, these business rules check for data accuracy, meaningfulness, and security of access logic and controls. TRACS' primary data element is the HUD 50059 tenant certification, which originates from owner/agents, performance-based contract administrators, and traditional contract administrators. HUD's 50059



	transmissions are processed via secure system access and a predetermined system script. Invalid data are identified by an error code and are returned to the sender with a descriptive message and procedures to correct the error. This electronic process approximates that of the paper Form HUD 50059. TRACS edits every field, according to the HUD rental assistance program policies
Sub-Metric: Number of units subsidized by under Sections 202 and 236 (Multifamily)	
Description:	Number of units covered by old Section 202 direct loans, insured under Section 236, or receiving interest reduction payments (IRP)
Data Source:	Multifamily Portfolio Reporting Database (MPRD) and iREMS
Dimension & Unit of Measurement:	Count: Number of units subsidized by the old Section 202, 236, and IRP programs
Calculation Method:	Count
Frequency:	Quarterly
Data Quality:	Although these units are assumed to be occupied, there is no assurance that this assumption is correct.
Validation and Verification:	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.
Sub-Metric: Number of Section 202 Housing for the Elderly and Section 811 Housing for Persons with Disabilities (202/811 PRAC) units (Multifamily)	
Description:	Number of households receiving rental assistance through a 202/811 PRAC.
Data Source:	TRACS and iREMS
Dimension & Unit of Measurement:	Count: Number of households receiving rental assistance through a 202/811 PRAC
Calculation Method:	Number of units receiving assistance through a 202/811 PRAC
Frequency:	Quarterly
Data Quality:	TRACS has more than 6,000 business rules to ensure data validation. Data fields are required for property and project management purposes.
Validation and Verification:	The system business rules and operating procedures are defined in HUD Occupancy Handbook 4350.3; HUD's IT system security protocols; and



financial requirements established in the Office of Management and Budget's Circular A-127. Often referenced as validation rules, these business rules check for data accuracy, meaningfulness, and security of access logic and controls. TRACS' primary data element is the HUD 50059 tenant certification, which originates from owner/agents. HUD's 50059 transmissions are processed via secure system access and a predetermined system script. Invalid data are identified by an error code and are returned to the sender with a descriptive message and procedures to correct the error. This electronic process approximates that of the paper Form HUD 50059. TRACS edits every field, according to the HUD rental assistance program policies

EVIDENCE BUILDING

HUD routinely sponsors evaluations assessing the effectiveness of its rental assistance programs. Several landmark studies conducted in the past 20 years attest to the effectiveness of housing vouchers in increasing housing stability and reducing homelessness and to its potential to improve neighborhood outcomes. In 2006, the Effects of Housing Vouchers on Welfare Families study found that receiving a housing voucher helped families move to neighborhoods with lower poverty rates, higher employment rates, and lower rates of public benefit receipt. Receiving a housing voucher also substantially decreased the likelihood that a household would experience homelessness and doubling up.¹⁷² In 2016, the Family Options Study found that families experiencing homelessness who were offered a voucher experienced major decreases in returns to homelessness and increases in family well-being relative to those offered standard care in shelters.¹⁷³ Voucher recipients do not typically live in neighborhoods with extremely high poverty rates but find it difficult to use the voucher in substantially lower poverty or higher quality neighborhoods than their unassisted peers. However, HUD's 2019 Small Area Fair Market Rent (FMR) Demonstration Evaluation showed that ZIP-code fair market rents can increase voucher recipients' access to higher-rent and higher-opportunity neighborhoods.¹⁷⁴ HUD has recently expanded the number of metropolitan areas implementing Small Area FMRs.¹⁷⁵ The Community Choice Demonstration, currently underway, will further build the evidence base on how to expand residential choice and facilitate moves to opportunity areas for families with children receiving vouchers.¹⁷⁶

Another important source of evidence on HUD's rental assistance programs is the ongoing evaluation of the expansion of the MTW Demonstration. This expansion has granted 100 PHAs the flexibility to restructure some programs, reallocate resources, and implement innovative programs.¹⁷⁷ HUD rolled out the expansion in five cohorts to allow for more rigorous analysis of various elements of the MTW Demonstration program. In 2024, HUD published early findings from three of the five cohorts. There are three major reports¹⁷⁸ on the Flexibility Cohort, which is testing MTW flexibilities among small PHAs. The most recent report from 2024 builds on the Baseline and Year 1 Reports, detailing the early implementation experience and estimating early program impacts; participating PHAs are still in the early stages of implementing activities related to cost-effectiveness, self-sufficiency, and housing choice.¹⁷⁹ Two additional reports are expected in 2025 and 2026. The Stepped and Tiered Rent Demonstration (STRD) Cohort is testing two (stepped and tiered) new rent policies intended to

¹⁷² "Effects of Housing Vouchers on Welfare Families" (2006), <https://www.huduser.gov/portal/publications/commdev/hsgvouchers.html>.

¹⁷³ "Family Options Study: 3-Year Impacts of Housing and Services Interventions for Homeless Families" (2016), <https://www.huduser.gov/portal/publications/Family-Options-Study.html>.

¹⁷⁴ "Small Area Fair Market Rent Demonstration Evaluation: Final Report" (2019), <https://www.huduser.gov/portal/sites/default/files/pdf/SAFMR-Evaluation-Final-Report.pdf>.

¹⁷⁵ "HUD Expands More Housing Choices to a Total of 800,000 Households with Rental Assistance" (2023), https://www.hud.gov/press/press_releases_media_advisories/HUD_No_23_242.

¹⁷⁶ "Research Design, Data Collection, and Analysis Plan (RDDCAP): Evaluation of the Community Choice Demonstration" (2023), <https://www.huduser.gov/portal/publications/Research-Design-Data-Collection-and-Analysis-Plan.html>.

¹⁷⁷ The Consolidated Appropriations Act of 2016 authorized HUD to add 100 new, high-performing PHAs to the MTW Demonstration.

¹⁷⁸ See <https://www.huduser.gov/portal/mtw/cohort1.html> for all cohort 1 reports.

¹⁷⁹ "Evaluation of the Moving to Work Flexibility Cohort Year 2 Report" (2024), <https://www.huduser.gov/portal/publications/Evaluation-of-the-Moving-to-Work-Flexibility-Cohort-Year-2-Report.html>.



reduce administrative burden and provide incentives for assisted households to increase their income, while being roughly budget-neutral for PHAs. The first interim report provides a detailed explanation of the policies, their rationale, and lessons about the challenges PHAs face implementing new policies.¹⁸⁰ Finally, the first interim report on the Landlord Incentives Cohort—which is implementing incentives not available to standard PHAs that encourage landlords to participate in the HCV program, including wider payment standard ranges, signing bonuses, reimbursements for tenant-caused damage, and flexible timing for housing quality standard inspections—was also published. The report describes characteristics of the participating PHAs, their intended uses of MTW flexibility, and how they compare to the standard PHAs in the comparison group.¹⁸¹

Improving housing quality is another important dimension of improving rental assistance. Through its public and assisted housing inspection standards and protocols, HUD seeks to ensure that households receiving rental assistance live in good quality units, free from health and safety hazards, and have adequate space and amenities. A 2017 study of the assisted housing stock using data from the American Housing Survey found that the prevalence of housing quality problems overall is low, with most units having no problems, and that the quality of assisted housing is comparable to the quality of unassisted housing.¹⁸² However, the study also found that assisted housing in central cities and the Northeast had lower quality than assisted housing in suburban or rural areas and other parts of the country. Furthermore, the study found that non-elderly persons with disabilities, non-White persons, and large households experienced lower than average housing quality, which raises equity concerns.

In the absence of funding for capital improvements to the public housing stock, HUD's RAD program has been a key strategy for preserving public housing units through conversion to the more financially sustainable project-based Section 8 assisted housing platform. PD&R's evaluation of RAD shows that as of October 2018 over 100,000 units of public housing were converted to the Section 8 platform under RAD and over \$12.6 billion was raised, with significant leverage, from numerous sources to improve the physical and financial condition of properties. The study confirmed that the physical and financial condition of converted properties improved, and a majority of tenants reported that the physical condition of their units and developments was better after conversion. More than 80 percent of interviewed tenants expressed satisfaction with their units and developments post-conversion.

In 2023, HUD continued a study to assess appropriate methods to define and determine the capital needs of the public housing portfolio. The most recent capital needs assessment, published in 2011, estimated that the nation's 1.2 million public housing units needed \$25.6 billion in large-scale capital improvements to make the housing decent and economically sustainable and a total of \$89 billion to address capital needs over the next 20 years. The ongoing study features a survey of all PHAs with public housing, asking them questions about their understanding of capital needs, their methods of determining capital needs, associated capital needs assessment issues and impediments, and their inventory and expected plans over the next five years. The research, expected to be published in 2025, will yield an updated understanding of defining and assessing capital needs and will inform future capital needs assessments by improving estimation methodologies and incorporating issues such as energy efficiency, accessibility, and internet access.

HUD's Learning Agenda and Supplement includes several research questions that relate to Objective 2B. Examples of such questions are:

- *How does housing quality affect assisted housing tenure, employment, and quality of life outcomes of public housing and HCV tenants?*
- *Is the Project-Based Voucher program benefiting HUD's target populations, and do underserved communities have equitable access to the program?*

¹⁸⁰ "Rent Reform in Subsidized Housing: Launching the Stepped and Tiered Rent Demonstration" (2024), <https://www.huduser.gov/portal/publications/Rent-Reform-in-Subsidized-Housing.html>.

¹⁸¹ "Moving to Work, Landlord Incentives Cohort Evaluation: First Interim Report" (2024), <https://www.huduser.gov/portal/publications/Moving-to-Work-Landlord-Incentives-Cohort-Evaluation-First-Interim-Report.html>.

¹⁸² "The Quality of America's Assisted Housing Stock" (2017), <https://www.huduser.gov/portal/sites/default/files/pdf/Quality-Assisted-Housing-Stock.pdf>.



- *What are the most effective ways of engaging with and attracting landlords to the voucher program?*
- *How much of the assisted multifamily portfolio are distressed assets, and what are the best models for predicting and addressing distressed assets in the multifamily portfolio? How might PHAs use housing assistance payment funds for tenant leasing expenses in challenging markets and what are the outcomes related to leasing success, voucher utilization, access to housing opportunities in well-resourced areas, and number of families served?*

Strategic Goal 3: Promote Homeownership

Promote homeownership opportunities, equitable access to credit for purchase and improvements, and wealth-building in underserved communities.

LEADING THIS GOAL

Office of the Secretary

GOAL

Homeownership is vital to promoting viable, inclusive economic opportunities for all. HUD is dedicated to helping individuals build wealth by improving access to affordable homeownership. This will be achieved by maximizing the extension of credit for first-time homebuyers and other borrowers who are underserved by the conventional mortgage market.



HUD will focus on policies that preserve homeownership for existing homeowners through all economic cycles. HUD will examine and revise regulatory burdens and policies that create barriers to sustainable homeownership. Departmental programs will enhance the visibility and impact of housing counseling by, concurrently, promoting tools that boost homeownership opportunity.

HUD is also committed to ensuring that housing policies do not reinforce discriminatory practices against protected classes under the Fair Housing Act or other applicable civil rights statutes. HUD services will be bolstered by policies and programs that support an equitable housing finance system. In

collaboration with Federal partners, the Department will work to ensure this system serves all people equitably and fairly – from the Federal Housing Administration (FHA) underwriting process through the Government National Mortgage Association's (Ginnie Mae) engagement of capital markets.

HUD will also focus on expanding homeownership opportunities by enhancing the visibility and impact of housing counseling. In collaboration with HUD-approved housing counseling agencies, HUD is dedicated to providing comprehensive homebuyer education and access to financial resources, empowering individuals and families to achieve sustainable homeownership, build wealth, and foster long-term economic stability.

This goal consists of two objectives and one major initiative:

Strategic Goal 3: Promote Homeownership

3A. Advance Sustainable Homeownership

Major Initiative: Expand Homeownership Opportunities



3B. Create a More Accessible and Inclusive Housing Finance System





Strategic Objective 3A: Advance Sustainable Homeownership

Advance the deployment of tools and capital that put sustainable homeownership within reach.

LEADING THIS OBJECTIVE

Office of Housing

🎯 **Agency Priority Goal for FY 2024-2025:** HUD will maximize homeownership for creditworthy first-time homebuyers and preserve homeownership for existing homeowners. By September 30, 2025, HUD will maintain a first-time homebuyer rate of at least 80% for newly endorsed FHA-insured purchase mortgages and a re-default rate for seriously delinquent homeowners who received a loss mitigation action that is below 30%.

OBJECTIVE

HUD is dedicated to providing sustainable homeownership opportunities to borrowers who are not traditionally served by the conventional mortgage market. The Department will provide countercyclical liquidity to the housing market during times of economic downturn and support housing counseling throughout all stages of the homeownership process.

The Department will work to ensure that creditworthy borrowers can buy homes in a safe, sustainable, and nondiscriminatory manner.¹⁸³ Knowledge-building and the promotion of safe, secure loan insurance products that meet consumers' needs will be Departmental priorities. HUD will also analyze the insured mortgage programs of FHA and the loan guarantee programs of the Office of Native American Programs for ways to help make capital more available to potential homebuyers.¹⁸⁴

Additionally, HUD will ensure that manufactured housing is a thriving source of affordable, quality, durable, and safe housing. Innovation in manufactured housing construction practices will be supported by improving the process for regular updates to the Manufactured Housing Construction and Safety Standards.¹⁸⁵



¹⁸³ FHA issued a mortgagee letter on November 17, 2021, providing clarifying guidance regarding Fair Housing Act and anti-discrimination requirements for appraisals. Mortgagee Letter 2021-27 can be found here: <https://www.hud.gov/sites/dfiles/OCHCO/documents/2021-27hsgml.pdf>

¹⁸⁴ HUD's Federal Housing Administration (FHA) serves individuals and families that are not traditionally served in private or conventional housing markets. HUD's Office of Native American Programs (ONAP) administers the Section 184 and 184A loan guarantee programs, which benefit American Indian, Alaska Native, and Native Hawaiian homebuyers, who have historically lacked access to capital. FHA and ONAP work collaboratively to ensure that policies are consistent across FHA and ONAP programs, where appropriate.

¹⁸⁵ The Manufactured Housing Construction and Safety Standards, also known as the HUD code, is a set of Federal regulations that govern the design and construction of manufactured homes. HUD administers the code through its Office of Manufactured Housing Programs. More information on the HUD code is available here: https://www.hud.gov/program_offices/housing/mhs/faqs.



2024 APR PROGRESS UPDATE

While the broader housing market challenges of high interest rates and low supply continued to challenge homebuyers in 2024, HUD remained substantially engaged in efforts to serve borrowers effectively and provide them with an avenue to sustainable homeownership. The Department's FY 2024 efforts encompassed all aspects of the homeownership purchase process, leading to expanded access to both credit and housing counseling services.

The Federal Housing Administration served 498,363 new first-time homebuyers this fiscal year. These borrowers constituted 82.84 percent of all recipients of FHA forward purchase mortgage endorsements made in FY 2024. The Department also continued its efforts to assist borrowers in navigating current economic conditions by enhancing its loss mitigation tools. In February 2024, HUD established a new Payment Supplement loss mitigation solution.¹⁸⁶ Payment Supplement loss mitigation allows borrowers to pay a reduced monthly principal without mortgage modification for a period of three years and is designed to help borrowers avoid foreclosure and retain their homes. The Payment Supplement loss mitigation solution further expanded HUD's loss mitigation toolkit following HUD's final rule enabling a 40-year term for mortgage loan modifications, published in March 2023.¹⁸⁷ HUD also finalized indexing for Title I manufactured housing loan limits and published enhancements to the Reconsideration of Value process for appraisals. Work continued on modernizing the Department's IT systems to better serve HUD-assisted borrowers, and in February 2024, HUD began implementation of the FHA Catalyst IT modernization initiative. Throughout FY 2024, FHA implemented critical enhancements to the FHA Catalyst Case Binder Module and re-established the FHA Catalyst Electronic Appraisal Delivery (EAD) Module, eliminating HUD's dependency on its legacy appraisal processing system.

The Department's activities in FY 2024 also emphasized the important role housing counseling plays in facilitating sustainable homeownership opportunities. HUD bolstered the availability and quality of housing counseling services with the publication of the Certification of Tribal Housing Counselors Final Rule in June 2024, and the Modernizing the Delivery of Housing Counseling Services Final Rule in September 2024. The Certification of Tribal Housing Counselors rule expands housing counseling access to Tribes and other Tribal entities by establishing clear housing counselor certification requirements for those providing counseling services to Tribes and Tribal entities. The Delivery of Housing Counseling Services rule now enables HUD-approved housing counseling agencies to engage with homebuyers and renters using alternative communication methods, including virtual meetings and phone calls, thereby expanding access to customers who have difficulty obtaining in-person counseling services.

At the outset of National Homeownership Month in June, HUD's Office of Housing Counseling (OHC) launched the second phase of its national media campaign promoting pre- and post-purchase counseling resources to prospective homebuyers. In September 2024, HUD announced a partnership with real estate marketplace website Zillow to enhance the Department's *Let's Make Home the Goal* campaign through digital advertising. This campaign aims to promote pre-purchase counseling services to HUD-assisted tenants and expand access to homeownership opportunities to first-time homebuyers from underserved communities.

HUD's combined actions worked to demystify the homebuying process and ensured more Americans can chart a path toward sustainable homeownership.

¹⁸⁶ Mortgagee Letter (ML) is available here: https://www.hud.gov/sites/dfiles/OCHCO/documents/2024-02hsgml.pdf?utm_medium=email&utm_source=govdelivery.

¹⁸⁷ The final rule as published in the Federal Register is available here: <https://www.Federalregister.gov/documents/2023/03/08/2023-04284/increased-forty-year-term-for-loan-modifications>.



STRATEGIES AND MAJOR MILESTONES¹⁸⁸

²⁸ Denotes customer experience-focused strategies, sub-strategies, or milestones.

¹¹ Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Ensure FHA underwriting guidelines and servicing protocols more effectively serve the needs of borrowers. ²⁸	<p>12/31/2023: Complete a review of alternative indices to the London Interbank Offer Rate (LIBOR). – <i>Achieved as of 3/1/2023</i></p> <p>12/31/2023: Complete the rulemaking process for establishing an increased 40-year term for loan modifications. – <i>Achieved as of 3/8/2023</i></p> <p>12/31/2023: Complete the rulemaking process for the acceptance of private flood insurance. – <i>Achieved as of 11/21/2022</i>¹⁸⁹</p> <p>4/30/2024: Finalize new indexing for Title I manufactured housing loan limits. – <i>Achieved as of 2/29/2024</i></p> <p>4/30/2024: Finalize proposed Payment Supplement Loss Mitigation policy. – <i>Achieved as of 2/21/2024</i></p> <p>5/30/2024: Publish enhancements to the Reconsideration of Value process for appraisals. – <i>Achieved as of 5/1/2024</i></p> <p>7/31/2024: Finalize HECM servicing policy changes. – <i>Achieved as of 4/26/2024</i>¹⁹⁰</p> <p>9/30/2024: Assess barriers to financing for condominiums. – <i>Achieved as of 6/1/2024</i></p> <p>9/30/2024: Publish guidance to modernize the process for engaging borrowers in default. – <i>Achieved as of 8/2/2024</i>¹⁹¹</p>
Expand access to small-balance mortgage loans.	<p>9/30/2024: Initiate execution of the 2025 Budget request for authority to use MMIF to incentivize lenders to offer small balance mortgages. – <i>Not Achieved</i>¹⁹²</p>

¹⁸⁸ The FY 2025 HUD Annual Performance Plan strategy to: “Provide targeted counseling sessions in response to natural and human-made disasters” and associated milestones have been transitioned into a new KPI titled: “Number of targeted Housing Counseling sessions held in response to natural and human-made disasters.” As such, this strategy and its supporting milestones are no longer featured in this document.


¹⁸⁹ The final rule can be found here: <https://www.Federalregister.gov/documents/2022/11/21/2022-25258/acceptance-of-private-flood-insurance-for-fha-insured-mortgages>. The Mortgagee Letter can be found here: https://www.hud.gov/sites/dfiles/OCHCO/documents/2022-18hsgml.pdf?utm_medium=email&utm_source=govdelivery.

¹⁹⁰ https://www.hud.gov/sites/dfiles/SFH/documents/SFH_FHA_INFO_2024-22.pdf

¹⁹¹ https://www.hud.gov/sites/dfiles/SFH/documents/SFH_FHA_INFO_2024-53.pdf

¹⁹² This milestone has not been achieved due to legislative priority changes, but may be achieved in the future with the enactment of appropriate Congressional legislation



Improve access to HUD-approved Housing Counseling agencies and HUD-certified housing counselors. 	<p>12/31/2023: Integrate the availability of agency locator tools into the national consumer outreach campaign. – <i>Achieved as of 6/1/2023</i></p> <p>3/31/2024: Publish Final Certification of Tribal Housing Counselors Rule. – <i>Achieved as of 6/12/2024</i></p> <p>7/30/2024: Launch phase two of the Housing Counseling media campaign targeting prospective homebuyers and focus on pre-purchase counseling and post-purchase counseling. – <i>Achieved as of 6/1/2024</i></p> <p>7/30/2024: Expand phase two of the awareness campaign to encompass at least 10 additional cities in paid media. – <i>Achieved as of 6/7/2024</i></p> <p>9/30/2024: Partner with Stakeholders to launch an initiative to modernize and update best practice standards for the housing counseling industry. – <i>Achieved as of 6/7/2024</i></p> <p>9/30/2024: Publish the Modernizing the Delivery of Housing Counseling Services Final Rule. – <i>Achieved as of 9/16/2024</i></p>
Engage renters earlier in the process to help them plan for homeownership.	<p>7/15/2024: Launch Let's Make Home the Goal Pathway to Homeownership pre-purchase initiative to explore homeownership opportunities with tenants involved with HUD programs. – <i>Achieved as of 10/10/2024</i></p> <p>9/30/2024: Attract at least eight housing counseling agencies and state housing finance agencies participating in the pre-purchase initiative. – <i>Achieved as of 10/30/2024</i></p>
Provide targeted counseling sessions in response to natural and human-made disasters.	<p>10/31/2023: Provide 250 client disaster-related counseling sessions. – <i>Achieved as of 2/28/2023</i></p> <p>9/30/2024: Provide 300 client disaster-related counseling sessions in FY24. – <i>Achieved as of 7/18/2024</i></p>



Modernize IT systems to mitigate operational risk and better serve low-income and first-time homebuyers.	3/15/2024: Implement the modified plan for FHA Catalyst Electronic Appraisal Delivery (EAD). ¹⁹³ – Achieved as of 9/20/2024 ¹⁹⁴ 9/30/2024: Update the FHA Catalyst roadmap. – Achieved as of 2/1/2024
Grow partnerships with Historically Black Colleges and Universities (HBCUs) and other Minority Serving Institutions (MSIs) to train the next generation of housing counselors. ¹⁹⁵	9/30/2024: Expand, by at least eight, the number of partnerships between housing counseling agencies and MSIs. – Achieved as of 5/29/2024

KEY PERFORMANCE INDICATORS

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

✦ Percentage of new FHA-insured purchase mortgages approved for first-time home buyers.¹⁹⁵

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

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
83.1%	84.61%	83.52% ¹⁹⁶	82.1%	82.64%	80%
Description:		Compute the percentage of FHA single-family purchase endorsements for which the borrower is a first-time homebuyer.			
Data Source:		Single-Family Data Warehouse and American Housing Survey			
Dimension & Unit of Measurement:		Percentage: Share of FHA endorsements that belong to first-time homebuyers			
Calculation Method:		Percentage of FHA endorsements made to first-time homebuyers.			
Frequency:		Quarterly			

¹⁹³ FHA has determined that the most effective technology solution for electronic appraisal submission is to remain on its Legacy EAD, which maintains an industry-aligned external EAD portal and interfaces with FHA Catalyst: EAD Module for data storage, dissemination, and analysis. Link to ML announcing the modified EAD plan can be found here: <https://www.hud.gov/sites/dfiles/OCHCO/documents/2022-19hsgml.pdf>

¹⁹⁴ https://www.hud.gov/sites/dfiles/SFH/documents/SFH_FHA_INFO_2024-67.pdf

¹⁹⁵ This information can be found on page 44 here: <https://www.hud.gov/sites/dfiles/PA/documents/2023FHAAnnualReportMMIFund.pdf..>

¹⁹⁶ In FY 2022, FHA endorsed 692,846 forward mortgages, 578,675 (83.52 percent) of which were issued to first-time homebuyers. <https://www.hud.gov/sites/dfiles/Housing/documents/2022FHAAnnualRptMMIFund.pdf>, pg. 89.



Data Quality:	American Housing Survey is available every 2 years.
Validation and Verification:	American Housing Survey is available every 2 years.

★ Re-Default Rate after loss mitigation actions.¹⁹⁷

This measure tracks the re-default rate, defined as a serious delinquency (SDQ), occurring within a year of a loss mitigation action taking place.¹⁹⁸

Past Performance			Current Performance		
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
29.01%	16.3%	25.04%	21.86%	TBD ¹⁹⁹	30%
Description:		Four quarter re-default rate on SDQ loans that have cured through loss mitigation.			
Data Source:		Single Family Housing Enterprise Data Warehouse			
Dimension & Unit of Measurement:		Rate of re-default			
Calculation Method:		Four quarter re-defaults / total annual cures through loss mitigation			
Frequency:		Reported annually			
Data Quality:		HUD will rely on data from the Single Family Housing Enterprise Data Warehouse, which tracks the number of FHA cures and re-defaults.			
Validation and Verification:		No data limitations are known to affect this indicator.			

¹⁹⁷ Low re-default rates indicate the loss mitigation programs are working as intended.

¹⁹⁸ A serious delinquency is when a single-family mortgage is 90 days or more past due or in foreclosure or bankruptcy.

¹⁹⁹ Re-Defaults are tracked by the fiscal year of the initial loss mitigation action. Defaults that occur within four quarters of a FY 2023 loss mitigation action will be reported in November 2025.



► **Number of clients served through HUD's Housing Counseling Program.**

This metric measures the number of clients counseled each year through the HUD Housing Counseling program.²⁰⁰

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
961,763	1,010,840	1,011,010	721,660	674,565	1,200,000
Description:		Measurement of penetration of Housing Counseling program in U.S. population and territories.			
Data Source:		Data derived from HUD-Approved Housing Counseling agencies individual client counseling sessions and submitted to HUD Housing Counseling System quarterly. Data is maintained in HUD Housing Counseling System (HCS). It also includes sessions not billed to HUD Housing Counseling grants.			
Dimension & Unit of Measurement:		Data is reported for each client that received a session conducted by HUD-Approved Housing Counseling agency as defined by program regulations, 24 CFR Part 214, and HUD Handbook 7610.1, Rev. 5.			
Calculation Method:		Calculation method is by each client/citizen counseled or served as defined by program regulations, 24 CFR Part 214, and Handbook 7610.1, Rev. 5.			
Frequency:		Client counseling sessions are reported to HUD quarterly.			
Data Quality:		Data quality is high. HUD HCS validates each client record for completion (all required fields must contain data). Incomplete records and fields will be rejected at the firewall. Random client counseling records are reviewed during periodic agency performance reviews			
Validation and Verification:		HUD HCS validates each client record for completion (all required fields must contain data). Incomplete records and fields will be rejected at the firewall. Incomplete or inaccurate records are not stored in HCS database.			

²⁰⁰ This report is typically not produced until 90 days after the end of the quarter, so agencies may perform data correction based on validation and verification results.



► **Number of targeted Housing Counseling sessions held in response to natural and human-made disasters.**

This metric measures the number of disaster-related Housing Counseling sessions held in a fiscal year.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
N/A	N/A	4,205	3,743	TBD	300
Description:		Measurement of penetration of Housing Counseling program in U.S. population and territories.			
Data Source:		Data derived from HUD Housing Counseling Agency Activity Reports (Form 9902).			
Dimension & Unit of Measurement:		Dimension: Count Unit: Sum			
Calculation Method:		Number of counseling sessions is derived from four data fields on Form 9902: (a) Disaster Preparedness Workshops; (b) Disaster Recovery Workshops; (c) Disaster Preparedness Assistance, and; (d) Disaster Recovery Assistance.			
Frequency:		Client counseling sessions are reported to HUD quarterly.			
Data Quality:		Data fluctuates annually based on the occurrence of natural or anthropogenic disasters.			
Validation and Verification:		TBD			



OTHER INDICATORS

► Percentage of FHA forward endorsements made to minority borrowers.

This indicator will track the percentage of FHA forward endorsements made to minority borrowers.²⁰¹

Past Performance					Current Performance	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
Minority borrowers	34.2%	31.92% ²⁰²	29%	30.63%	31.67% ²⁰³	Tracking Only
Black borrowers	12.74%	13.24%	12.85%	12.69%	12.08%	Tracking Only
Hispanic borrowers	17.29%	16.09%	14.07%	15.45%	16.77%	Tracking Only
Description:	Percentage of FHA forward endorsements made to minority borrowers					
Data Source:	Single Family Housing Enterprise Data Warehouse					
Dimension & Unit of Measurement:	Dimension of Measurement: Percentage Unit of Measurement: FHA forward endorsements					
Calculation Method:	Percentage					
Frequency:	Annual					
Data Quality:	Data limitation with borrowers who do not provide demographic data. Declaration of race and ethnicity is voluntary for borrowers. FHA's share of non-respondents decreased slightly in FY2023 from 33.90 percent in FY 2022 to 31.63 percent this fiscal year. Note that non-reporting of race and ethnicity has grown more than 300 percent over the last ten years.					
Validation and Verification:	No known data validation issues exist.					

²⁰¹ Minority borrowers are defined as borrowers who identify as Black, Asian, Hispanic, or American Indian. See page 42 of the Annual Report to Congress Regarding the Financial Status of the Federal Housing Administration Mutual Mortgage Insurance Fund: <https://www.hud.gov/sites/dfiles/Housing/documents/2024FHAAnnualReportMMIFund.pdf>.

²⁰² Previously, this was reported as 32.8%. This new data is the most updated and slightly different than what was pulled from the Annual Management Report.

²⁰³ In FY 2024, 30.28% of borrowers declined to report their race/ethnicity, which is notably high and affects the reliability of the data.



► **Early payment default rate.**²⁰⁴

This indicator will measure the percentage of FHA-insured loans that are 90 days delinquent within the first six payments.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
4.50%	1.55%	2.00%	1.74% ²⁰⁵	1.40% ²⁰⁶	Tracking Only
Description:		This measure is reflective of the credit quality of new endorsements and serves as an important early indicator of mortgage performance. HUD will support sustainable loans that borrowers can afford. Ninety-Day Early Payment Defaults occur when a borrower becomes 90 days delinquent on their FHA-insured mortgage within the first six payments.			
Data Source:		FHA Single Family Data Warehouse Meta Tables			
Dimension & Unit of Measurement:		Unit: Percentage of mortgages endorsed Dimension: Percentage			
Calculation Method:		Percent of endorsed mortgages with a 90-day delinquency in the first six months of required mortgage payments divided by all mortgages endorsed for the same period			
Frequency:		Quarterly			
Data Quality:		HUD will rely on data from Single-Family Data Warehouse, which tracks the performance (as measured by mortgage payment made) of FHA borrowers.			
Validation and Verification:		No data limitations are known to affect this indicator. The loan servicers enter the FHA data, and the FHA monitors the data entry.			

► **Number of certified Housing Counselors.**

This metric will track the total number of certified Housing Counselors.

Past Performance				Current Performance	
FY20 Actual ²⁰⁷	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
1,816	4,064	4,054	4,185	4,450	Tracking Only

²⁰⁴ Early Payment Defaults refer to FHA-insured loans that are 90 days delinquent within the first six payments. Information can be found here: <https://www.hud.gov/sites/dfiles/Housing/documents/2024FHAAnnualReportMMIFund.pdf>, page 103.

²⁰⁵ FY 2023 and earlier data has been updated to reflect most recent data from the FY 2024 FHA Annual Report.

²⁰⁶ FY 2024 data is through February 2024. There is a seven-month lag in reporting.

²⁰⁷ Certification of Housing Counselors was not required until August 1, 2021.



Description:	The total number of certified Housing Counselors.
Data Source:	Examination contractor reports and affirms all candidates who have taken and passed the exam. Counseling agencies then register and affirm active housing counselor employment in FHA Connect to the Office of Housing Counseling.
Dimension & Unit of Measurement:	Dimension: Count Unit: Sum
Calculation Method:	Total number of certified Housing Counselors.
Frequency:	Housing Counselor certification data is submitted to HUD daily, as Housing Counselors pass examination.
Data Quality:	Data quality is high. Data is affirmed both through the examination contractor, as well as the Counseling agencies.
Validation and Verification:	Housing Counselor certification data (examination results) is verified by examination contractor prior to submission to HUD.

EVIDENCE BUILDING

Inequities in homeownership opportunity and access to credit remain a significant challenge for the Nation. Harvard University researchers report that although the share of Black households owning homes increased slightly since 2022, there is still more than a 27-percentage point difference between Black and White homeownership rates (46.6 percent compared to 74.0 percent).²⁰⁸ Increasing access to credit is a key component for expanding homeownership opportunities, as is access to down payment assistance (DPA). A study of the potential of DPA through the HOME-American Dream Down Payment Initiative found that small amounts of savings can have significant impact on the probability of transitioning to homeownership, and simulations suggest that small amounts of DPA can stimulate substantial homebuying.²⁰⁹ Recent studies have assessed the role of down payments in reducing mortgage risk under varied macroeconomic conditions.²¹⁰

HUD's *Housing Counseling Works* report summarizes research evidence on the role of Housing Counseling to improve housing outcomes for homebuyers, homeowners, and renters.²¹¹ Some evidence suggests pre-purchase counseling may help individuals determine if they are ready for homeownership and connects them with safer, more affordable mortgage products. Evidence also suggests that both pre-purchase education and housing counseling appear to be associated with factors related to sustainable homeownership. Early evidence from HUD's First Time Homebuyer Education and Counseling demonstration—which examines the impact of in-person and remote services for prospective purchasers who have established relationships with lenders and who are not referred to counseling as a part of participating in a special program like DPA—provided useful context about what types of clients are more likely to take advantage of counseling services.²¹² HUD published the Long-Term Impact Report for the First Time Homebuyer Education and Counseling Demonstration in July 2022.²¹³ Key

²⁰⁸ Joint Center for Housing Studies. 2024. "State of the Nation's Housing 2024."

https://www.jchs.harvard.edu/sites/default/files/reports/files/Harvard_JCHS_The_State_of_the_Nations_Housing_2024.pdf

²⁰⁹ HUD. 2005. "The Potential of Down payment Assistance for Increasing Homeownership Among Minority and Low-Income Households."

<https://www.huduser.gov/portal/publications/homeown/downpayasstlii.html>.

²¹⁰ <https://www.huduser.gov/portal/sites/default/files/pdf/Downpayment-FinalReport.pdf>.

²¹¹ Report can be found here: <https://www.huduser.gov/Portal/sites/default/files/pdf/Housing-Counseling-Works.pdf>.

²¹² Mouton et al. 2018. "Who Participates in Homebuyer Education and Counseling Services and Why?"

<https://www.huduser.gov/portal/publications/First-Time-Homebuyer-Education-and-Counseling-Services.html>.

²¹³ Bocian et al. 2022. "Exploring the Impact of Homebuyer Education and Counseling on Debt, Savings, and Nonhousing Wealth":

<https://www.huduser.gov/portal/portal/sites/default/files/pdf/FTHB-DebtSavingsNonhousingWealth.pdf>



findings indicate some positive impacts, including higher average credit scores for younger people (29 years old and younger) and women, increased confidence in the ability of potential homebuyers to find information, decreased credit card debt and increased savings and investments for treatment group members. The study did not find that the offer of homebuyer education and counseling affected 60-day delinquency rates or average credit scores apart from younger adults and women. A subsequent report expected in 2025 will examine the effect of the COVID-19 pandemic on the demonstration participants' mortgage and credit experiences.

In 2023, HUD awarded nearly \$1 million for research to close the homeownership gap. Three studies will investigate whether declining access to small dollar mortgage loans disproportionately impacts Black families and contributes to the widening racial homeownership gap; the unavailability of mortgage financing to borrowers of color in two neighborhoods in Detroit, Michigan; and a project aimed at producing actionable insights to assist policymakers in boosting homeownership among Black and Latino renter households while reducing racial and ethnic homeownership disparities.²¹⁴

Another tool to support sustainable homeownership is the Home Equity Conversion Mortgage (HECM) loan program, which provides older adult homeowners access to Federal Housing Administration (FHA)-insured reverse mortgages, enabling them to access the equity in their homes to support their financial and housing needs as they age. A 2023 report examining performance of the HECM program between 2000 and 2020 found that the program serves primarily low-income borrowers for whom the equity in their homes far outweighs their other assets. The program grew substantially during the 2000s then contracted sharply following the 2009 housing market crash. Over half a million HECM loans were originated and terminated during the 20-year period, and FHA incurred a net loss of approximately \$10.4 billion.²¹⁵ More research is needed to determine the best policies to both support sustained homeownership and mitigate losses.

HUD's Learning Agenda and Supplement includes several research questions that relate to Objective 3A. Examples of such questions are:

- *What risks and benefits are associated with providing DPA and other assistance to first-time homebuyers?*
- *How effectively does a post-purchase, light-touch homeownership counseling program prepare FHA borrowers for sustainable homeownership?*
- *Who is served by Public Housing Agencies administered homeownership programs and to what extent have assisted households been able to maintain homeownership and build assets?*
- *How effective is the Comprehensive Housing Counseling Grant Program at increasing uptake of counseling services and achieving its goals of increasing equity, language access, and reaching underserved communities?*
- *What are the most promising strategies at the local, state, and Federal levels to support low-income homeowners in meeting their repair and maintenance needs and sustaining homeownership?*

²¹⁴ https://www.hud.gov/press/press_releases_media_advisories/hud_no_23_219

²¹⁵ "Home Equity Conversion Mortgage Program Analysis" (2023), <https://www.huduser.gov/portal/publications/Home-Equity-Conversion-Mortgage-Program-Analysis.html>.



Major Initiative: Expand Homeownership Opportunities

Promote financing for innovative ownership models to increase the availability of affordable housing.

LEADING THIS OBJECTIVE

Office of the Secretary

INITIATIVE

Today, families must navigate a housing market in crisis, with high prices and low supply. Supply is particularly limited for starter homes—smaller houses and condominiums that are more affordable for first-time homebuyers. High prices prevent millions of American households from owning their own homes.



HUD is dedicated to ensuring all people have access to affordable homeownership opportunities. Since its founding, HUD has helped individuals and families purchase homes at a variety of price points.

To better serve individuals and families, HUD will enhance existing supply programs to increase the supply of affordable owner-occupied housing and support innovations that lower the cost of homeownership. The Department will partner with communities to increase the use of HUD programs for affordable and sustainable homeownership. Innovative homeownership models and housing types will be promoted to further increase

homebuyers' affordable housing options. Innovations will include the promotion of manufactured and other factory-built housing types that can lower the cost of new construction. The Department will also prioritize homeownership in the sale of foreclosed properties, helping to limit conversions to rentals. Through enhanced use of existing programs and the pursuit of new and innovative solutions, more individuals and families will be able to obtain the dream of homeownership.

2024 APR PROGRESS UPDATE

HUD continued to employ innovative strategies to increase the American housing supply and advance sustainable homeownership in FY 2024. The Department evaluated means of leveraging current HUD programs to stimulate the creation of lower-cost homeownership options. Furthermore, HUD assessed its current and future role in asserting the importance of manufactured housing to the housing supply. HUD also revised existing policies based on stakeholder feedback to stimulate greater engagement with Federal mortgage insurance programs.

In July 2024, the Department published a Mortgagee Letter establishing updated policies for the Section 203(k) Rehabilitation Mortgage Insurance Program which reduce barriers that limit usage of the 203(k) loan program.²¹⁶

²¹⁶ ML is available here: <https://www.hud.gov/sites/dfiles/OCHCO/documents/2024-13hsgml.pdf>.



These policy changes, which were informed by significant stakeholder feedback, make it easier for mortgagees to originate loans and for borrowers to complete needed, or desired, rehabilitative projects. Property renovation is an important property preservation tool. These updates will ultimately enhance the supply of quality, affordable homes available to prospective homebuyers while allowing existing homeowners to make improvements necessary for them to sustain homeownership and age in place.

HUD sought ways of capitalizing on unique and innovative means of expanding homeownership opportunities in the fiscal year. Early in FY 2024, the Department published a notice on Using Community Development Block Grants (CDBG) in Support of Housing as part of an evaluation of ways HUD programs may help increase the supply of shared equity housing.²¹⁷ While resource restraints and competing administrative priorities impacted the Department's rulemaking capacity, HUD worked to define revisions to FHA's restrictions on conveyances and assumability that can be pursued in future years. Alleviating these restrictions will preserve affordability by permitting free assumability on a greater number of FHA-insured mortgages. Additionally, HUD continued to emphasize the important role manufactured housing plays in bolstering the housing supply and increasing affordable homeownership opportunities. Notably, HUD's Office of Policy Development and Research produced an Offsite Construction Roadmap which prioritizes strategies for advancing offsite construction as an option for expanding and preserving homeownership opportunities.²¹⁸ This Roadmap, as well as HUD's work to establish an Offsite Construction Strategic Plan, reflect the Department's current and anticipated role in stimulating the use of offsite manufactured housing construction, in service of housing supply enhancement.

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
Support the enhanced use of HOME Investment Partnerships Program (HOME) and other HUD programs for homeownership-related activities, such as housing construction, rehabilitation, preservation, and down payment assistance. ²¹⁹	9/30/2024: Complete the rulemaking to update the use of HOME for homeownership and other activities. – <i>Delayed to 1/15/2025</i> ²²⁰
Preserve affordability in high-cost markets through shared equity models.	10/1/2023: Complete an evaluation on ways HUD programs can be leveraged to increase the supply of shared-equity homes. – <i>Achieved as of 9/30/2023</i> 6/30/2024: Publish a proposed rule to revise FHA's restrictions on conveyances and assumability. – <i>Delayed to 6/30/2025</i> ²²¹
Promote the use of factory-built housing, off-site construction, adaptive reuse, and other innovations that can provide lower-cost options for homeownership.	6/1/2024: Complete an Offsite Construction Strategic Plan regarding HUD's current and future role in the U.S. industrialized construction sector. ²²² – <i>Delayed to 9/30/2025</i> ²²³

²¹⁷ Notice is available here: <https://www.hud.gov/sites/dfiles/OCHCO/documents/2023-10cpdn.pdf>

²¹⁸ The Offsite Construction for Housing: Research Roadmap is available here: <https://www.huduser.gov/portal/publications/Offsite-Construction-for-Housing-Research-Roadmap.html>.

²¹⁹ Activities under the HOME Investment Partnership will be consolidated under Objective 2A: *Increase the Supply of Housing* beginning in FY 2025. This strategy will be discontinued at that time.

²²⁰ This milestone has been delayed to account for competing regulatory priorities and limited resources.

²²¹ This milestone has been delayed to account for competing regulatory priorities and limited resources.

²²² This Offsite Construction Strategic Plan will be based on forthcoming findings from research commissioned by HUD on international best practices for promoting the utilization of modern manufacturing techniques in housing production to lower costs and improve performance.

²²³ This milestone has been delayed to account for competing regulatory priorities and limited resources.



Update Manufactured housing standards.	7/31/2024: Develop an expedited process for updating manufactured housing standards. ²²⁴ – <i>Delayed to 12/31/2025</i> ²²⁵
Expand financing for construction and renovation of Accessory Dwelling Units (ADUs), 2–4-unit properties, and condominiums.	<u><i>Incentivize local jurisdictions to remove regulatory barriers pursuant to their construction.</i></u> 9/30/2024: Evaluate further changes to FHA financing programs to better enable the construction of ADUs. – <i>Not Achieved</i> ²²⁶
Enhance FHA's Title I Property Improvement and 203(k) loan insurance programs. ²²⁷	3/31/2024: Publish updated policies for the 203(k) program based on public feedback received from the RFI. ²²⁸ – <i>Achieved as of 7/9/2024</i>

²²⁴ This milestone's language has been revised from "Develop an expedited process for developing finalized standards for manufactured housing" to streamline the language and focus on the process.

²²⁵ This milestone has been delayed to account for competing Departmental rulemaking priorities and limited resources. As Manufactured Housing rulemaking is subject to a statutory consensus committee process as well as HUD-wide prioritization and the Administrative Procedures Act more time is needed to complete this milestone.

²²⁶ This milestone has not been achieved due to legislative priority changes, but may be achieved in the future with the enactment of appropriate Congressional legislation.

²²⁷ These programs will facilitate programs' layering with other HUD-assisted sources of renovation funding to make rehabilitation financially feasible in more areas. More information about the 203(k) loan insurance program can be found here:

https://www.hud.gov/program_offices/housing/sfh/203k/203k-df

²²⁸ As part of this milestone, the Department will launch a lender outreach effort to promote uptake and establish benchmarks for success.



OTHER INDICATORS

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

► **The number of families assisted in achieving homeownership across HUD programs.**

This measure will track the number of families assisted in achieving homeownership across a multitude of HUD programs.

Sub-Metric	Past Performance				Current Performance	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
Number of households served through HOME homeownership programs	6,460	6,168	4,711	4,051	4,439	Tracking Only
Number of FHA purchase mortgage endorsements ²²⁹	817,834	846,243	692,846	581,725	603,040	Tracking Only
Number of purchase mortgages securitized in Ginnie Mae pools ²³⁰	1,363,795	1,412,943	1,166,203	927,483	917,787	Tracking Only
Number of Section 184/184A purchase mortgages guaranteed ²³¹	2,229	1,950	2,538	1,290	1,190	Tracking Only
Sub-Metric: Number of households served through HOME homeownership programs						
Description:	Number of households served through HOME homeownership programs					
Data Source:	Integrated Disbursement & Information System (IDIS)					
Dimension & Unit of Measurement:	Number of HOME-assisted units					
Calculation Method:	Total number of families served through HOME programs per fiscal year					
Frequency:	HOME participating jurisdictions report information in IDIS at project completion					

²²⁹ Source: <https://www.hud.gov/sites/dfiles/Housing/documents/2024FHAAnnualReportMMIFund.pdf>, pg. 95.

²³⁰ Purchase mortgages securitized in Ginnie Mae pools include FHA and ONAP 184/184A purchase mortgages.

²³¹ Additional information on HUD's Section 184 and 184A programs can be found here: <https://www.hud.gov/section184>



Data Quality:	Data is dependent on HOME participating jurisdictions entering accurate and timely data
Validation and Verification:	CPD monitors HOME participating jurisdictions to ensure proper reporting in IDIS
Sub-Metric: Number of FHA purchase mortgage endorsements	
Description:	This measure tracks the total number of FHA purchase mortgages
Data Source:	FHA Single Family Data Warehouse; CoreLogic TrueStandings; Mortgage Bankers Association of America
Dimension & Unit of Measurement:	Number of FHA purchase mortgages
Calculation Method:	Count of FHA endorsed purchase mortgages per fiscal year
Frequency:	Quarterly; revised annually
Data Quality:	High
Validation and Verification:	Data quality is discussed with Mortgage Bankers Association of American and with CoreLogic; HUD has open communications to express any concerns
Sub-Metric: Number of purchase mortgages securitized in Ginnie Mae pools	
Description:	This measure tracks the total number of FHA purchase mortgages
Data Source:	FHA Single Family Data Warehouse; CoreLogic TrueStandings; Mortgage Bankers Association of America
Dimension & Unit of Measurement:	Number of FHA purchase mortgages
Calculation Method:	Count of FHA endorsed purchase mortgages per fiscal year
Frequency:	Quarterly; revised annually
Data Quality:	High
Validation and Verification:	Data quality is discussed with Mortgage Bankers Association of America and with CoreLogic; HUD has open communications to express any concerns.
Sub-Metric: Number of Section 184/184A purchase mortgages guaranteed	
Description:	Count of Section 184/184A Loan Guarantee Certificates issued
Data Source:	Office of Native American Programs (ONAP) Computerized Homes Underwriting Management System (CHUMS) Lite and manual spreadsheets



Dimension & Unit of Measurement:	Count
Calculation Method:	Count of all purchase loans guaranteed per year; excludes refinances and modifications
Frequency:	Annual
Data Quality:	Satisfactory
Validation and Verification:	Data is validated by ONAP staff

► **The percentage of appraisals on forward purchase mortgages for detached and townhome property types that identify an Accessory Dwelling Unit (ADU).**


This metric will track the percentage of appraisals of forward purchase mortgages, specifically for detached and townhome properties, that identify an ADU.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
0.8%	0.82%	0.89%	0.85%	0.90%	Tracking Only
Description:		Percentage of appraisals of forward purchase mortgages, specifically for detached and townhome properties, that identify an ADU.			
Data Source:		HUD 1004 appraisal submission forms collected by HUD contractor.			
Dimension & Unit of Measurement:		Unit: Percentage of forward purchase mortgage appraisals of detached and townhome property types that identify an ADU Dimension: Percentage			
Calculation Method:		Percentage			
Frequency:		Annual			
Data Quality:		High			
Validation and Verification:		No known validation issues exist			



► **The number of FHA Title I Property Improvement and 203(k) Endorsements.**

This indicator will measure the total combined endorsements of FHA Title I Property Improvement loans and 203(k) loans made each year.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
9,098	6,544	5,794	4,039	4,501	 Tracking Only
Description:		Combined sum of Title I Property Improvement loans and 203(k) loan endorsements			
Data Source:		Single Family Data Warehouse			
Dimension & Unit of Measurement:		Number of loans endorsed			
Calculation Method:		Sum			
Frequency:		Annual			
Data Quality:		High			
Validation and Verification:		Verified			



Strategic Objective 3B: Create a More Accessible and Inclusive Housing Finance System

Advance new policy, programs, and modernization initiatives that support a more equitable housing finance system. Promote the preservation and creation of affordable housing stock.

LEADING THIS OBJECTIVE

Government National Mortgage Association

OBJECTIVE

For over 50 years, the Department has achieved the goal of reliably providing low-cost financing to American homeowners. HUD has achieved this largely through the home loan insurance programs administered by FHA and the mortgage-backed securities (MBS) program administered by Ginnie Mae.²³²

HUD aims to develop new methods of supporting affordable housing for homeowners and renters. The Department's emphasis will be on reaching individuals and families who have not been afforded the opportunity to access Federal housing credit programs. This will include engagement with non-traditional lenders, including community-based institutions, to better reach underserved communities.



The Department is also committed to creating new methods of attracting and deploying capital in support of Federal housing credit programs. Improvements will be supported by the continued program expansion and modernization of Ginnie Mae's IT platforms. Planned IT upgrades will ensure HUD delivers services to the marketplace more efficiently and securely. HUD will also work to remove unnecessary barriers between government programs and those they are intended to serve.

HUD will better serve American homebuyers by attracting foreign investment in U.S. housing securities. As of month-end July 2024, foreign ownership of MBS represented approximately

\$1.304 trillion in Agency MBS, up approximately \$100 billion from July 2023. Such investment levels require sustained global engagement campaigns to enhance foreign partnerships and foster a strong base of support for continued financing of affordable housing in the U.S. HUD will meet this need by continuing to engage in forums and one-on-one meetings with foreign institutional investors.²³³

²³² Ginnie Mae guarantees the timely payment of principal and interest on mortgage-backed securities issued by financial institutions and backed by pools of mortgage that use loans insured or guaranteed by FHA, the Office of Public and Indian Housing (PIH), United States Department of Veterans Affairs (VA), and United States Department of Agriculture (USDA) as collateral.

²³³ Foreign institutional investors include but are not limited to central banks, pension programs, sovereign wealth funds, investment banks, life insurance firms, and asset managers.



In collaboration with Federal partners, HUD will play an active role in shaping the future of the housing finance system. Together, the Department will ensure the housing finance system operates more cohesively and effectively for both market participants and citizens.


2024 APR PROGRESS UPDATE

Despite ongoing market-related challenges, HUD continued to further its goal of creating a more accessible and inclusive housing finance system in FY 2024. Particularly, HUD focused on broadening housing finance availability for underserved participants. The Department took several actions related to expanding access for community-based lending institutions by utilizing Ginnie Mae’s collaboration with the Mortgage Partnership Finance (MPF) Program and partner agencies from the Interagency Community Investment Committee (ICIC).²³⁴ Some of the actions taken this fiscal year to increase access to financing for community-based organizations were published in a progress report in June 2024.²³⁵ HUD also expanded the Digital Collateral program utility by permitting transfers of servicing for pools containing eMortgages as part of its commitment to modernize Ginnie Mae’s Mortgage-Backed Securities (MBS) program and use technology to support issuers, borrowers, and taxpayers.²³⁶ Originally, HUD permitted securitization of Digital Collateral in digital-only pools or loan packages, while it established processes to monitor the growth of the new program. By introducing commingling in the MBS space, it will promote liquidity and further increase participation in the Digital Collateral Program.



While HUD charted numerous accomplishments, multiple internal and external challenges also arose this fiscal year. Shifting priorities and the evolving legislative landscape impeded the timely execution of all planned FY 2024 tasks. This included the cancellation of a Federal Advisory Committee Act (FACA)-compliant body to provide enhanced transparency into and solicit stakeholder input on Ginnie Mae’s activities. Internal changes and contracting concerns also delayed projects such as establishing an internal roadmap to collect industry feedback on transitioning the Ginnie Mae platform from pool level to loan-level operations. Additional difficulties resulted in unexpected delays. An example were the delays associated with the identification of a new data source related to the monthly ESG public disclosure cycle due to the need to allow Ginnie Mae more time to assess the data’s viability for use in disclosures.

Despite challenges, the Department successfully continued to optimize its securitization platform, modernize for the housing market needs of the future, and prioritize servicing and scaling access in support of the people and communities HUD is designed to serve. The number of securitized eMortgages in FY 2024 demonstrated the rapid growth of the Digital Collateral program, as Ginnie Mae recorded 73,956 securitized eMortgages, bringing the total number up to 192,514. Ginnie Mae also added 13 issuers in FY 2024.

STRATEGIES AND MAJOR MILESTONES

 Denotes customer experience-focused strategies, sub-strategies, or milestones.

 Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Broaden housing finance availability for underserved participants and expand access to Ginnie Mae programs.  	<u>Create opportunities for community-oriented institutions to access the capital markets directly.</u>

²³⁴ Information on the Mortgage Partnership Finance Program can be found here: <https://www.fhlbmpf.com/>. HUD in partnership with the Department of Agriculture (USDA), Department of Commerce (Commerce), Department of the Treasury (Treasury), Department of Transportation (DOT), and the Small Business Administration (SBA) all work together within the ICIC.

²³⁵ https://www.ginniemae.gov/Shared%20Documents/ginniemae_strategic_plan_report_2024.pdf

²³⁶ https://www.ginniemae.gov/issuers/program_guidelines/Pages/mbsguideapmslibdisppage.aspx?ParamID=163



	6/30/2024: Publish a progress report detailing steps taken to increase access to financing for community-based organizations. – <i>Achieved as of 6/30/2024</i>
Pursue further methods of enhancing the value of Ginnie Mae securities.	<p><u><i>Expand Environmental, Social, and Governance (ESG) products and disclosure information.</i></u></p> <p>9/30/2024: Accelerate timing of the monthly ESG public disclosure cycle by reporting data in the pool issue month.²³⁷ – <i>Achieved as of 11/6/2024</i></p> <p><u><i>Defend and improve Ginnie Mae's value proposition to ensure continued investor support.</i></u></p> <p>9/30/2024: Develop Platinum products for CET extended term MBS and allow the benefits of platinum liquidity for CRG pool types.²³⁸ – <i>Achieved as of 6/4/2024</i></p>
Develop the operational capacity to advance the digitalization and optimization of the Ginnie Mae MBS platform.	<p>6/30/2024: Publish a roadmap for industry feedback regarding transitioning the Ginnie Mae platform from pool level to loan-level operations. – <i>Not Achieved</i>²³⁹</p> <p>9/30/2024: Expand Digital Collateral program utility by permitting transfers of servicing for pools containing eMortgages. – <i>Achieved as of 12/15/2023</i></p>
Provide a leading voice in the housing finance system.	9/30/2024: Establish a Federal Advisory Committee Act (FACA)-compliant body to provide enhanced transparency and stakeholder input into Ginnie Mae's activities. – <i>Not Achieved</i> ²⁴⁰

²³⁷ Currently, Ginnie Mae ESG disclosure plans rely upon information supplied by our insuring agencies (FHA, VA, USDA, PIH) and is subject to a processing delay. The result is ESG MBS pool level disclosures only become available at the first reporting month rather than the pool issue month.

²³⁸ Ginnie Mae Platinum Securities are issued through the Ginnie Mae Multiclass Securities Program and provide holders of MBS with greater market and operating efficiencies. Investors who hold multiple pools of MBS having common characteristics can combine new or existing MBS into a single Ginnie Mae Platinum Certificate. Once a Ginnie Mae Platinum Certificate has been created, it can be used efficiently in structured finance transactions, repurchase transactions and general trading. Additionally, small pools suffer from "odd lot" pricing which is frequently much lower than larger, "round lot" pools. As servicers emerge from the pandemic with inventories of re-performing and modified loans, Ginnie Mae has responded by introducing two new pool types, C RG and CET, to assist with the securitization of these loans. Additional information on the C ET and C RG can be found here:

https://www.ginniemae.gov/issuers/program_guidelines/Pages/mbsguideapmslibdisppage.aspx?ParamID=119 and https://www.ginniemae.gov/issuers/program_guidelines/Pages/mbsguideapmslibdisppage.aspx?ParamID=113

²³⁹ This milestone was not achieved due to contracting delays, changes in leadership, and shifting priorities.

²⁴⁰ This milestone will no longer be tracked due resource constraints and the need to concentrate efforts on other priorities.



KEY PERFORMANCE INDICATORS

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

► **The number of eMortgages securitized and new elssuers in Ginnie Mae mortgage-backed securities.**²⁴¹

This measure will track the number of electronic promissory notes (eNotes) securitized in Ginnie Mae's new Digital Collateral program and the count of new issuers using eNotes.

Sub-Metric	Past Performance				Current Performance	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
Number of eMortgages securitized	N/A	17,057	53,909	110,917	73,956	65,000
Number of new elssuers	N/A	12	12	13	13	10
Description	Number of eNotes securitized in Ginnie Mae's new Digital Collateral program, and the number of new issuers using eNotes.					
Data Source:	Actual count of eNotes securitized in FY 2021. Projections derive from compiling current volume and adding similar average volume for anticipated new participants. Future actuals will come from Ginnie Mae electronic vault (eVault) data. New participants are averaged by comparing eligible Ginnie Mae issuers with those entities that have also successfully completed Mortgage Electronic Registration System integration and gained qualified experience through other registered eNote transactions in the industry.					
Dimension & Unit of Measurement:	Count					
Calculation Method:	Count					
Frequency:	Monthly					
Data Quality:	Limitations include cost of technological improvements required for eligible participants, as well as external validation checks that participants must secure to achieve recognized industry standardization before securing Ginnie Mae eligibility.					
Validation and Verification:	Data is validated monthly through comparisons of data received from active participants and eNotes collected in Ginnie Mae's eVault.					

²⁴¹ This key performance indicator was not tracked prior to FY 2022. As such, any previous year actuals, before FY 2022, are not available. The tracking of data will begin with FY 2022 end-year actuals.



OTHER INDICATORS

► **The number of institutions and borrowers served through Extended Term modification pools.**²⁴²

This measure will track the number of Extended Term modifications pooled in Ginnie Mae securities institutional partners involved in this new initiative, and borrowers served by the new initiative.

Sub-Metric	Past Performance				Current Performance	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
Institutions	N/A	N/A	64	121	128	Tracking Only
Borrowers	N/A	N/A	4,890	34,590	51,248	Tracking Only
Description	This measure will track the number of Extended Term modifications pooled in Ginnie Mae securities, institutional partners involved in this new initiative, and the number of borrowers served.					
Data Source:	Ginnie Mae's portfolio data					
Dimension & Unit of Measurement:	Count					
Calculation Method:	Count					
Frequency:	Monthly					
Data Quality:	No known data quality issues					
Validation and Verification:	Data is validated in compliance with Ginnie Mae's data certification policy.					

²⁴² This key performance indicator was not tracked prior to FY 2022. As such, any previous year actuals before FY 2022 are not available. The tracking of data will begin with FY 2022 end-year actuals.



► **Single-family mortgage originations by funding source.**²⁴³

This measure will track the market share of the Government-Sponsored Enterprises (GSEs), the Ginnie Mae-backed sector, Private Label Securitization (PLS), and Portfolio lending.

Sub-Metric	Past Performance				Current Performance	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
Ginnie Mae	20.0%	18.2%	17.9%	18.4%	20.6%	Tracking Only
GSEs	47.9%	53.2%	53.8%	54.1%	52.3%	Tracking Only
PLS	4.4%	3.7%	3.6%	3.5%	3.5%	Tracking Only
Portfolio	27.7%	24.8%	24.7%	24.0%	23.6%	Tracking Only
Description	The percentage market share of GSEs, the government-insured (guaranteed) sector (HUD, Veterans Affairs, and Department of Agriculture via Ginnie Mae), Private Label Securitization (PLS), and Portfolio lending.					
Data Source:	Ginnie Mae's portfolio data in conjunction with publicly available data sources					
Dimension & Unit of Measurement:	Market share of Unpaid Principal Balance (UPB) issuances as a percentage					
Calculation Method:	Issued UPB for each of the four categories, as a percentage of the total UPB.					
Frequency:	Data is available monthly.					
Data Quality:	No known data quality issuers.					
Validation and Verification:	Data is validated in compliance with Ginnie Mae's data certification policy.					

²⁴³ The PLS, Portfolio, and a part of GSE (Federal Home Loan Banks) data come from the FED Z.1 table, Financial Accounts of the United States. The Financial Accounts are a set of financial accounts used to track the sources and uses of funds by sector. When a new version is released, some historical data updates and revisions can occur, causing variances from previously reported data. The values reflect the most currently available data for those time periods as of September 2022.



► **Percentage of first-time homebuyer loans in Ginnie Mae MBS issuances.**

This measure will track the percentage of first-time homebuyer loans in Ginnie Mae MBS issued in a given fiscal year.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
70.77%	68.38%	68.46%	67.77%	70.5%	Tracking Only
Description:		This metric indicates the percentage of loans in Ginnie Mae MBS with borrowers who are first-time homebuyers.			
Data Source:		Ginnie Mae administrative data			
Dimension & Unit of Measurement:		Percentage of total Ginnie Mae issuance for the Fiscal Year			
Calculation Method:		Percentage			
Frequency:		Annual			
Data Quality:		High			
Validation and Verification:		Data is validated by Ginnie Mae's data certification process			

EVIDENCE BUILDING

Ginnie Mae's Office of Capital Markets tracks key indicators of housing finance and other capital markets to respond effectively to market trends and ensure continued availability of capital for government-insured mortgage loans. These data are published in a long-running series of detailed monthly reports that complement Ginnie Mae reporting on program activity.²⁴⁴ Ginnie Mae Annual Reports also provide an integrated assessment of financial status, mission performance, and management challenges and initiatives. Furthermore, Ginnie Mae and FHA published a Request for Input (RFI) to inform the evaluation of current program policies in September 2022. The RFI was also intended to help identify opportunities to better leverage the Title I program to address housing supply and affordability needs through manufactured housing.²⁴⁵ On the heels of the RFI and industry outreach, in February of 2024 Ginnie Mae announced the first of a series of modernizations to the Manufactured Housing Mortgage-Backed Securities (MH MBS) Program that will align with FHA's proposed Title 1 policy changes.²⁴⁶

HUD also prepares the annual Agency Financial Report and an Annual Report to Congress Regarding the Financial Status of the Mutual Mortgage Insurance Fund, which provides important insights for Congress and the American taxpayer into the financial performance of FHA.²⁴⁷ Affordable loan products play an important role in supporting access to homeownership and homeownership sustainability.

²⁴⁴ https://www.ginniemae.gov/data_and_reports/reporting/Pages/global_market_analysis.aspx

²⁴⁵ https://www.ncsha.org/wp-content/uploads/title1_manufactured_housing_programs_rfi.pdf

²⁴⁶ See <https://www.ginniemae.gov/newsroom/Pages/PressReleaseDispPage.aspx?ParamID=313>

²⁴⁷ The HUD Agency Financial Report is available online at: https://www.hud.gov/program_offices/cfo/reports/cforept. The Annual Report to Congress Regarding the Financial Status of the Mutual Mortgage Insurance Fund is available at <https://www.hud.gov/fhammifrp>.



HUD produced an analysis of past FHA loan limit policies, and future efforts will continue to build evidence of effective approaches to fostering homeownership through original research and more extensive collaboration with outside partners.²⁴⁸ HUD also examined alternative FHA mortgage insurance programs for financing single-family rental and small multifamily rental properties and identified options for expanding FHA's role.²⁴⁹ Research on housing finance, securitization, and risk assessment will be critical to bolstering HUD's future evidence base.

HUD's Learning Agenda and Supplement includes several research questions that relate to Objective 3B. Examples of such questions are:

- *How can equity in mortgage lending best be advanced, especially as algorithmic decision making is becoming more prevalent?*
- *What are the implications for the housing finance system of differences in the composition of mortgage-backed securities of Ginnie Mae versus those of the housing GSEs and their changes over time?*
- *What are the gaps in financing for multifamily housing, and under what conditions would an expanded FHA role be likely to support both increasing the supply of multifamily housing and preserving and enhancing the supply of naturally occurring affordable housing?*
- *What have HUD programs done to close the homeownership gap, and what role does homeowner equity play?*
- *How can HUD incentivize more lending for manufactured housing, and how are loan limits affecting production?*

²⁴⁸ <https://www.huduser.gov/portal/publications/FHA-Loan-Limits.html>.

²⁴⁹ "Examination of Alternative FHA Mortgage Insurance Programs for Financing Single-Family Rental and Small Multifamily Rental Properties" (2015), <https://www.huduser.gov/portal/publications/hsgfin/externalfha042015.html>.

Strategic Goal 4: Advance Sustainable Communities

Advance sustainable communities by investing in climate resilience and carbon reduction, promoting environmental justice, and recognizing housing's role as essential to health.

LEADING THIS GOAL

Office of the Secretary

GOAL

HUD will advance sustainable communities by: 1) investing in climate resilience and carbon reduction; 2) promoting environmental justice; and 3) recognizing housing's role as essential to health. Health, climate resilience, and energy efficiency are critical to HUD's mission to create strong, sustainable, inclusive communities, and will be embedded across HUD programs. These issues deeply affect the well-being of every resident of HUD-assisted housing and their wider communities.



Everyone deserves a safe and healthy place to live. Where a person lives is an important factor that shapes their long-term health, education, and employment outcomes. Underserved communities have experienced disproportionately high levels of health risks, environmental hazards, and other climate-related impacts due to the historical practice of segregating persons of color into divested neighborhoods.²⁵⁰ Many residents of HUD-assisted housing, especially in underserved communities, are disproportionately impacted by health- and climate-related challenges. Inequitable costs associated with energy burdens associated with weather events such as extreme heat, further compound existing inequities. The Department recognizes these

challenges are exacerbated by climate change and disproportionately harm the health and wellbeing of Americans living in underserved communities. Families and individuals living in underserved communities experience greater inequity and often face more negative health outcomes as a result. They are also often more vulnerable to extreme weather events and natural disasters resulting from climate change. HUD seeks to integrate best practices in the areas of community health, customer experience, and equity to effectively adapt policies to the needs of local communities and address these inequities.

Recognizing that each community's needs are as unique as the communities themselves, HUD renewed efforts to embed equity considerations in its programs to ensure they promote environmental justice for underserved populations. Ensuring HUD stakeholders' and customers' needs drive HUD policies will make the Department a better partner in supporting more equitable and sustainable, community-driven solutions; enabling neighborhoods

²⁵⁰ Executive Order 13985, *On Advancing Racial Equity and Support for Underserved Communities Through the Federal Government*, defines term "underserved communities" as populations sharing a particular characteristic, as well as geographic communities, that have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life. This population would also include the elderly, persons with disabilities, individuals who belong to communities of color, and persons otherwise adversely affected by persistent poverty, discrimination, or inequality. Individuals may belong to more than one underserved community and face intersecting barriers.

across the country to be safer; and empowering its partners to be better, more efficient stewards of finite resources. The Department's commitment to environmental justice includes developing and implementing a plan under the Administration's Justice40 Initiative.²⁵¹ This will enable HUD to reduce poor housing conditions that are associated with a wide range of health conditions, especially for the most vulnerable communities.

HUD will guide investment into decarbonization and resilience to achieve the goal of advancing sustainable communities. It is crucial that the Federal government and its state, Tribal, and local partners effectively coordinate policies related to community development, climate change, energy efficiency, hazard mitigation, and resilience. When homes are more sustainable, operating expenses are lower. This reduces financial burdens on residents and preserves our world's finite resources. HUD supports millions of housing units that can be made more energy efficient and climate resilient.²⁵² Effective data tracking of utility expenses and usage for HUD-assisted housing units is paramount to inform measurable goals for the future of HUD's climate resiliency efforts.²⁵³ Hence, HUD has a great opportunity to significantly increase climate-related resilience and reduce greenhouse gas emissions nationwide.

Lastly, this goal seeks to integrate healthcare and housing. HUD will help the health care sector to understand the role that housing plays as a determinant of health through use of data linkages with other health care organizations and summarization of evidence. HUD must also ensure that housing is used as a platform for better health care connections and delivery. HUD will collaborate with U.S. Department of Health and Human Services to improve health care services and delivery for people in HUD-assisted housing as well as ensure that HUD-assisted households know how to access those services.

Promoting environmental sustainability, protecting underserved populations from environmental hazards, and recognizing housing's essential role in the health of residents are key elements of HUD's vision; a vision to establish strong, sustainable communities that respect our natural environment, provide every resident with a healthy place to live, and are more resilient to the effects of climate change.

This goal consists of three objectives:

Strategic Goal 4: Advance Sustainable Communities

4A. Invest in Climate Resilience and Carbon Reduction



4B. Strengthen Environmental Justice



4C: Integrate Healthcare and Housing



²⁵¹ This initiative will ensure at least 40 percent of the overall benefits of many of HUD's programs, including climate programs, sustainable affordable housing programs, and residential hazard reduction programs (addressing lead, radon, allergens (allergy-inducing substances), and safety hazards, etc.) are delivered to underserved communities. More information on the Justice40 Initiative can be found here: <https://www.whitehouse.gov/omb/briefing-room/2021/07/20/the-path-to-achieving-justice40/>

²⁵² Efficiencies can be gained by advancing the consideration and utilization of updated energy and building codes and standards, where prudent.

²⁵³ Utility data will supply key information to the Department about the HUD-assisted portfolio's current utility usage and help inform desired impacts and outcomes.



Strategic Objective 4A: Invest in Climate Resilience and Carbon Reduction

Invest in climate resilience, energy efficiency, and renewable energy across HUD programs.

LEADING THIS OBJECTIVE

Office of Community Planning and Development

OBJECTIVE



A key component of HUD's plan to advance sustainable communities is to adopt policies that encourage and support climate resilience, energy efficiency, and renewable energy across HUD investments. Climate change is a worsening crisis that impacts communities across the United States and the world. Due to historic discrimination and disinvestment, underserved communities often suffer climate change's consequences most acutely, deepening pre-existing societal inequities.²⁵⁴ Communities facing entrenched disparities from the legacies of segregation, redlining, exclusionary zoning, and other discriminatory land use decisions often also face environmental justice concerns that leave them with higher risks, costs, fewer resources, and greater vulnerability to the effects of climate change. To help address this crisis, HUD aims to improve national preparedness through proven climate resilience techniques while reducing greenhouse gas emissions that worsen climate change. A strategic, data-driven approach to funding decisions can help avoid perpetuating disparities and reduce inequities as communities recover. Integrating these principles across HUD programs promotes environmental justice practices that underpin strong, sustainable, and prosperous communities. Recognizing that the climate crisis is too big for the Department to tackle alone, HUD will partner with fellow Federal agencies, state, local, and Tribal partners to advance a coordinated approach to strengthening climate resilience and carbon reduction.

Advancing climate resilience and carbon reduction must be part of program design and delivery across all of HUD's programs. The HUD Climate Action Plan (CAP) drove Departmental actions to empower communities to achieve climate resilience, facilitate economic opportunity and eliminate health risks caused by environmental injustices.²⁵⁵ One of the Department's most powerful tools to advance resilience are community development block grants provided for disaster recovery (Community Development Block Grant Disaster Recovery (CDBG-DR)) and mitigation (Community Development Block Grant Mitigation (CDBG-MIT)). These funds place partner

²⁵⁴ EPA. 2021. Climate Change and Social Vulnerability in the United States: A Focus on Six Impacts. U.S. Environmental Protection Agency, EPA 430-R-21-003, <https://www.epa.gov/cira/social-vulnerability-report>.

²⁵⁵ The CAP actions supportive of increasing climate resilience and reducing greenhouse gas pollution are reflected in this strategic objective in several milestones and a key performance indicator. The HUD Climate Action Plan was published in November 2021. <https://www.hud.gov/sites/dfiles/Main/documents/HUD-Climate-Action-Plan.pdf>



communities in the driver's seat to shape their responses to climate change-related risks and disaster events.²⁵⁶ Additionally, HUD is leveraging data collection tools to identify and address barriers to equity in these programs. HUD received funds for investment in energy efficiency, climate resilience and carbon reduction through the Inflation Reduction Act, which included funding for the Green and Resilient Retrofit Program (GRRP).²⁵⁷ The Department will also expand the resources it offers to guide and encourage grantee practices that foster resilient projects and promote environmental justice. These resources will ensure grantees have the capacity to leverage HUD funds effectively to achieve their climate resilience goals and promote environmental justice in their allocations.²⁵⁸

HUD will also lower greenhouse gas emissions through energy efficiency, electrification, and renewable energy in HUD-assisted, financed, and insured projects. The Department will refocus its policies and programs to help transition the country to carbon-free energy sources and contribute toward the Administration's goal of lowering economy-wide greenhouse gas emissions by at least fifty percent by 2030. HUD will promote energy efficiency by strengthening energy and green building codes and standards across its programs.²⁵⁹ The Department will work to advance energy efficiency throughout its portfolio of HUD-assisted housing by developing enterprise-wide standards for utility data collection, reporting, and tracking. The GRRP program makes over \$830 million in grants and loan subsidy available for improving climate resilience, energy efficiency, and water efficiency in HUD-assisted multifamily housing. GRRP also supports greater benchmarking of the energy and water consumption of HUD's portfolio, which will enable the Department to 1) track our energy and carbon footprint; 2) evaluate existing programs; and 3) target future investments in decarbonization. The Department will also continue to offer Federal Housing Administration (FHA)-insured financing that allows borrowers to make energy efficient and climate hazard mitigation improvements. Additionally, HUD will continue to collaborate with Federal partners to foster innovation in the energy sector and remove barriers to energy efficiency and renewable energy.²⁶⁰

Through these and other investments, HUD will advance the global effort to empower communities to adapt and thrive in the face of climate change. HUD will embed climate resiliency and decarbonization principles across its portfolio through the incorporation of clear goals and priorities into program designs. Achieving climate success requires integrating HUD program missions with an approach to climate resilience that ensures the vitality of the Federal investment and the minimization of hazards and losses for the communities and individuals we serve. HUD, with Federal partners, will chart a path to a climate resilient and sustainable energy future.

²⁵⁶ HUD's primary efforts to improve the climate resiliency of public housing buildings are delivered through public housing agency (PHA) capital fund investments. HUD encourages PHAs to leverage energy incentives, including Energy Performance Contracts and the Rate Reduction Incentive, to motivate agencies to seek out investments in physical buildings, as well as reductions to energy costs.

²⁵⁷ GRRP will provide grant and loan funding to facilitate retrofits of properties participating in its Multifamily assisted housing programs to make them more energy efficient, healthier, and resilient in the face of natural disasters and climate change.

²⁵⁸ HUD is operating under the Department of Energy's unifying term: energy justice, signifying "clean energy ... solutions that enable all people to participate in and benefit from the transition to sustainable energy." <https://www.nrel.gov/about/energy-justice.html>.

²⁵⁹ Section 109, Cranston Gonzalez National Affordable Housing Act (42 USC 12709) as amended by the Energy Independence and Security Act of 2007 (41 USC 12709) requires HUD to establish minimum energy codes for new HUD-assisted, financed, or insured properties (42 USC 12709).

²⁶⁰ This includes supporting location efficient housing investments that increase transportation options for low- and moderate-income households, promote economic development, lower combined housing-transportation expenditures, increase access to employment, schools, services, and amenities, and encourage equitable transit-oriented development. Federal partners with whom HUD collaborates on these issues include the Department of Energy (DOE), U.S. Department of Agriculture, and Environmental Protection Agency (EPA), and the Department of Transportation.



2024 APR PROGRESS UPDATE

HUD continued its progress towards strengthening climate resilience, energy efficiency, and renewable energy in its programs and throughout the country. In FY 2024, the Department implemented programmatic changes, provided guidance, and engaged in customer-focused stakeholder outreach.

Within the fiscal year, HUD awarded more than \$840 million in GRRP loans and grants to properties assisting more than 22,000 homes occupied by low-income families, seniors, and persons with disabilities.²⁶¹ Along with the awarded funding, HUD published supplementary Climate Preference guidance for its NOFOs.²⁶² To reduce the barriers that may limit the usage of other funding opportunities for citizens, HUD conducted an assessment of the Section 203(k) Mortgage Insurance Program and energy efficiency policy revisions.²⁶³ The assessment supported HUD in reaching its carbon reduction goals by allowing the Department to implement changes to the 203(k) program that would make it easier for individuals to apply.²⁶⁴

In FY 2024, HUD released a publicly accessible toolkit to advance the nation's communities and HUD grantee information on funding availability across the Federal government.²⁶⁵ The toolkit, which is linked to community targeted climate risk data, informs users of the resources available to them for use in building community resilience. Additionally, HUD developed guidance to increase people's ability to measure or assess progress in increasing their climate resiliency at the building and community levels. The Department also began developing guidance on Green and Resilient Retrofit Program (GRRP) retrofits of HUD-assisted properties.

HUD partnered with DOE to host the Better Buildings, Better Plants Summit to foster innovation in the energy efficiency and renewable energy space through training and networking opportunities for multifamily partners. Furthering this effort, HUD hosted five climate convenings to elevate customers' perspectives and lived experiences. The HUD-DOE partnership also led to the development of the Better Climate Challenge (BCC) to enable affordable housing providers to lead the way on residential decarbonization. FY 2024 provided to be a banner year as the number of multifamily BCC partners more than doubled to 27 partners with over 188k housing units, the vast majority of which are affordable.²⁶⁶

HUD published the Final Determination of minimum energy code standards for HUD-financed, insured, or assisted housing in April 2024. HUD along with the U.S. Department of Agriculture (USDA) announced the adoption of the updated Minimum Energy Standards for new single and multifamily homes. Adoption of these standards will yield significant cost savings for residents, reduce energy use and pollution, improve resident health and comfort, and increase resilience in extreme weather events of both single and multifamily homes. Along with these efforts, the Department incorporated energy code updates resulting from the National Initiative to Advance Building Codes (NIABC) implementation plan into HUD's Decarbonization Framework data.²⁶⁷ HUD and DOE's analysis estimates an average annual energy savings of \$963 per household for single family homes and \$403 per household in low-rise multifamily housing when these standards are used. This will result in the average homeowner savings \$25,100 in energy bills over a 30-year mortgage.

In FY 2024, HUD rebuilt or rehabilitated 8,708 housing units impacted by disasters; increasing their resilience to future extreme weather events. This success was furthered by HUD updating of floodplain management and wetlands protection regulations as part of the implementation of the Federal Flood Risk Management Standard

²⁶¹ These awards will increase energy and water efficiency, reduce climate pollution, generate renewable energy, reduce emissions, and promote the use of low embodied carbon materials. By making these properties more resilient to climate risks, and enhancing indoor air quality, these awards will improve the quality of life for residents and ensure these properties will remain affordable in the long-term.

²⁶² https://www.hud.gov/sites/dfiles/Housing/documents/APRIL-2024_Update_GRRP_Elements_NOFO_FR-6700-N-91B.pdf

²⁶³ [Revisions to the 203\(k\) Rehabilitation Mortgage Insurance Program including updates to the 203\(k\) Consultant Requirements and Fees \(hud.gov\)](#)

²⁶⁴ The Section 203(k) Mortgage Insurance Program Assessment addressed 146 public comments prior to its completion.

²⁶⁵ [HUD Community Resilience Toolkit - HUD Exchange](#)

²⁶⁶ BCC multifamily partners, DOE, and HUD are co-creating the solutions that will decarbonize the building sector. Multifamily partners are helping to develop an emissions reduction pathway, methodology plan, have participated in working groups on emissions reductions audits and assessments, electrification, and onsite renewables that have each produced resources for the sector at large.

²⁶⁷ NIABC updates were also incorporated into future policy recommendations as well as newly developed requirements and standards for annual energy benchmarking for Multifamily owners, via the EPA Portfolio Manager.



(FFRMS). The FFRMS amends HUD's existing floodplain regulations to require a greater level of flood protection for new construction and substantial rehabilitation projects. Flood losses are significant with an estimated loss potential from just a 1-inch flood ranges from \$10,000 to \$27,000 depending upon the size of a home. Building to this standard will increase the Nation's resilience to flooding, reduce the risk of flood loss to human life and property, and minimize the direct impact of floods on households across the country. Over a 40-year period, HUD estimates the net aggregate benefits from implementing FFRMS will total between \$56.4 million and \$324.3 million per annual construction cohort. This means that each year's construction season will reap benefits within this range, increasing in savings with each subsequent construction season.

While the Department made significant steps forward in FY 2024 to invest in climate resilience, energy efficiency, and renewable energy across HUD's programs, challenges did emerge. Despite an increase of 525,545 units benchmarked in FY 2024, HUD did not meet its target of an additional 600,000 units. Budgetary pitfalls in the Department's Public and Indian Housing programs proved to be a major limiting factor of HUD's achievements. Through challenges and successes, the Department remained committed to moving forward and impactfully continuing its efforts to invest in climate resilience and carbon reduction.

STRATEGIES AND MAJOR MILESTONES

📄 Denotes content featured in [HUD's Climate Action Plan](#)²⁶⁸

📋 Denotes alignment with a [President's Management Agenda](#) Cross-Agency Priority (CAP) Goal

👤 Denotes customer experience-focused strategies, sub-strategies, or milestones.

⚖️ Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Promote climate resilience, decarbonization, and environmental justice across HUD programs. ²⁶⁹	<p>1/31/2024: Finalize Climate Preference Guidance for NOFOs. – <i>Achieved as of 7/31/2023</i></p> <p>3/1/2024: Update floodplain management and wetlands protection regulations to implement the Federal Flood Risk Management Standard (FFRMS). 📄²⁷⁰ – <i>Achieved as of 4/23/2024</i></p> <p>3/29/2024: Develop guidance to increase HUD customers' ability to measure or assess progress in increasing their climate resiliency at the building and community levels. – <i>Achieved as of 5/22/2024</i></p>
Create community resilience and sustainability resources.	<p>2/29/2024: Publish a "Site Planning for Disaster Mitigation Guidebook" on HUDuser.org to promote site planning techniques to address climate impacts.👤 – <i>Delayed to 1/31/2025</i>²⁷¹</p>

²⁶⁸ HUD's Climate Action Plan is an ambitious multi-year plan designed to guide integration of climate resilience and environmental justice into HUD's core programs and policies. Every HUD program and office has committed specific, time-bound actions to increase climate resilience, reduce greenhouse gas emissions, and pursue environmental justice. The Climate Action Plan is publicly available online <https://www.hud.gov/sites/dfiles/Main/documents/HUD-Climate-Action-Plan.pdf>.

²⁶⁹ The strategy has been renamed to include the term decarbonization.

²⁷⁰ HUD's final FFRMS rule updates Title 24, Part 55 (Floodplain Management and Protection of Wetlands) of the Code of Federal Regulations, <https://www.ecfr.gov/current/title-24/subtitle-A/part-55>.

²⁷¹ This milestone has been delayed to reflect the amount of time needed to put the materials for the "Site Planning for Disaster Mitigation" in Departmental clearance before it could be published on HUDuser.org.



	<p>3/29/2024: Publish a final report and briefing for the community resilience plan.²⁷² – <i>Achieved as of 12/5/2024</i></p> <p>3/31/2024: Generate three to five case studies and guidance documents on resilience planning, disaster recovery, strategic funding strategies, and land use planning for HUD customers. – <i>Delayed to 1/31/2025</i>²⁷³</p> <p>3/31/2024: Create a comprehensive community resilience plan utilizing feedback from three communities.²⁷⁴ – <i>Achieved as 12/5/2024</i></p> <p>6/30/2024: Conduct two technical assistance webinars on how communities can address extreme heat and cold at the building and community levels. – <i>Achieved as of 9/30/2024</i></p>
<p>Improve utility data collection, reporting, and tracking. Initiate utility benchmarking requirements.</p>	<p>3/30/2024: Develop requirements and standards for annual energy benchmarking for Multifamily owners via the EPA Portfolio Manager. – <i>Achieved as of 4/17/2023</i></p> <p>3/31/2024: Develop portfolio data and emissions baseline for HUD programs, as part of the Equitable Decarbonization Framework for HUD's portfolio.²⁷⁵ – <i>Achieved as of 11/1/2024</i>²⁷⁶</p> <p>4/30/2024: Formulate and begin implementation of an updated approach to utility benchmarking for Public Housing. – <i>Delayed to 6/30/2026</i>²⁷⁷</p> <p>6/30/2024: Identify portfolio wide decarbonization opportunities, as part of the Decarbonization Framework. – <i>Delayed to 8/31/2025</i>²⁷⁹</p>

²⁷² The final report and briefing for the community resilience plan can be accessed through this link:

<https://www.huduser.gov/portal/publications/Resilience-Planning-What-Communities-Can-Do-to-Keep-Hazards-from-Turning-into-Disasters.html>

²⁷³ This milestone has been delayed due to Departmental Clearance.

²⁷⁴ The final report and briefing for the community resilience plan can be accessed through this link:

<https://www.huduser.gov/portal/publications/Resilience-Planning-What-Communities-Can-Do-to-Keep-Hazards-from-Turning-into-Disasters.html>

²⁷⁵ The Decarbonization Framework will provide HUD decision-makers with a greenhouse gas emissions baseline of the HUD-assisted housing portfolio; a detailed report on how current policies affect building performance, energy consumption, and greenhouse gas emissions; and an array of actions tailored to impact specific policies, regulations, incentives, guidance, and technical assistance that significantly reduce the greenhouse gas emissions of the HUD portfolio. The Framework will culminate in an Equitable Decarbonization Roadmap that when adopted will allow the Department to adopt numerical GHG reduction targets and fully align programs and investments with the Administration's decarbonization goals of a 50 to 52 percent reduction in greenhouse gas emissions by 2030 and a net zero emissions economy by 2050.


²⁷⁶ This milestone has been delayed to reflect the amount of time needed to collect, clean, and share HUD data with the National Renewable Energy Laboratory (NREL), and for NREL to complete their analysis before finalization.

²⁷⁷ This milestone is aspirational and is contingent on HUD receiving dedicated appropriations for its Public Housing benchmarking initiative.

²⁷⁸ This milestone has been delayed to provide additional time for the Public Housing benchmarking initiative to request dedicated appropriations for the FY26 Budget.

²⁷⁹ This milestone has been delayed to account for staffing and resource issues, and additional time needed for the data analysis from NREL to be complete additional time is needed.



<p>Strengthen green codes and standards across HUD programs.</p>	<p>4/30/2024: Determine HUD's posture on resilient building code adoption for HUD programs and assisted properties, by implementing the National Initiative to Advance Building Codes (NIABC) Evaluation and Implementation Plan. – <i>Achieved as of 9/30/2024</i></p> <p>6/30/2024: Publish Final Determination of minimum energy code standards for HUD-financed, insured, or assisted housing.²⁸⁰ – <i>Achieved as of 4/26/2024</i></p> <p>7/31/2024: Amend the Manufactured Home Construction and Safety Standards in light of recent rulemaking from the Department of Energy.²⁸¹ – <i>Delayed to 9/30/2025</i>²⁸²</p> <p>7/31/2024: Incorporate energy code updates resulting from the NIABC Implementation Plan into HUD's Decarbonization Framework data and future policy recommendations. – <i>Achieved as of 7/31/2024</i></p>
<p>Foster innovation while removing barriers to energy efficiency and renewable energy in the HUD portfolio.²⁸³ </p>	<p>12/31/2023: Evaluate the comments received in response to an RFI on the FHA 203(k) Rehabilitation Mortgage Insurance Program.²⁸⁴ – <i>Achieved as of 11/29/2023</i></p> <p>2/1/2024: Complete the Better Buildings Multifamily Sector 2023 Data Drive.²⁸⁵ – <i>Achieved as of 2/1/2024</i></p> <p>3/31/2024: Produce a brief on the utility allowance landscape across HUD housing assistance programs. – <i>Delayed to 2/28/2025</i>²⁸⁶</p> <p>6/30/2024: In partnership with DOE, hold a Better Buildings, Better Plants Summit with training and networking opportunities targeting multifamily partners. – <i>Achieved as of 4/4/2024</i></p> <p>6/30/2024: Launch the development of guidance documents or case studies on energy and resilience retrofits that have resulted from GRRP funding or</p>

²⁸⁰ 2021 IECC/ASHRAE 90.1-2019; Preliminary and Final Determinations implement statutory requirements at 42 USC 12709, following rulemaking provisions of HUD's "Rule of Rules".

²⁸¹ This milestone refers to Department of Energy's final rule to establish energy conservation standards for manufactured housing pursuant to the Energy Independence and Security Act of 2007. The new standards are based on the 2021 version of the International Energy Conservation Code. The rule can be found at <https://www.Federalregister.gov/documents/2022/05/31/2022-10926/energy-conservation-program-energy-conservation-standards-for-manufactured-housing>.

²⁸² This milestone has been delayed due to Departmental clearance.

²⁸³ This strategy is aligned with CAP Goal 3.2: Build capacity in Federal financial management and through Federal financial assistance to catalyze American industrial strategy, address climate-related risks, and deliver equitable results.

²⁸⁴ The focus of this effort will be to identify any needed policy changes, including those that will promote energy efficiency. A Mortgagee Letter was published to the drafting table on November 29, 2023. The draft ML reflects input received from the RFI regarding 203(k) Rehabilitation Mortgages that published in the Federal Register on February 14, 2023.

²⁸⁵ The Better Buildings Multifamily Sector 2023 Data Drive will enable HUD to estimate cumulative energy and emissions reductions in HUD's assisted multifamily portfolio.

²⁸⁶ This milestone has been delayed to account for the delay in completing the portfolio data and emissions baseline for HUD programs as a part of the Decarbonization Framework. Furthermore, additional time is needed to complete a utility policy landscape analysis.



	<p>other investments in HUD-assisted properties. – <i>Achieved as of 6/11/2024</i></p> <p>8/31/2024: Complete the Better Buildings and Better Climate Challenge Multifamily Sector 2024 utility benchmarking Data Drive.²⁸⁷ – <i>Achieved as of 9/30/2024</i></p> <p>9/30/2024: Assess the Section 203(k) program and energy efficiency policy revisions to support carbon reduction goals, based on 2023 203(k) Request for Information (RFI) comments.²⁸⁸ – <i>Achieved as of 7/9/2024</i></p>
Elevate customer perspectives and lived experiences to inform future HUD investments into climate resilience, energy efficiency, and renewable energy. ²⁸⁹	<p>9/30/2024: Host at least two stakeholder convenings to inform future HUD investments and assist underserved communities in developing plans to mitigate climate and disaster risk. – <i>Achieved as of 3/21/2024</i></p>

KEY PERFORMANCE INDICATORS

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

- **Percentage of climate actions achieved under Climate Action Plan Goal 1. *Increase Climate Resilience* and Goal 2. *Reduce Greenhouse Gas Emissions*.**²⁸⁹

This measure will track the percentage of Climate Action Plan actions accomplished in the topic areas of Goal 1. *Increase Climate Resilience*, and Goal 2. *Reduce Greenhouse Gas Emissions*.

Sub-Metric	Past Performance				Current Performance	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
Goal 1. Increase Climate Resilience	N/A	N/A	27%	64%	88%	92%
Goal 2. Reduce Greenhouse Gas Emissions	N/A	N/A	8%	47%	79%	94%

²⁸⁷ The Better Buildings Multifamily Sector 2023 Data Drive will enable HUD to estimate cumulative energy and emissions reductions in HUD's assisted multifamily portfolio.

²⁸⁸ The focus of this effort will be to identify policy revisions which may require statutory, regulatory or handbook policy changes. Single family published a Mortgagee Letter (ML) 2024-13, including revisions to the 203(k) Rehabilitation Mortgage Insurance Program and updates to the 203(k) Consultant Requirements and Fees.

²⁸⁹ This key performance indicator was not tracked prior to FY 2022. As such, any previous year actuals, before FY 2022, are not available. The tracking of data will begin with FY 2022 end-year actuals. The targets for FY22, FY23, and FY24 are based on the publicly available Climate Action Plan published in November 2021 (<https://www.hud.gov/climate>). These targets may be subject to change based on updates to the Climate Action Plan that better reflect current funding levels and political directives from the White House as of 2023.



Sub-Metric: Goal 1. Increase Climate Resilience	
Description	This measure will track the percentage of Climate Action Plan actions accomplished in the topic areas of Goal 1. Increase Climate Resilience: Climate Risk Data, Mortgage Financing, Disaster Recovery and Resilience, and Capacity Building
Data Source:	Data is derived from multiple data sources: monitoring of research and technical assistance contracts, assessments of performance of identified programs, publication of regulations, guidance, and grants. The Climate and Environmental Justice Working Group will track and report progress on actions.
Dimension & Unit of Measurement:	Percentage
Calculation Method:	Number of actions completed divided by number of actions tracked.
Frequency:	Quarterly
Data Quality:	Data quality regarding monitoring of contracts and grants per quality control and quality assurance plans. Data quality regarding publication of regulations, guidance, and grants per Federal Register.gov and HUD.gov records.
Validation and Verification:	Quality control and quality assurance plans will be validated and verified in accordance with grant and contract regulations (2 CFR and 48 CFR) and associated HUD policies. Quality of regulations, guidance, and grants will be validated and verified through the Departmental Clearance process (Handbook 000.2).
Sub-Metric: Goal 2. Reduce Greenhouse Emissions	
Description	This measure will track the percentage of Climate Action Plan actions accomplished in the topic areas of Goal 2. Reduce Greenhouse Gas Emissions: Benchmarking and Data Collection, Green Building Requirements and Incentives, and Capacity Building.
Data Source:	Data is derived from multiple data sources: Monitoring of research and technical assistance contracts, assessments of performance of identified programs, publication of regulations, guidance, and grants. The Climate and Environmental Justice Working Group will track and report progress on actions.
Dimension & Unit of Measurement:	Percentage
Calculation Method:	Number of actions completed divided by number of actions tracked
Frequency:	Quarterly
Data Quality:	Data quality regarding monitoring of contracts and grants per quality control and quality assurance plans. Data quality regarding publication of regulations, guidance, and grants per Federal Register.gov and HUD.gov records.



Validation and Verification:	Quality control and quality assurance plans will be validated and verified in accordance with grant and contract regulations (2 CFR and 48 CFR) and associated HUD policies. Quality of regulations, guidance, and grants will be validated and verified through the Departmental Clearance process (Handbook 000.2).
------------------------------	---

► **Number of HUD-assisted units successfully benchmarked.**²⁹⁰

This measure will track the cumulative number of units in public and assisted housing that have been successfully benchmarked each year with complete data in the ENERGY STAR Portfolio Manager or another Federally sanctioned, open-source utility management system.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
N/A	N/A	366,220	463,000	525,545	600,000 ²⁹¹
Description:		A cumulative count of housing units in HUD's public and assisted housing portfolio (out of a total of approximately 2.4 million) that are benchmarked each year, i.e. included in properties with complete data in ENERGY STAR Portfolio Manager or another Federally sanctioned, open-source utility management system.			
Data Source:		(1) ENERGY STAR Portfolio Manager for Better Buildings Challenge partners' properties; (2) Other open source systems utilized for HUD green building programs.			
Dimension & Unit of Measurement:		Count: housing units			
Calculation Method:		Count of housing units successfully benchmarked through the Better Buildings Challenge or other HUD green building programs and incentives			
Frequency:		Annually			
Data Quality:		Better Buildings Challenge data team performs checks for accuracy and completeness for all data submitted by partners through Portfolio Manager.			
Validation and Verification:		For properties reporting through the Better Buildings Challenge, data checked by ICF (Better Buildings Challenge TA provider).			

²⁹⁰ This key performance indicator was not tracked prior to FY 2022. As such, any previous year actuals, before FY 2022, are not available. The tracking of data will begin with FY 2022 end-year actuals. Housing units will be benchmarked through the Better Buildings Challenge or other HUD green building programs and incentives. The Better Buildings Challenge is part of the Department of Energy's Better Buildings Initiative and challenges building owners, operators, and managers to reduce energy use throughout their portfolio by at least 20% over 10 years. <https://betterbuildingssolutioncenter.energy.gov/challenge/about>.

²⁹¹ The FY 2024 targets have been revised from 700,000 to 600,000. HUD has reevaluated the FY 2024 and FY 2025 targets. The initial estimates of this metric's targets included units forecasted to be benchmarked under a planned public housing benchmarking initiative and have been revised as that effort is contingent on HUD receiving dedicated appropriations for its public housing benchmarking initiative.



OTHER INDICATORS

- **Number of homes affected by recent disaster events that are rehabilitated, reconstructed, newly constructed, or elevated using CDBG-DR and CDBG-MIT funds.**

This measure will track the number of homes that were rehabilitated, reconstructed, newly constructed, or elevated using CDBG-DR or CDBG-MIT funds, subject to enhanced program requirements.²⁹²

Past Performance ²⁹³				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
20,249 ²⁹⁴	4,498	8,794	16,478	30,078	Tracking Only
Description:		A count of the number of homes that were rehabilitated, reconstructed, constructed, or elevated using CDBG-DR and CDBG-MIT funds, subject to enhanced program requirements.			
Data Source:		HUD Disaster Recovery Grant Reporting (DRGR) System			
Dimension & Unit of Measurement:		Count: housing units			
Calculation Method:		Count of housing units tracked in the HUD DRGR system that were rehabilitated, reconstructed, newly constructed, or elevated			
Frequency:		Annually			
Data Quality:		N/A			
Validation and Verification:		N/A			

²⁹² This indicator's actuals are reported when the activity is complete. An activity is not complete until a National Objective is achieved.

²⁹³ When tracking began for this indicator, it was associated with the grantees that received funds in response to a 2017 disaster. In FY19, HUD executed grant agreements with these grantees which allowed grantees to begin setting up programs. As such, no appreciable accomplishment data was produced for FY18 and FY19.

²⁹⁴ This data was pulled from the DRGR system on September 14, 2020, and includes several housing programs from the 2017 grantees. The State of Texas' Partial Repair and Essential Power for Sheltering program reported 17,429 units received funding for temporary repairs. The CDBG-DR funding is used as the cost share portion of the FEMA funded program.



► **Number of HUD-assisted or HUD-associated (e.g., FHA-insured) housing units made energy efficient or aligned to green building standards through retrofits, rehabilitations, or new construction.**²⁹⁵

This measure will track the number of retrofitted, rehabilitated, or newly constructed housing units that are made energy-efficient or aligned to green building standards.

	Past Performance				Current Performance	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
Total HUD-assisted or HUD-associated units ²⁹⁶	N/A	48,892 ²⁹⁷	51,717 ²⁹⁸	27,743 ²⁹⁹	32,618	Tracking Only
Choice Neighborhoods – New or substantially rehabilitated units	N/A	1,347	687	2,012	2,594	Tracking Only
Mixed-Finance – Developed Units	N/A	1,765	968	634	659	Tracking Only
Public Housing – Energy Performance Contracts	N/A	2,590 ³⁰⁰	62 ³⁰¹	0	4,041	Tracking Only
CDBG-DR – New or substantially rehabilitated units	N/A	4,948	8,794	9,482	6,912	Tracking Only
CDBG – New ENERGY STAR units	N/A	209	137	190	77	Tracking Only

²⁹⁵ This key performance indicator was not tracked prior to FY 2022. As such, any previous year actuals, before FY 2022, are not available. The tracking of data will begin with FY 2022 end-year actuals. An FY 2021 target was not established as this metric did not exist in the FY 2022 Annual Performance Plan.

²⁹⁶ The number of total HUD-assisted or HUD-associated units is an estimate. Due to data constraints, the sub-metric *Green MIP endorsements of newly constructed or substantially rehabilitated housing units* may include units that are also represented in other sub-metrics, such as *Section 202 and 811 – New units built to green building standard*.

²⁹⁷ This number has been updated from 54,108 due to the continuous adjustments throughout the year as a result of the data cleaning process.

²⁹⁸ This number has been updated from 74,572 due to the continuous adjustments throughout the year as a result of the data cleaning process.

²⁹⁹ This number has been updated from 25,996 due to the continuous adjustments throughout the year as a result of the data cleaning process.

³⁰⁰ This number has been updated from 7,806 due to the continuous adjustments throughout the year as a result of the data cleaning process.

³⁰¹ The FY22 Actual housing unit metric for Energy Performance Contracts was lowered from 22,917 to 62 after a data audit.



HOME – New ENERGY STAR units	N/A	2,556	2,797	1,390	3,430	Tracking Only
Housing Trust Fund – ENERGY STAR units	N/A	222	404	370	768	Tracking Only
Section 202 and 811 – New Units built to green building standard	N/A	915	80	128	107	Tracking Only
Green MIP endorsements of newly constructed or substantially rehabilitated housing units	N/A	20,505	18,933 ³⁰²	7,014	8,425	Tracking Only
Energy Efficient Mortgage Loans	N/A	29	14	9	28	Tracking Only
Section 203(k) loans with energy efficient or renewal energy improvements	N/A	3,046 ³⁰³	12,411 ³⁰⁴	2,396 ³⁰⁵	2,663 ³⁰⁶	Tracking Only
RAD – New or substantially rehabilitated units meeting a green building standard	N/A	10,760	16,430	4,118	2,914	Tracking Only
Green and Resilient Retrofit Program ³⁰⁷	N/A	N/A	N/A	N/A	N/A	Tracking Only

³⁰² This number has been updated from 63,760 as the previously reported number included all FHA mortgage activity and not just new construction and substantial rehab.

³⁰³ This number has been updated from 2,176 due to the continuous adjustments throughout the year as a result of the data cleaning process.

³⁰⁴ This number has been updated from 1,469 due to the continuous adjustments throughout the year as a result of the data cleaning process.

³⁰⁵ This number has been updated from 651 due to the continuous adjustments throughout the year as a result of the data cleaning process.

³⁰⁶ This number has been updated from 1,616 due to the continuous adjustments throughout the year as a result of the data cleaning process.

³⁰⁷ The Green and Resilient Retrofit Program (GRRP) is a new program; therefore, data is not anticipated to be available until FY 2025.



Description:	A count of the number of HUD-assisted and HUD-associated (e.g., FHA-insured) housing units that are made energy-efficient or aligned to green building standards through retrofits, rehabilitation, or new construction. These may include water conservation or efficiency measures: energy efficiency upgrades undertaken as part of this performance indicator often include Domestic Hot Water efficiency measures, while green building standards typically incorporate water efficiency as well.
Data Source:	Multiple
Dimension & Unit of Measurement:	Count: housing units
Calculation Method:	Count of HUD-assisted or HUD-associated housing units made energy-efficient or aligned to green building standards
Frequency:	Varied, see below
Data Quality:	See sub-metrics below
Validation and Verification:	See sub-metrics below
Sub-metric: Choice Neighborhoods grant – New or substantially rehabilitated housing units	
Description:	Number of new or substantially rehabilitated housing units developed as part of a Choice Neighborhoods grant, which meet ENERGY STAR or green building standards, as outlined in the Choice Neighborhoods NOFO.
Data Source:	Choice Neighborhoods program data collection system, i.e., Choice Neighborhoods Inform
Dimension & Unit of Measurement:	Count: new or substantially rehabilitated housing units developed as part of a Choice Neighborhoods grant
Calculation Method:	Count of total number of units meeting ENERGY STAR or green building standards, as reported by each Choice Neighborhoods grantee
Frequency:	Quarterly
Data Quality:	Data is collected on units where construction has been completed. Data is entered by the grantee.
Validation and Verification:	Data is reviewed quarterly by HUD.
Sub-metric: Mixed Finance – Developed units	
Description:	Number of housing units in Mixed Finance projects reported as meeting a regional or national green building standard. The data includes Mixed Finance projects where public housing capital funds are being used for development and projects that will only receive public housing operating subsidy.



Data Source:	This data is reported by HUD Mixed Finance grant managers based on the Mixed Finance Development Proposals the Public Housing Agencies (PHAs) submit to HUD's Office of Public Housing Investments prior to projects' financial closings.
Dimension & Unit of Measurement:	Count: Housing units that will be constructed or rehabilitated in Mixed Finance projects approved by HUD in a particular fiscal year.
Calculation Method:	Count of housing units reported in Mixed Finance Development Proposals
Frequency:	Data is reported for each Mixed Finance project approved by HUD. HUD generally approves 20-25 Mixed Finance projects a year.
Data Quality:	Data is self-reported by HUD grant managers based on PHA's development proposals. The housing units are reported in the fiscal year in which HUD approves the project's financing, not the fiscal year in which they achieve Date of Full Availability or are construction complete. Therefore, this data will not match the data found in Energy and Performance Information Center (EPIC).
Validation and Verification:	HUD grant managers within the Office of Public Housing Investments verify this information to the best of their ability.

Sub-metric: Public housing units made energy efficient through Energy Performance Contracts (EPCs)

Description:	Number of public housing units made energy efficient through EPC's approved during the fiscal year
Data Source:	EPC Inventory
Dimension & Unit of Measurement:	Count: housing units
Calculation Method:	Count of housing units made energy efficient via EPC Revisions and New Phase (new contracts) made during the fiscal year.
Frequency:	Annually
Data Quality:	N/A
Validation and Verification:	Copies of EPC Letters are maintained on HUD intranet and in the EPC Inventory in the OPSubWebPortal.

Sub-metric: CDBG-DR – New or substantially rehabilitated housing units

Description:	Number of new construction, reconstruction, or rehabilitation of substantially damaged residential buildings completed through the use of CDBG-DR and CDBG-MIT funds. CDBG-DR and CDBG-MIT grantees must meet a Green building standard for all new construction of residential buildings and all replacement of substantially damaged residential buildings. Replacement of residential buildings may include reconstruction (i.e., demolishing and rebuilding a
--------------	---



	housing unit on the same lot in substantially the same manner) and may include changes to structural elements such as flooring systems, columns, or load bearing interior or exterior walls.
Data Source:	HUD DRGR System
Dimension & Unit of Measurement:	Count: housing units green building standard
Calculation Method:	Count of newly constructed, reconstructed or rehabilitated housing units meeting a green building standard in the DRGR System
Frequency:	Quarterly
Data Quality:	N/A
Validation and Verification:	N/A
Sub-metric: CDBG – New ENERGY STAR units	
Description:	Number of new construction housing units qualified as ENERGY STAR units.
Data Source:	Integrated Disbursement and Information System (IDIS).
Dimension & Unit of Measurement:	Count: housing units.
Calculation Method:	Count of new construction housing units qualified as ENERGY STAR units in IDIS
Frequency:	Annually
Data Quality:	Grantees have a fiduciary responsibility to report these data accurately. However, some grantees do not understand the standard for qualifying ENERGY STAR units. As a result, some grantees report units that do not meet the ENERGY STAR standard.
Validation and Verification:	Office of Block Grant Assistance contacts the grantees that may have reported inaccurate data. The grantees will verify the data and make the correction, if applicable.
Sub-metric: HOME – ENERGY STAR units	



Description:	Number of completed HOME housing units that meet ENERGY STAR standards
Data Source:	IDIS
Dimension & Unit of Measurement:	Count: housing units
Calculation Method:	Count of completed HOME housing units in IDIS that meet ENERGY STAR standards
Frequency:	Quarterly
Data Quality:	HOME participating jurisdictions voluntarily report this information at project completion.
Validation and Verification:	CPD may validate data during onsite and remote monitoring visits. In addition, IDIS reports identify exception data.
Sub-metric: Housing Trust Fund – ENERGY STAR units	
Description:	Number of completed Housing Trust Fund (HTF) housing units that meet ENERGY STAR standards
Data Source:	IDIS
Dimension & Unit of Measurement:	Count: housing units
Calculation Method:	Count of completed HTF housing units in IDIS that meet ENERGY STAR standards
Frequency:	Quarterly
Data Quality:	HTF grantees voluntarily report this information at project completion.
Validation and Verification:	CPD may validate data during onsite and remote monitoring visits. In addition, IDIS reports identify exception data.
Sub-metric: Section 202 and 811 – New units built to green building standard	
Description:	Number of newly constructed Section 202 and Section 811 housing units built to a green building standard that reach sustaining occupancy during the fiscal year.
Data Source:	Housing Enterprise Real Estate Management System (HEREMS)/ Integrated Real Estate Management System (IREMS) database



Dimension & Unit of Measurement:	Count: housing units
Calculation Method:	Count of newly constructed Section 202 and Section 811 housing units built to a green building standard that reach sustaining occupancy during the fiscal year in the HEREMS/IREMS database
Frequency:	Annually
Data Quality:	N/A
Validation and Verification:	The performance indicator data is matched against the Multifamily Performance Goals which track the same data
Sub-metric: Green Mortgage Insurance Premium (MIP) endorsements of newly constructed or substantially rehabilitated housing units	
Description:	Number of newly constructed or substantially rehabilitated rental housing units in green projects with mortgages initially endorsed under FHA multifamily mortgage insurance programs, where the project met the “Green” definition in the MIP Federal Register Notice .
Data Source:	Office of Multifamily Housing's Development Application Processing (DAP) system
Dimension & Unit of Measurement:	Count: housing units
Calculation Method:	Count of rental housing units in green projects with mortgages initially endorsed under FHA multifamily mortgage insurance programs, where the project met the “Green” definition in the MIP Federal Register Notice , in the DAP system
Frequency:	Annually
Data Quality:	N/A
Validation and Verification:	Office of Multifamily Production verifies the data monthly and at the end of the fiscal year to confirm accuracy
Sub-metric: Energy Efficient Mortgage (EEM) Loans	
Description:	Number of FHA-insured EEM loans. Under the EEM program, FHA insures a borrower's mortgage used to purchase or refinance a principal residence, and the cost of energy efficient improvements to be made to the home. The improvements can include energy-saving equipment, and active and passive solar and wind technologies. The cost-effective improvements based on recommendations and analysis performed by a qualified home energy rater/assessor.



Data Source:	Mortgagees submit loans for endorsement in the Computerized Homes Underwriting Management System (CHUMS) and report loan data. Data is periodically transferred to a central data warehouse, which has limited access until system upgrades are complete.
Dimension & Unit of Measurement:	Count: number of FHA-insured EEM Loans
Calculation Method:	Count of EEM Loans in CHUMS and report loan data
Frequency:	Quarterly
Data Quality:	The accuracy of the data is dependent upon the mortgagee inputs. Mortgagees can select from energy efficiency improvements including double-pane windows, Heating, ventilation, and air conditioning (HVAC), ceiling fan, caulking/sealing, doors, programmable thermostats, whole house fan, water heater, geothermal, roof, lighting, insulation, appliances, solar, and/or wind energy systems. The energy package is the set of improvements agreed to by the Borrower based on the recommendations and analysis performed by a qualified home energy rater/assessor. The energy report contains the recommended improvements.
Validation and Verification:	Mortgagees are responsible for complying with FHA guidelines. Additional guidance for recording energy efficiency improvements may need to be issued to mortgagees.
Sub-metric: Section 203(k) loans with energy efficient or renewable energy improvements.	
Description:	Number of Section 203(k) FHA-insured loans with energy efficiency and/or renewable energy improvements used to finance the purchase of existing homes or for a refinance.
Data Source:	Mortgagees submit general Section 203(k) loans for endorsement in CHUMS and report loan data when the repairs, including energy efficiency improvements, have been made and the escrow is closed out. Data is periodically transferred to a central data warehouse, which has limited access until system upgrades are complete. Section 203(k) loans with EEMs are tracked separately. The sub-metric includes both general 203(k) loans with energy-related improvements and Section 203(k) loans with EEMs.
Dimension & Unit of Measurement:	Count: FHA-insured Section 203(k) loans with one or more energy efficiency or renewable energy improvements
Calculation Method:	Count of Section 203(k) loans with energy efficient or renewable energy improvements in CHUMS and report loan data
Frequency:	Quarterly
Data Quality:	Section 203(k) loans with EEMs are general Section 203(k) loans are counted upon FHA endorsement. Mortgagees report the types of energy efficiency and/or renewable energy improvements when the repairs, including energy efficiency



	improvements, have been made and the escrow is closed out. The accuracy of the data is dependent upon the mortgagee inputs. The mortgagee has the option to select no energy efficiency improvements or the applicable energy efficiency improvements. Energy efficiency improvements may include double-pane windows, HVAC, ceiling fan, caulking/sealing, doors, programmable thermostats, whole house fan, water heater, geothermal, roof, lighting, insulation, appliances, and/or wind energy systems.
Validation and Verification:	Mortgagees are responsible for complying with FHA guidelines. Additional guidance for recording energy efficiency improvements may need to be issued to mortgagees.
Sub-metric: Rental Assistance Demonstration (RAD) – Newly constructed or substantially rehabilitated units with significant new green components or aligned to a green standard	
Description:	Number of assisted rental housing units at public housing properties converted through RAD that are newly constructed or substantially rehabilitated with significant new green components or aligned to a green standard
Data Source:	RAD Resource Desk
Dimension & Unit of Measurement:	Count: housing units
Calculation Method:	Count of newly constructed or substantially rehabilitated units with significant new green components or aligned to a green standard listed in the RAD Resource Desk
Frequency:	The data is updated in real time to reflect all RAD conversions to-date.
Data Quality:	Units are counted only after the PHA has closed on financing to complete all construction and has met all other requirements for conversion.
Validation and Verification:	Data is validated through legal review of closing documents and through a post-conversion review of the completion of construction

EVIDENCE BUILDING

Climate change has increased the risk of natural disasters and threats to health and well-being. For instance, changes in historical precipitation patterns account for an estimated one-third of cumulative flood damages from 1988 to 2017 at a cost of \$73 billion; climate models predict continued intensification.³⁰⁸ Sea level rise, coastal subsidence, and increasingly strong hurricanes all exacerbate coastal flooding risks.³⁰⁹

HUD has helped build the evidence base for designing effective future disaster recovery and increasing resilience to climate change. The “Natural Hazard Mitigation Saves: 2019 Report,” funded by HUD, represents an exhaustive benefit-cost analysis of natural hazard mitigation measures, from adopting up-to-date building codes

³⁰⁸ Davenport, Frances V., Marshall Burke, and Noah S. Diffenbaugh. 2021. “Contribution of historical precipitation change to US flood damages.” Proceedings of the National Academy of Sciences. 118, 4. <https://doi.org/10.1073/pnas.2017524118>.

³⁰⁹ Perkins, Sid. 2020. “Often driven by human activity, subsidence is a problem worldwide.” Proceedings of the National Academy of Sciences. 118, 20. <https://www.pnas.org/content/118/20/e2107251118>; Emanuel, Kerry. 2020. “Evidence that hurricanes are getting stronger.” Proceedings of the National Academy of Sciences. 117, 24. www.pnas.org/cgi/doi/10.1073/pnas.2007742117.



and exceeding codes, to addressing the retrofit of existing buildings and utility and transportation infrastructure.³¹⁰ The study found that natural hazard mitigation saves \$6 on average for every \$1 spent on Federal mitigation grants. In 2023, HUD published a five-volume series on designing for natural hazards to provide builders and developers with practical, actionable guidelines to design and construct residential buildings, neighborhoods, and accessory structures to improve residential resilience to natural hazards.³¹¹

In early 2021, HUD released a report on accelerating housing recovery after severe disasters, based on an examination of housing recovery activities funded by CDBG-DR during 2005 to 2015.³¹² PD&R is also funding CDBG-DR resilience cost-effectiveness and implementation studies that have the potential to help grantees save public resources, modernize infrastructure, and improve access to opportunity for vulnerable populations through cost-benefit analyses and best practice guidebooks directed to states, local governments, and Indian Tribes recovering from flood-related natural disasters. These implementation studies include research on the impacts on renters and the efficacy of buyouts and relocation in mitigating hazard risk exposure. Resilience planning case studies in partnership with the National Institute of Standards and Technology (NIST) will be published in 2025 and provide best practice guidance using climate projection data as part of community planning. HUD is also funding wildfire and resiliency research to investigate uses and effectiveness of CDBG-DR funding in communities recovering from wildfire disasters—the study assesses recovery resources and their uses in Paradise, CA, and documents selected aspects of recovery in fire-affected communities in California's Sonoma, Napa, Mendocino, and Lake counties. Finally, PD&R is working to acquire proprietary data on flood and wildfire threats that can be used to assess the risk exposure of HUD assets and HUD-assisted populations and to inform policy and programmatic decision-making.

In addition to this research, HUD seeks to enhance its disaster recovery and climate resilience efforts by incorporating customer feedback received through two Requests for Information (RFI) published in 2022. One RFI, titled "Request for Information CDBG-DR Rules, Waivers, and Alternative Requirements (87 FR 77864)", centered on collecting feedback to improve requirements for entities receiving and implementing CDBG-DR funding.³¹³ The second RFI, titled "Request for Information Community Development Block Grant Disaster Recovery (CDBG-DR) Formula," provided the public with the opportunity to provide feedback on HUD's allocation formula.³¹⁴

Residential energy use accounts for roughly 20 percent of greenhouse gas emissions in the U.S., and the Nation cannot meet the Paris Agreement target of an 80 percent emissions reduction by 2050 without residential sector initiatives, including deep energy retrofits, transitioning to low- and carbon energy sources, and reducing energy intensity.³¹⁵ The DOE's retrospective evaluation of its Weatherization Assistance Program demonstrated the substantial net benefits of home weatherization as well as of healthy homes interventions. The program generated a savings-to-investment ratio of 1.4 and a benefit-cost ratio, including health and safety benefits, of 4.1.³¹⁶

One source of data for utility reduction in public housing and HUD-assisted housing is PD&R's evaluation of the American Recovery and Reinvestment Act (ARRA) of 2009 (P.L. 111-5).³¹⁷ Of the approximately \$13.6 billion in ARRA funds appropriated to HUD, about \$4 billion was allocated to the Public Housing Capital Fund for the modernization and renovation of the Nation's public housing stock, and \$250 million was allocated to establish the

³¹⁰ Available at <https://www.nibs.org/projects/natural-hazard-mitigation-saves-2019-report>.

³¹¹ "Designing for Natural Hazards Series Volumes 1-5" (2023), <https://www.huduser.gov/portal/publications/Designing-for-Natural-Hazards-Series.html>.

³¹² "Housing Recovery and CDBG-DR: A Review of the Timing and Factors Associated with Housing Activities in HUD's Community Development Block Grant for Disaster Recovery Program" (2021), <https://www.huduser.gov/portal/publications/HousingRecovery-CDBG-DR.html>.

³¹³ <https://www.Federalregister.gov/documents/2022/12/20/2022-27547/request-for-information-for-huds-community-development-block-grant-disaster-recovery-cdbg-dr-rules>

³¹⁴ <https://www.Federalregister.gov/documents/2022/12/20/2022-27548/request-for-information-community-development-block-grant-disaster-recovery-cdbg-dr-formula>

³¹⁵ Goldstein, Benjamin, Dimitrios Gounaridis, and Joshua P. Newell. 2020. "The carbon footprint of household energy use in the United States." Proceedings of the National Academy of Sciences. 117, 32. www.pnas.org/cgi/doi/10.1073/pnas.1922205117.

³¹⁶ <https://www.energy.gov/eere/wap/about-weatherization-assistance-program/weatherization-National-evaluation>.

³¹⁷ <https://www.huduser.gov/portal/sites/default/files/pdf/Assessment-of-ARRA-Green.pdf>.



Green Retrofit Program (GRP) for Multifamily Housing. It is estimated that the amount of electricity saved from improvements made by this funding is sufficient to power about 29,000 average U.S. homes for one year. The water savings are sufficient to supply about 7,000 U.S. families for one year, and the carbon dioxide savings are equivalent to removing 37,400 vehicles from the road. PD&R is supporting an evaluation of the GRRP, which includes studies evaluating energy efficiency, indoor air quality, and resiliency, and the application and scoping and design and post-construction processes. PD&R has also invested in smaller studies on energy efficiency and resiliency: A study published in 2023 comparing the energy performance of a distributed electric heat pump water heater system relative to centralized, building-level water heating systems in multifamily housing found that distributed heat pump water heating systems offer the greatest energy efficiency but at higher life-cycle costs than centralized heat pump systems.³¹⁸ A 2024 study to develop a strategy called factory-installed solar + storage (FISS) for factory-built housing, using lean manufacturing principles, found that the FISS strategy could potentially reduce total costs by approximately 27% compared to onsite installation and generate positive net present value for homeowners in some locations.³¹⁹

Since the 1980s, HUD has approved more than 300 Energy Performance Contracts (EPCs) that have generated nearly \$1.5 billion in energy efficiency investments for about 250,000 public housing units. PD&R recently completed two studies of the use of EPCs. The 2020 Review of Energy Performance Contracts in Public Housing found that the EPC program effectively helped PHAs improve their units' energy efficiency.³²⁰ A follow-up study, focusing on smaller PHAs, found that small PHAs that used EPCs experienced greater reductions in energy and water consumption than PHAs that did not use EPCs.³²¹ Such PHAs often undertook efficiency improvements using alternative financing means such as capital and operating funds, grants, or subsidies. Since 2015, however, financial restructuring through HUD's Rental Assistance Demonstration has become an attractive alternative to the EPC program for PHAs that view EPCs as complex or difficult.

The Department continues to make contributions to strengthen the global effort to address climate change by sharing knowledge and collaborating with international partners. In addition, HUD's Learning Agenda and Supplement includes several research questions that relate to Objective 4A. Examples of such questions are:

- *Are current building efficiency, safety and resiliency codes for various types of housing adequate?*
- *What are the distinct impacts and challenges of climate change in Tribal communities and U.S. territories, and what are implications for housing and community development?*
- *How are climate change risk and disasters affecting mortgage performance, and what are implications of including climate risk in underwriting procedures?*

³¹⁸ "Analyzing Cost and Energy Use Impact of Integrated Hot Water Systems in Modular Construction" (2023), <https://www.huduser.gov/portal/publications/Analyzing-Cost-and-Energy-Use-Impact-of-Integrated-Hot-Water-Systems-in-Modular-Construction.html>.

³¹⁹ "Resilient Homes Meet Resilient Power Systems: Optimizing Factory-Installed Solar + Storage" (2024), <https://www.huduser.gov/portal/publications/Resilient-Homes-Meet-Power-Systems.html>.

³²⁰ "Review of Energy Performance Contracts in Public Housing" (2020), <https://www.huduser.gov/portal/publications/epc-evaluation.html>.

³²¹ "Review of Energy Performance Contracts in Small and Very Small Public Housing Authorities" (2021), <https://www.huduser.gov/portal/publications/Review-of-Energy-Performance-Contracts.html>.



Strategic Objective 4B: Strengthen Environmental Justice

Reduce exposure to health risks, environmental hazards, and substandard housing, especially for low-income households and communities of color.

LEADING THIS OBJECTIVE

Office of Lead Hazard Control and Healthy Homes

✦ **Agency Priority Goal for FY2024-2025: By September 30, 2025, protect families from lead-based paint and other health hazards by making an additional 25,000 units of at-risk housing units healthy and lead-safe.**

OBJECTIVE

HUD has been a champion of the Federal government's goal to address lead-based paint and other health and safety hazards in housing for families and children. Young children are especially at risk of the harmful effects of



lead, to which even low-level exposure can increase the likelihood of behavioral problems, learning disabilities, seizures, and in extreme cases, death. Exposure to other home environmental hazards, such as mold, pests, and radon are linked to chronic health conditions like asthma and cancer. HUD recognizes that these hazards are disproportionately found in low-income housing and communities of color, making their remediation critical to promoting environmental justice by increasing equity in housing and in health and safety. Through its programs, HUD has made over 400,000 homes lead-safe, contributing to a significant decline in blood-lead levels among U.S. children in the past decade. HUD will continue

work to reduce exposure to housing-related health hazards, environmental hazards, and substandard housing, especially for underserved communities that are disproportionately impacted by these threats. This work is also a consequence of HUD's recognition that addressing climate and environmental justice is at the core of its mission to create strong, sustainable, and inclusive communities. The HUD Climate Action Plan (CAP), issued under Strategic Objective 4A: *Invest in Climate Resilience and Carbon Reduction*, commits the Department to a variety of actions to empower communities to achieve climate resilience, facilitate economic opportunities, and eliminate health risks caused by environmental injustices.³²² The CAP actions supportive of strengthening environmental justice are tracked under this strategic objective, as shown below in milestones and a key performance indicator.

The Department continues to seek and implement collaborations with Federal partners and state, Tribal, local, and private sector organizations to drive transformational change that will improve the lives of the people it serves. HUD partners with fellow Federal agencies to advance a coordinated, whole-of-government approach to protect families and children from lead-based paint and other housing related health and safety hazards. The

³²²The HUD Climate Action Plan was published in November 2021 with a 2023 technical update to correct grammatical inconsistencies or errors, update funding resources, and address external changes to actions. <https://www.hud.gov/sites/dfiles/Main/documents/HUD-Climate-Action-Plan.pdf>



Department's comprehensive strategy to remove these hazards includes leveraging public-private partnerships. These engagements will maximize the effect of lead safety and healthy housing investments, and increase funding for local jurisdictions to build capacity to address these hazards. To prevent lead poisoning and adverse effects of other hazards in HUD-assisted households, HUD also:

- Ensures compliance with lead safety rules through improved enforcement mechanisms;
- Reports annually on the production of privately-owned and public housing units made lead safe and/or healthy under OLHCHH and PIH grant programs, respectively;
- Increases community and housing and health colleagues' awareness of lead and other health and safety hazards, doing so through:
 - Outreach programs and events, website postings, social media postings, and its two calendar events – the annual National Healthy Homes Month (in April) and the annual National Lead Poisoning Prevention Week (in the last full week of October)
 - Publishing stakeholder guides, conducting webinars, and undertaking additional in-person and on-line educational activities
 - Environmental reviews for proposed grant and assistance projects;
- Increases participation in HUD and its program partners' services; and
- Improves online content and its dissemination to the public seeking lead and healthy homes information and resources.³²³

HUD will encourage Choice Neighborhoods grant applications for transforming neighborhoods with distressed public or other HUD-assisted multifamily housing, in communities where EPA has also provided grant funding to address Brownfields. HUD's Healthy Homes and Weatherization Cooperation Demonstration grant program, administered in partnership with the Department of Energy (DOE) Weatherization Assistance Program, helps coordinate hazard mitigation and weatherization efforts. By coordinating hazard mitigation and protecting homes against weather, such as adjusting uncontrolled ventilation, HUD supports decreasing treated homes' energy consumption and contributing to reduced national energy consumption consistent with the Department's CAP. HUD will conduct local grantee and field office events to raise awareness of lead and other health and safety hazards in homes.³²⁴

Recognizing the critical need to reduce exposure to harmful contamination from environmental hazards in addition to lead, HUD will implement Department-wide and program-specific radon policies, among its "healthy homes" activities. These will be joined by the implementation of best environmental management practices for Public Housing Agencies (PHAs) and other HUD grantees. HUD will also work to update the Department's National Environmental Policy Act (NEPA) implementing regulations, guidance, and training to better integrate strategies that mitigate climate and other environmental and health hazards, in HUD-assisted activities, especially in underserved communities. Addressing environmental health hazard exposures and strengthening health and safety regulations and policies ultimately advances the Department's work to eliminate socioeconomic disparities and advance environmental justice. Furthermore, HUD will protect underserved communities by developing and implementing a plan under the Administration's Justice40 Initiative.³²⁵ This initiative will ensure at least 40 percent of the overall benefits of HUD lead hazard control and healthy homes investments are delivered to underserved communities. Through this work, HUD will reduce housing inequity and improve health outcomes for residents of HUD-assisted housing.

³²³ HUD has proposed in the 2025 President's Budget to issue 80 percent of its funds for lead hazard and other home hazards reduction and mitigation in unassisted homes of low-income families on a formula basis, based on objective measures of communities' need. HUD will continue to award the other 20 percent on a competitive basis (which also considers need) as in previous years. If enacted, use of the formula approach will streamline the selection and execution of lead hazard reduction grants and encourage communities' participation in the program.

³²⁴ Local jurisdiction applications for lead hazard reduction grant funding went from fewer than 10 in 2021 to 30 in 2022, 39 in 2023, and 72 in 2024, based on such events.

³²⁵ Executive Order 14008, Tackling the Climate Crisis at Home and Abroad, section 223, Justice40 Initiative, 86 Fed. Reg. 7619, 7631-7632 (Feb. 1, 2021), <https://www.Federalregister.gov/d/2021-02177>.



2024 APR PROGRESS UPDATE

In FY 2024, HUD protected families of limited means from lead-based paint hazards and other housing-related health hazards by making more than 13,290 at-risk housing units healthy and lead-safe. HUD exceeded the FY 2024 benchmark of 11,000 units by more than 2,290 units, or more than 20 percent. HUD is well positioned to meet the Department's Agency Priority Goal of 25,000 units treated in FY2024 and FY2025.

HUD continued to champion the Federal goal to address health and safety hazards in housing for families, children, and other vulnerable populations. Concurrently, the Department further embedded environmental justice principles into HUD's policies and programs. Special attention was paid to low-income households and those residing in underserved communities.³²⁶ HUD continued its efforts to protect children and families from lead-based paint hazards and other home health hazards through grantmaking by developing and awarding grants to state, Tribal, and local government agencies, public housing agencies, and nonprofit organizations. Furthermore, HUD took action to address other environmental hazards in addition to lead, such as radon.³²⁷

Throughout FY 2024, the Department continued collaborating both internally with HUD program and support offices and externally with government and non-government entities to continue driving transformational change. HUD engaged with multiple Federal partners, state, Tribal, and local agencies, nonprofit organizations (including health and environmental groups), trade groups, and others.³²⁸ HUD improved its enforcement mechanisms by enhancing interoffice collaboration to better oversee execution of lead safety rules designed to prevent lead poisoning. These collaborations will be continued and intensified in FY 2025 and 2026.

In FY 2024, the Department conducted outreach events, training, and technical assistance to increase awareness of lead and other residential health and safety hazards. Significant outreach activities were conducted during National Healthy Homes Month 2024 (April) and National Lead Poisoning Prevention Week 2024 (the last full week of October). Additionally, HUD continued contributing to the implementation of the White House Lead Pipe and Paint Action Plan.³²⁹ These grant and regulatory enforcement activities will be continued in FY 2025 and 2026.³³⁰

The Department continued to develop and refine key environmental policies as well as enhance collaborative tools that impact HUD's partners and residents.³³¹ HUD continued to develop a framework to update its National Environmental Policy Act regulations, policy, and guidance. The new policy will better address climate and environmental justice-related hazards and health risks in HUD's environmental review processes. Finally, HUD further enhanced its Tribal Directory Assessment Tool (TDAT) to facilitate greater outreach to Tribes on infrastructure projects in their communities. Key enhancements to the Tool included automating Tribal contact data updates from the Bureau of Indian Affairs and National Park Service in addition to improving the tool with user-friendly features.

³²⁶ HUD is also implementing its program to track that at least 40% of such investments went to underserved communities as part of the Biden-Harris Administration's Justice40 Initiative.

³²⁷ To protect the health and safety of public housing residents through grants to PHAs, HUD implemented its FY 2024 Radon Testing and Mitigation Demonstration grant program, and its FY 2024 Housing-Related Hazards & Lead-Based Paint Capital Fund Program grant program, and requested funding for these programs for FY 2025.

³²⁸ Some of HUD's Federal partners include the Environmental Protection Agency, Consumer Protection Safety Commission, Council on Environmental Quality, and Departments of Health and Human Services, Interior, Labor, Commerce, and Homeland Security. These partnerships were facilitated through the President's Task Force on Environmental Health Risks and Safety Risks to Children (for which HUD co-chairs the Lead Subcommittee), HHS' Lead Exposure and Prevention Advisory Committee (which HUD chairs), the National Radon Action Plan Leadership Council, and other arrangements.

³²⁹ Key HUD actions to implement the White House Lead Pipe and Paint Action Plan included the awarding of grants to remove lead paint and other home health hazards in private and HUD-assisted housing (including public housing) in underserved communities, and enforcing the Lead Safe Housing Rule. The Lead Safe Housing Rule requires lead-safe conditions in HUD-assisted pre-1978 housing and HUD-assisted rehabilitation projects in such housing. The Plan can be found at the following link: <https://www.whitehouse.gov/briefing-room/statements-releases/2021/12/16/fact-sheet-the-biden-harris-lead-pipe-and-paint-action-plan/>.

³³⁰ HUD's future grant and regulatory enforcement activities may be intensified based on enacted appropriation levels.

³³¹ HUD developed its Department Policy for addressing Radon in the Environmental Review Process for assisted housing owners (https://www.hud.gov/sites/dfiles/CPD/documents/CPD_Note_on_Addressing_Radon_in_the_Environmental_Review_Process.pdf) and is developing program-specific policies.



HUD responded to continuing adverse conditions, such as the after effects of the COVID-19 Pandemic by developing an enhanced training and communications strategy.³³² HUD's FY 2024 strategy focused on keeping grantees and assisted housing providers informed, connected, and inspired to address housing-related health and safety hazards issues.³³³ HUD began conducting an extensive outreach, engagement, and technical assistance campaign to help existing lead and healthy homes grantees and other potential grantees apply for new grants.³³⁴ The Department's encouragement of grant applications, and provision of technical assistance to prospective applicants, resulted in \$580 million in grant awards for lead hazard reduction and related activities—the largest ever amount of grant awards.³³⁵ This success was furthered by the continued implementation of Lead Hazard Reduction Capacity Building grants.³³⁶

STRATEGIES AND MAJOR MILESTONES

📌 Denotes content featured in [HUD's Climate Action Plan](#)³³⁷

📌 Denotes customer experience-focused strategies, sub-strategies, or milestones.

📌 Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Increase community awareness of lead and other health and safety hazards in homes, to increase participation in HUD and stakeholder programs and services. ³³⁸ 📌	<p>10/30/2023: Develop and conduct National Lead Poisoning Prevention Week activities with lead safety stakeholders. – <i>Achieved as of 10/28/2023</i></p> <p>4/30/2024: Develop and conduct National Healthy Homes Month activities with lead safety and healthy homes stakeholders. – <i>Achieved as of 4/28/2024</i></p>
Align and enforce HUD-assisted housing inspections and mitigation measures to consistently address lead-based paint hazards across HUD-assisted housing programs.	<p>2/29/2024: Begin implementation of lead regulatory enforcement memoranda of understanding with EPA headquarters and regional offices. – <i>Achieved as of 2/6/2024</i></p>

³³² Among the obstacles encountered in implementing HUD's efforts under this strategic objective were the COVID-19 pandemic's adverse effect on the willingness of families to let technicians and contractors conducting in-person health services or environmental hazard control into their home, or for families to take their children to health clinics for well-child examinations. Among other results, this caused a significant decrease in blood lead testing of children under age 6. The consequence of reduced testing were fewer environmental investigations of the causes of such elevated levels or targeting of lead hazard reduction grants. Many firms performing such work had fewer staff available or went out of the business line or out of business altogether. The pandemic also had the effect on firms performing hazard reduction work from significant increases in costs of materials or in reduced availability of materials. Similarly, many providers of training for several of the lead professional and construction work certifications required by EPA or a state decreased the availability of such courses and/or went out of the line of business. Many HUD lead hazard reduction and healthy homes production grantees declined to apply for subsequent grants because their management and staff were devoting substantial fractions of their time on pandemic-related issues. These effects were reduced in FY 2024 compared to previous years but have not disappeared.

³³³ HUD's grant and communications activities will be continued in FY 2025 and 2026.

³³⁴ As noted above, the number of applicants for its Lead Hazard Reduction grant program nearly doubled in 2024 as compared to 2023.

³³⁵ In FY24, HUD awarded grants of almost \$580 million to eliminate lead exposure and other housing related safety and health hazards in homes of low-income families. (https://www.hud.gov/press/press_releases_media_advisories/)

³³⁶ Lead Hazard Reduction Capacity Building grants help prepare local governments and the communities they serve build capacity and infrastructure to successfully launch and manage lead hazard reduction and healthy homes production grants. The Department requested authority to extend the periods of performance of its FY 2018 and 2019 lead hazard reduction and healthy homes production grants, which had their periods of performance during the most intensive stage of the pandemic – Congress granted HUD this authority and the Department has been executing these grant extensions and providing covered grantees with additional technical assistance.

³³⁷ HUD's Climate Action Plan is an ambitious multi-year plan designed to guide integration of climate resilience and environmental justice into HUD's core programs and policies. Every HUD program and office has committed specific, time-bound actions to increase climate resilience, reduce greenhouse gas emissions, and pursue environmental justice. The Climate Action Plan is available at <https://www.hud.gov/sites/dfiles/Main/documents/HUD-Climate-Action-Plan.pdf>.



	<p>2/29/2024: Develop and begin implementing EPA-CDC-HUD memorandum of understanding on lead regulatory outreach, compliance assistance, and as-needed enforcement. – <i>Achieved as of 2/6/2024</i></p> <p>6/30/2024: Issue 500 targeted lead regulatory evaluation notices and conduct 100 evaluations of assisted multifamily properties.³³⁹ – <i>Achieved as of 6/30/2024</i></p> <p>9/30/2024: Complete research to determine whether the Lead Safe Housing Rule elevated blood lead level requirements require revision.³⁴⁰ – <i>Achieved as of 9/10/2024</i></p>
Continue to prioritize comprehensive reductions in Americans' exposure to lead in their homes by addressing lead contamination in soil, water, and paint. ³⁴¹	<p>6/30/2024: Implement the lower, more protective soil-lead hazard action level, developed by HUD and EPA in the FY 2025 Lead Hazard Reduction Program grant notices of funding opportunities.³⁴¹ – <i>Delayed to 6/30/2025</i>³⁴²</p> <p>9/30/2024: Propose a revised dust-lead hazard, soil-lead hazard, and paint-lead hazard standards for the Lead Safe Housing Rule.³⁴³ – <i>Delayed to 3/15/2025</i>³⁴⁴</p>
Minimize residential radon exposure.	<p>4/12/2024: Develop or enhance program-specific radon policies for assisted multifamily property owners and PHAs. – <i>Achieved as of 4/12/2024</i></p> <p>5/1/2024: Develop and implement a Departmental policy clarifying current regulatory minimum requirements for radon. – <i>Achieved as of 5/1/2024</i></p> <p>5/31/2024: Deliver updated radon training and guidance materials to HUD customers. ³⁴⁵ – <i>Achieved as of 2/27/2024</i></p>
Update HUD's environmental review regulations and policies.	<p>9/30/2024: Publish the HUD-wide Environmental Justice Strategic Plan. – <i>Achieved as of 12/15/2024</i></p> <p><u><i>Enhance the Tribal Directory Assessment Tool (TDAT) to establish a central information system for</i></u></p>

³³⁹ The approach for conducting these regulatory evaluations was revised to address more housing units at fewer properties in alignment with HUD's issuance of the National Standards for the Physical Inspection of Real Estate (NSPIRE) and Associated Protocols, Scoring Notice ([88 FR 43371-43380](#), July 7, 2023) for NSPIRE inspections of public and multifamily housing.

³⁴⁰ Revisions will be based on research that is to be conducted by the HUD Office of Lead Hazard Control and Healthy Homes with technical support from the Office of Policy Development and Research.

³⁴¹ This milestone's language has been revised from "Implement the lower, more protective soil-lead hazard action level, developed by HUD and EPA in the FY 2024 Lead Hazard Reduction Program grant notices of funding opportunities" due to the delays of the clearance process and the grant notices will be issued for FY 2025 instead of FY 2024.

³⁴² This milestone has been delayed to 6/30/2025, due to the additional time needed to complete the clearance process.

³⁴³ The revised standards will consider the forthcoming FY 2024 projected issuance of corresponding EPA Lead Activities Rule revision and HUD's statutory authorities.

³⁴⁴ This milestone has been delayed to 3/31/2025, due to the additional time needed for review and development. This milestone is synced to the EPA Dust Lead rulemaking and compliance date timeline.

³⁴⁵ Training and guidance topics include radon basics, regulatory requirements, and testing and mitigation best practices.



	<p><u>engaging Tribes on infrastructure projects covered under FAST-41.</u></p> <p>9/30/2024: Develop a TDAT Geographic Information Systems tool with comprehensive and user-friendly mapping features. – <i>Delayed to 9/30/2026</i>³⁴⁶</p> <p><u>Update HUD's National Environmental Policy Act to implement regulations and associated policy guidance, in alignment with 24 CFR parts 50 and 58.</u>³⁴⁷</p> <p>9/30/2024: Publish proposed environmental review rules to mitigate climate- and environmental justice-related hazards and health risks in HUD's environmental review process.³⁴⁸ – <i>Delayed to 5/31/2026</i>³⁴⁹</p> <p>9/30/2024: Update program guidance on environmental review procedures to include analyses of climate mitigation measures, climate adaptation strategies, and environmental justice.³⁵⁰ – <i>Achieved as of 9/30/2023</i></p>
Design and deliver targeted lead and healthy homes programs through improvements in data quality and access.	<p>3/31/2024: Implement enhanced data sharing methods regarding children with Blood Lead Level ≥ 5 mcg/dL. – <i>Achieved as of 9/29/2023</i></p> <p>9/30/2024: Publish a report on the implementation of data sharing agreements on children with Blood Lead Level ≥ 5 mcg/dL. Identify methods for further data sharing improvement. – <i>Delayed to 3/31/2025</i>³⁵¹</p>
Leverage HUD's relationships with stakeholders across the public and private sectors to maximize the impact of every dollar invested in lead, health, and safety activities. ³⁵²	<p>12/31/2023: Publish the FY 2023 Housing Related Hazards and Lead-Based Paint Capital Fund Program NOFO. – <i>Achieved as of 5/30/2023</i></p> <p>5/31/2024: Award the FY 2023 Housing Related Hazards and Lead-Based Paint Capital Fund Program grants. – <i>Achieved as of 9/8/2023</i></p>

³⁴⁶ HUD is finalizing a new MOU with the Federal Permitting Improvement Steering Council (FPISC) (P.L. 114–94, div. D, title XLI; “FAST-41”) to formalize the awarding of the TDAT GIS Tool development project funding.

³⁴⁷ The language of this sub-strategy was modified from “Update HUD's National Environmental Policy Act environmental review policies” to properly reflect HUD's efforts to pursue rulemaking.

³⁴⁸ The language of this milestone was modified from “Develop a framework to mitigate climate- and environmental justice-related hazards and health risks in HUD's environmental review process” to reflect HUD's intention to pursue rulemaking to better mitigate climate- and environmental justice-related hazards and health risks in HUD's environmental review process.

³⁴⁹ This milestone has been delayed as the drafting of the proposed rule requires significant revision, following the Council on Environmental Quality's (CEQ's) publication of its Bipartisan Permitting Reform Implementation Rule (89 FR 35442-35577, May 1, 2024). The drafting timeline has also been constrained by limited staff resources and competing Departmental priorities.

³⁵⁰ This milestone's language has been revised “Update program guidance on environmental review procedures to include analyses of climate mitigation measures, climate adaptation strategies, and environmental justices” for accuracy.

³⁵¹ This milestone has been delayed due to the additional time needed for clearance of the draft.

³⁵² This strategy will be closed out in FY 2024. Activities under this strategy have been incorporated as part of HUD's routine, continuous work. A metric on appropriations will capture ongoing related efforts under this strategy.



	<p>6/30/2024: Publish the FY 2024 Lead Hazard Reduction NOFO. – <i>Achieved as of 6/21/2024</i></p> <p>6/30/2024: Publish the FY 2024 Housing Related Hazards and Lead-Based Paint Capital Fund Program NOFO. – <i>Achieved as of 4/29/2024</i></p> <p>9/30/2024: Award the FY 2024 Lead Hazard Reduction grants. – <i>Achieved as of 9/30/2024</i></p> <p>9/30/2024: Award the FY 2024 Housing Related Hazards and Lead-Based Paint Capital Fund Program grants. – <i>Achieved as of 9/17/2024</i></p>
<p>Advance the Federal research agenda on the effects, evaluations, and control of lead and other health and safety hazards in housing and the impacts on resident health.</p>	<p>3/31/2024: Publish a report on the implementation, with CDC and other agencies, of the research agenda on housing-related health and safety programs and other interventions. – <i>Achieved as of 12/31/2024</i></p> <p>9/30/2024: Publish a U.S. lead “hot spots” methodology analysis on identifying high lead exposure risks with Federal agency partners.³⁵³ – <i>Achieved as of 2/9/2024</i></p>

³⁵³ Peer-reviewed journal article published at <https://doi.org/10.1021/acs.est.3c07881>. Federal agency partners that collaborated on this milestone included HUD, EPA, and CDC.



KEY PERFORMANCE INDICATORS

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

❖ **Number of at-risk housing units made healthy, physically safe, and lead-safe each year.**

The metric tracks the number of housing units made healthy and lead-safe through HUD's Lead Hazard Control Grants, Healthy Homes Grants, Lead Disclosure Rule Enforcement, and Lead Safe Housing Rule Enforcement.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
10,106	9,961	9,855	12,452	13,290	11,000
Sub-Metric: Lead Hazard Control Grants					
Description:		Number of housing units made healthy and lead-safe through HUD’s Lead Hazard Control Grants.			
Data Source:		Grantee reports to Healthy Homes Grant Management System			
Dimension & Unit of Measurement:		Count: Housing Units			
Calculation Method:		Total of units from each grantee			
Frequency:		Quarterly			
Data Quality:		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, and some units appear under more than one grant. HUD de-duplicates these entries so as not to overcount the production of healthy and/or lead-safe units.			
Validation and Verification:		Reports are validated against financial payments (Line of Credit Control System (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 by complementing the present manual de-duplication process.			
Sub-Metric: Healthy Homes Grants					
Description:		Number of housing units made healthy and lead-safe through HUD’s Healthy Homes Grants.			
Data Source:		Grantee reports to Healthy Homes Grant Management System			
Dimension & Unit of Measurement:		Count: Housing Units			



Calculation Method:	Total of units from each grantee
Frequency:	Quarterly
Data Quality:	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, and some units appear under more than one grant. HUD de-duplicates these entries so as not to overcount the production of health and/or lead-safe units
Validation and Verification:	Reports are validated against financial payments (Line of Credit Control System reporting) and verified by remote and on-site monitoring by grant Government Technical Representatives. Having software checks for duplicate counting of units would improve the measure by complementing the present manual de-duplication process.
Sub-Metric: Lead Hazard Enforcement	
Description:	Number of housing units in HUD-assisted (e.g., Project Based Rental Assistance, Public Housing) and unassisted properties made healthy and lead-safe through HUD's Lead Disclosure Rule Enforcement.
Data Source:	Property owner/property manager reports
Dimension & Unit of Measurement:	Count: Housing Units
Calculation Method:	Total of units from each owner/manager
Frequency:	Quarterly
Data Quality:	Units are counted only after the owners/managers have documented completing work and the units have been tested to confirm low lead levels that would allow re-occupancy, so owners/managers face economic and/or court sanctions for not reporting accurately; but limitations on HUD staffing and travel funding preclude on-site quality control checking.
Validation and Verification:	Lead hazard control work is validated by consistency checks on records from owners and managers. They are then verified by EPA- or State-certified lead risk assessors. The measure could be improved with routine on-site quality control checking by HUD lead program enforcement and/or its lead enforcement partners.
Sub-Metric: Lead Safe Housing Rule Enforcement - HOME- Community Development Block Grant (CDBG)- Housing Opportunities for Persons with AIDS	
Description:	Housing units made lead safe through work under HUD's Lead Safe Housing Rule.
Data Source:	Reporting by funding recipients as tracked by the Integrated Disbursement and Information System (IDIS)



Dimension & Unit of Measurement:	Count: Housing Units
Calculation Method:	Total of units from each funding recipient
Frequency:	Quarterly
Data Quality:	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.
Validation and Verification:	Reports are validated against financial payments (LOCCS reporting) and verified by remote and on-site monitoring by Community Planning and Development (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.

► **Percentage of climate actions achieved under Climate Action Plan Goal 3. Pursue Environmental Justice.**³⁵⁴

This measure will track the percentage of Climate Action Plan actions accomplished in the topic areas of Empowering Disadvantaged Communities and Healthy Housing Initiatives.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
N/A	N/A	18%	39%	71%	100%
Description:		This measure will track the cumulative percentage of Climate Action Plan actions accomplished in the topic areas of Empowering Disadvantaged Communities and Healthy Housing Initiatives between the issuance of the Plan in FY 2022 and the end of the specified fiscal year compared to the total number of such actions in those topic areas.			
Data Source:		Data is derived from multiple data sources: Monitoring of research and technical assistance contracts, assessments of performance of identified programs, publication of regulations, guidance, and grants. The Climate and Environmental Justice Working Group will track and report progress on actions.			
Dimension & Unit of Measurement:		Percentage			
Calculation Method:		Number of actions completed divided by number of actions tracked.			
Frequency:		Quarterly			

³⁵⁴ The targets for FY22, FY23, and FY24 are based on the publicly available Climate Action Plan published in November 2021. These targets may be subject to change or updates based on updates to the Climate Action Plan that better reflect current funding levels and political directives from the White House as of 2023.



Data Quality:	Data quality regarding monitoring of contracts and grants per quality control and quality assurance plans. Data quality regarding publication of regulations, guidance, and grants per Federal Register.gov and HUD.gov records.
Validation and Verification:	Quality control and quality assurance plans will be validated and verified in accordance with grant and contract regulations (2 CFR and 48 CFR) and associated HUD policies. Quality of regulations, guidance, and grants will be validated and verified through the Departmental Clearance process (Handbook 000.2).

► **Percentage of Office of Lead Hazard Control and Healthy Homes NOFOs published within the Appropriation year.**³⁵⁵

This measure tracks the percentage of NOFOs OLHCHH published within the appropriation year.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
N/A	N/A	N/A	97%	100%	100%
Description:		This metric will track the percentage of NOFOs published within the appropriation year.			
Data Source:		Grant Solutions Announcement Module (AM)			
Dimension & Unit of Measurement:		Percentage			
Calculation Method:		Percentage of NOFOs entered into AM			
Frequency:		Quarterly			
Data Quality:		N/A			
Validation and Verification:		Publication of NOFO			

³⁵⁵ This key performance indicator was not tracked prior to FY 2023. As such, any previous year actuals, before FY 2023, are not available. The tracking of data will begin with FY 2023 end-year actuals.



► **The number of outreach programs conducted in relation to lead, health, and safety activities with the collaboration of OLHCHH.**³⁵⁶

This metric measures the number of outreach programs held with stakeholders in relation to lead, health, and safety activities with the collaboration of OLHCHH.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
N/A	N/A	N/A	6	6	6
Description:		This metric measures the number of outreach programs conducted with stakeholders in relation to lead, health, and safety activities with the collaboration of OLHCHH.			
Data Source:		OLHCHH Outreach and Marketing Team planning and implementation records.			
Dimension & Unit of Measurement:		Count: Number of OLHCHH outreach programs conducted.			
Calculation Method:		Summation of OLHCHH outreach programs conducted within the OLHCHH Outreach and Marketing Team calendar.			
Frequency:		Annually			
Data Quality:		Outreach programs are counted only after scheduled activities under the programs have been conducted, and their completion status has been validated and verified.			
Validation and Verification:		The number of outreach programs is defined and validated by tracking the programs' activities in an OLHCHH Outreach Programs Database. The database includes but is not limited to program descriptions, date ranges, stakeholders involved in planning and/or reached through implementation, and links to announcements for materials generated and/or used in the programs. The number of outreach programs conducted is verified by professional staff assessment of postings in the database, and communications regarding the outreach program activities.			

³⁵⁶ This key performance indicator was not tracked prior to FY 2023. As such, any previous year actuals, before FY 2023, are not available. The tracking of data will begin with FY 2023 end-year actuals.



► **Number of lead regulatory evaluations of assisted multifamily properties conducted.**

This measure tracks the number of evaluations of compliance with the Lead Disclosure Rule and/or the Lead Safe Housing Rule conducted within the fiscal year.³⁵⁷

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual ³⁵⁸	FY24 Target
N/A	N/A	N/A	N/A	68	600
Description:		This metric will track the number of evaluations of compliance with the Lead Disclosure Rule and/or the Lead Safe Housing Rule conducted within the fiscal year.			
Data Source:		Data is derived from monitoring reports of the OLHCHH's Regulatory Program and Support Division, regarding properties tracked by the National Standards for the Physical Inspection of Real Estate (NSPIRE) databases.			
Dimension & Unit of Measurement:		Count of lead regulatory evaluations			
Calculation Method:		Number of lead regulatory evaluations			
Frequency:		Quarterly			
Data Quality:		N/A			
Validation and Verification:		The number of evaluations is defined and validated by tracking the Division's activities in an OLHCHH regulatory programs database. (As NSPIRE implementation continues to progress, the number of lead evaluations is projected to continue to increase.) The database includes but is not limited to program evaluation descriptions, assisted properties evaluated, and summaries of results or links to reports generated by the evaluations. The number of evaluations conducted is verified by managerial assessment of postings in the database, cross-checked against supporting records.			

EVIDENCE BUILDING

Exposure to lead in housing is a major environmental justice issue and one for which HUD has developed a significant evidence base. There is no safe level of blood lead and, despite long-term success in reducing mean blood lead levels, the prevalence of elevated blood lead at or above the CDC's blood lead reference value persists at significant levels among children under age six.³⁵⁹ Elevated blood lead is associated with, among

³⁵⁷ This key performance indicator was not tracked prior to FY 2024. As such, any previous year actuals, before FY 2024, are not available. The tracking of data will begin with FY 2024 end-year actuals.

³⁵⁸ This metric target, covering evaluated properties that contain several thousand housing units, was not achieved due to limited referrals based on NSPIRE inspections during the startup phase of that program.

³⁵⁹ Ruckart PZ, Jones RL, Courtney JG, et al. 2021. Update of the Blood Lead Reference Value—United States, 2021. MMWR Morbidity and Mortality Weekly Report. 70,43:1509–1512. DOI: <http://dx.doi.org/10.15585/mmwr.mm7043a4>; CDC. CDC Response to Advisory Committee on Childhood Lead Poisoning Prevention Recommendations in “Low Level Lead Exposure Harms Children: A Renewed Call of Primary Prevention”. June 7, 2012. https://www.cdc.gov/nceh/lead/docs/cdc_response_lead_exposure_rec.pdf.



other effects, cardiovascular mortality in adults and harmful outcomes for children related to education, behavior, and criminal justice involvement that are mitigated by early intervention.³⁶⁰ CDC-HUD analysis of tenant data linked with health surveys shows that children ages 0–5 who lived in HUD-assisted housing in 2005–2012 had lower blood lead levels than expected given their demographic, socioeconomic, and family characteristics.³⁶¹ Evaluations of HUD’s Lead Hazard Control Grant Program showed significant reductions in concentrations of dust lead, the major pathway for U.S. children’s lead exposure, for multi-year periods after intervention.³⁶² A 2015 survey of the practices and capabilities for achieving dust-lead clearance showed the feasibility of further strengthening the current dust-lead risk assessment and clearance standards, informing EPA rulemaking in 2019 and 2020.³⁶³ A variety of research grants and partnerships continue to improve the efficacy and cost-effectiveness of methods for evaluation and control of residential lead-based paint, other housing-related health and safety hazards, and site contamination hazards. Mitigating air quality health effects of natural gas indoor appliances is a priority topic for 2023 Healthy Homes Technical Studies grants, as gas stoves account for an estimated 12.7 percent of current childhood asthma.³⁶⁴ Asthma is a major housing-related public health challenge, as it is triggered by common residential dampness and mold and costs the Nation about \$16.8 billion annually.³⁶⁵ Reducing household allergens that contribute to or trigger asthma and allergies generates a return of \$5.30 to \$16.50 for every \$1 invested in mitigation and prevention.³⁶⁶

In recognition of the need to continue to advance Federal research and evidence building on lead and other health and safety hazards in housing—and the impacts on resident health—OLHCHH has developed *HUD’s Healthy Homes and Environments Study Plan*, a forthcoming document outlining key focus areas and associated research questions.

HUD’s Learning Agenda and Supplement includes several research questions that relate to Objective 4B. Examples of such questions are:

- *What do the next generation surveys on lead hazards and healthy homes tell us?*
- *What are the most significant problems with indoor air quality in HUD-assisted housing? What are cost-effective ways to influence positive changes in indoor air quality?*
- *How can HUD reduce the incidence of elevated blood lead levels among children of families in the Housing Choice Voucher program?*
- *What are the health benefits of HUD grants for radon testing and mitigation?*

³⁶⁰ Brown L, et al. 2020. Developing a Health Impact Model for Adult Lead Exposure and Cardiovascular Disease Mortality. *Environmental Health Perspectives*, 128(9). <https://ehp.niehs.nih.gov/doi/10.1289/EHP655255>. Billings SB and Schnepel KT. 2018. Life after Lead: Effects of Early Interventions for Children Exposed to Lead. *American Economic Journal: Applied Economics*, 10(3): 315–344. <https://doi.org/10.1257/app.20160056>.

³⁶¹ Ahrens KA, Haley BA, Rossen LM, Lloyd PC, and Aoki Y. 2016. Housing assistance and blood lead levels in children in the United States, 2005–2012. *American Journal of Public Health*, 106(11):2049–2056. <http://ajph.aphapublications.org/doi/10.2105/AJH.2016.303432>.

³⁶² National Center for Healthy Housing and University of Cincinnati Department of Environmental Health. 2004. “Evaluation of the HUD Lead-Based Paint Hazard Control Grant Program: Final Report.” HUD, Office of Lead Hazard Control and Healthy Homes.

https://nchh.org/resource-library/report_evaluation-of-the-hud-lead-based-paint-hazard-control-grant-program_final-report.pdf. Wilson, Jonathan, Tim Pivetz, Peter Ashley, et al. 2006. “Evaluation of HUD-funded lead hazard control treatments at 6 years post-intervention.” *Environmental Science*. <https://doi.org/10.1016/j.envres.2006.04.007>.

³⁶³ Cox, David and Gary Dewalt. 2015. Lead Hazard Control Clearance Survey: Final Report. HUD, Office of Lead Hazard Control and Healthy Homes. https://www.hud.gov/sites/documents/ClearanceSurvey_24Oct15.pdf, EPA Review of Dust-Lead Post-Abatement Clearance Levels, 85 FR 37810-37819 (June 24, 2020), <https://www.Federalregister.gov/d/2020-13582>.

³⁶⁴ Gruenwald T, Seals BA, Knibbs LD, and Hosgood HD III. 2023. Population Attributable Fraction of Gas Stoves and Childhood Asthma in the United States. *International Journal of Environmental Research and Public Health*. 20,75: 1–4. <https://doi.org/10.3390/ijerph20010075>.

³⁶⁵ Mudarri, DH. 2016. Valuing the Economic Costs of Allergic Rhinitis, Acute Bronchitis, and Asthma from Exposure to Indoor Dampness and Mold in the US. *Journal of Environmental and Public Health*. May 29, 2016. <https://doi.org/10.1155/2016/2386596>.

³⁶⁶ Nurmamagambetov TA et al. 2011. Economic Value of Home-Based, Multi-Trigger, Multicomponent Interventions with an Environmental Focus for Reducing Asthma Morbidity: A Community Guide Systematic Review. *American Journal of Preventive Medicine*. 41(2S1): S33–S47. <https://www.thecommunityguide.org/sites/default/files/publications/Asthma-AJPM-econ-homebased.pdf> or [www.ajpmonline.org/article/S0749-3797\(11\)00314-X/fulltext](http://www.ajpmonline.org/article/S0749-3797(11)00314-X/fulltext).



Strategic Objective 4C: Integrate Healthcare and Housing

Advance policies that recognize housing's role as essential to health.

LEADING THIS OBJECTIVE

Office of Policy Development and Research

OBJECTIVE

In recent years housing has been increasingly identified as an essential social determinant of health.³⁶⁷ Quality, affordable, accessible, and stable housing connected to needed community-based supportive services is a crucial factor for health and well-being.³⁶⁸ Forging Federal, state, and local health and housing partnerships is essential for systematically addressing public health needs. When health and housing systems are integrated, stakeholders will be intentionally shaping systems that allow the people we serve to experience seamless access to services.³⁶⁹ As highlighted in Healthy People 2030, promoting “healthy and safe home environments” has the potential to significantly improve the Nation’s health and well-being over the next decade.³⁷⁰ Recognizing the connections between housing and health, HUD is working to further programs, policies, technical assistance, and practices that serve as a catalyst for housing stability and improved health outcomes. HUD is well positioned to support health at every stage of the life course for persons living in subsidized housing. HUD’s public and assisted housing programs annually serve more than 10 million persons, including approximately 3.3 million children, 4.2 million women, 1.8 million older adults, and 2.6 million individuals with disabilities. Additionally, an estimated 50,000 babies are born to women living in HUD-assisted housing every year. Through HUD’s Section 242 program, capital funding is provided to enable hospitals to provide needed healthcare to communities across the country.



The home environment needs to be amenable to the safe and effective use of healthcare tools. Data show that at-home use of medical devices is increasing.³⁷¹ HUD will explore with HHS’ Food and Drug Administration the feasibility of studying how housing conditions affect the ability and willingness of assisted housing residents to use medical devices at home. Additionally, the Department is working to support and facilitate research and cross-sector partnerships to promote positive maternal and child health outcomes. HUD will work with public health partners to address housing insecurity for pregnant women.³⁷² In September of 2023, The National Institute on Minority Health and Health Disparities (NIMHD) designated persons with disabilities as a population with health

³⁶⁷ See: https://www.usich.gov/resources/uploads/asset_library/Housing-Affordability-and-Stability-Brief.pdf.

³⁶⁸ Krieger J, Higgins DL. Housing and health: time again for public health action. *Am J Public Health*. 2002;92(5):758-768: <https://ajph.aphapublications.org/doi/full/10.2105/AJPH.92.5.758>

³⁶⁹ See: <https://www.csh.org/wp-content/uploads/2023/07/Health-and-Housing-Efforts-to-Reducing-Health-Disparities-and-Build-Towards-Systems-Integration-compressed.pdf>

³⁷⁰ See: <https://health.gov/healthypeople/objectives-and-data/browse-objectives/housing-and-homes>.

³⁷¹ Ten Haken, I., Ben Allouch, S. and Van Harten, W.H., 2018. The use of advanced medical technologies at home: a systematic review of the literature. *BMC Public Health*, 18(1), pp.1-33: <https://bmcpublichealth.biomedcentral.com/articles/10.1186/s12889-018-5123-4>.

³⁷² Cutts, D.B., Coleman, S., Black, M.M. et al. Homelessness During Pregnancy: A Unique, Time-Dependent Risk Factor of Birth Outcomes. *Matern Child Health J* 19, 1276–1283 (2015). <https://doi.org/10.1007/s10995-014-1633-6>; Prior research shows that women who experience evictions and other forms of housing insecurity during pregnancy are more likely to experience poor maternal and infant health outcomes.



disparities.³⁷³ HUD is working to reduce disparities and will focus on decreasing the proportion of individuals with disabilities living in institutions and other congregate settings, by further promoting access to affordable and accessible housing with sufficient supportive services to enable individuals with disabilities to live independently in the community. Public health issues, such as the COVID-19 pandemic, social isolation, gun violence, mental health crisis, and climate change, highlight the need for cross-sector approaches to better understand and impactfully address common vulnerabilities of HUD-assisted residents. The COVID-19 public health crisis magnified the significant health disparities faced by HUD-assisted households and the need to increase HUD-assisted households' access to quality healthcare and supportive services.

Older adults living in public and assisted housing are a population that could greatly benefit from increased service integration. A substantial fraction of HUD-assisted households consists of older persons living independently—some residing with grandchildren and other family members—yet many need supports and services to continue to remain in their homes. Although assisted living facilities and nursing homes can provide crucial care when independent living is no longer appropriate, early or avoidable moves to these settings can unnecessarily separate families. HUD will support the integration of healthcare and supportive services to enable older adults to continue living in an independent setting safely and remain close to their families.

HUD is systematically examining opportunities to build stronger partnerships with health agencies to facilitate cross-sector policy integration. HUD is working to leverage improved data sharing mechanisms to better understand the complex health needs of HUD-assisted tenants. The Federal government, housing and healthcare providers, and philanthropic organizations must work together to successfully contribute to the integration of housing and healthcare services. The basic human need for a home encompasses more than simply shelter—it is a pathway to better health and wellness.

2024 APR PROGRESS UPDATE

In FY 2024, HUD deepened its interagency collaboration and evidence-building efforts to call attention to the work throughout the Department that is directly connected to the health and housing needs of the people we serve.

The Department provided trainings and resources to better understand the common health vulnerabilities of HUD-assisted residents and strengthen resiliencies and protections from those vulnerabilities. Building on the success of training efforts, HUD continued to address the mental health and social isolation needs for the people we serve as a key priority. The Department developed and provided education on an infographic focusing on the importance of social connections.³⁷⁴ This effort focused on strengthening community health efforts related to the nationwide epidemic of social isolation and loneliness. Furthermore, the Office of Housing Counseling's (OHC) Training NOFO grantees were provided webinars that promoted Mental Health First Aid education. This HUD-led training enabled grantees to better address the mental health needs of residents. In addition, HUD continued to work across programs, to promote aging in place and support the needs of persons with disabilities. Efforts focused on ensuring the people we serve have access to quality, affordable, accessible, and stable housing that is connected to needed community-based supportive services.

In its efforts to effectively address the housing-related needs of underserved populations, the Department provided an Elderly and Persons with Disabilities Reference Guide to Resident Opportunities and Self-Sufficiency (ROSS) Program Coordinators. The guide is a tool to ensure ROSS Coordinators are fully prepared to meet the needs of their residents. HUD also revised and published an operation funding provision to remove Elderly/Disabled Service Coordinator (EDSC) restrictions while allowing PHAs to have access to dual funding.³⁷⁵

HUD met all FY 2024 performance measures to advance the Department's understanding of health and housing integration. HUD's Office of Policy Development and Research (PD&R) made great efforts to better understand the health challenges and opportunities facing HUD-assisted households through research, data linkages, and

³⁷³ <https://www.nih.gov/news-events/news-releases/nih-designates-people-disabilities-population-health-disparities>

³⁷⁴ <https://www.hud.gov/sites/dfiles/PIH/documents/Social%20Isolation%20%26%20Loneliness%20Guide.pdf>

³⁷⁵ In past ROSS NOFOs, HUD included a provision that prohibited ROSS grantees that received EDSC funding from serving elders and persons with disabilities with ROSS funds. This provision has been removed. NOFO applicants that receive EDSC funding from the Public Housing Operating Fund may now apply to serve elders and persons with disabilities.





evaluations. PD&R published the following research results and reports addressing housing and health in FY 2024:

- Housing Search Assistance for Non-Elderly Persons with Disabilities.
- Evaluation of the Older Adult Home Modification Grant Program: Cohort 1 Interim Report.
- Medicare Advantage Coverage Among Individuals Receive Federal Housing Assistance.
- Evidence-Based Actions to Help HUD-Assisted Older Adults Remain Healthy and Age in Their Community.

In sum, FY2024 saw HUD continue its commitment to working across sectors to collaboratively support the needs of the people we serve.

STRATEGIES AND MAJOR MILESTONES





 Denotes customer experience-focused strategies, sub-strategies, or milestones.

 Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Facilitate cross-sector policy integration, data linkage, development of collaborative goals, and shared terminologies to align healthcare and housing initiatives. ³⁷⁶	<p>6/30/2024: Publish key findings from a collaborative HHS-HUD project that highlights cross-sector opportunities to leverage supportive housing and healthcare resources for older adults living in public and assisted housing. – <i>Achieved as of 5/21/2024</i></p> <p>9/30/2024: Convene a quarterly Office of Policy Development & Research meeting focused on a health and housing topic. – <i>Achieved as of 11/20/2024</i></p>
Better understand common health vulnerabilities of HUD-assisted residents and strengthen resiliencies and protections from those vulnerabilities.	<p>1/30/2024: Share Social Connections Infographic externally to strengthen community health efforts related to the epidemic on social isolation and loneliness. – <i>Achieved as of 12/4/2023</i></p> <p>4/30/2024: Deliver <i>Train the Trainer</i> webinars to promote Mental Health First Aid education to the OHC's Training NOFO grantees to recognize the signs of emotional distress and to connect residents with mental health resources. – <i>Achieved as of 6/27/2024</i></p> <p>9/30/2024: Publish results from an in-house research project, that uses the Census Household Pulse survey linked with HUD administrative data, to examine the self-reported prevalence of long COVID among low-income renters and HUD-assisted residents. – <i>Achieved as of 2/23/2023</i></p>

³⁷⁶ The language of this strategy has been revised from "Build stronger partnerships to facilitate cross-sector policy integrations, data linkage, and regular, structured meetings."



Support Federal, state, and local efforts to increase supportive services that facilitate community living for older adults. ³⁷⁷  	9/30/2024: Publish the study design for Integrated Wellness in Supportive Housing (IWISH), Phase 2. ³⁷⁸ – <i>Achieved as of 9/20/2023</i>
Support and facilitate research and cross-sector partnerships to promote positive maternal and child health outcomes. ³⁷⁹ 	6/30/2024: Publish a supplemental report on the housing impacts of the pandemic for America's children in collaboration with the Forum for Child and Family Statistics. ³⁸⁰ – <i>Achieved as of 11/1/2022</i>
Enhance the capacity of assistance programs to address the housing-related needs of vulnerable populations and persons with disabilities and support community living. ³⁸¹ 	1/30/2024: Distribute an Elderly and Persons with Disabilities Reference Guide for ROSS Coordinators. ³⁸² – <i>Achieved as of 5/2/2024</i> 1/30/2024: Revise and publish an operation funding provision to remove Elderly/ Disabled Service Coordinator (EDSC) restrictions and allow PHAs to have access to dual funding. – <i>Achieved as of 12/18/2023</i> 3/30/2024: Publish results from the “Housing Search Assistance for Non-Elderly People with Disabilities” study to better understand housing-related needs of persons with disabilities. – <i>Achieved as of 6/27/2024</i>

³⁷⁷ The language of this strategy has been revised from “Prioritize aging in place.”

³⁷⁸ American Economic Association’s Registry for Randomized Control Trials: <https://www.socialscienceregistry.org/trials/12000>

³⁷⁹ The language of this strategy has been revised from “Enhance the capacity of assistance programs to address the housing-related needs of persons with disabilities and support community living.”

³⁸⁰ <https://www.childstats.gov/americaschildren/housing.asp>

³⁸¹ The language of this strategy has been revised from “Enhance the capacity of assistance programs to address the housing-related needs of persons with disabilities and support community living.”

³⁸² The guide is to be distributed to HUD-funded ROSS coordinators and programs that serve older adults and persons with disabilities.



KEY PERFORMANCE INDICATORS

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

► **Number of HUD administrative data linkages with health-related datasets.**³⁸³

This measure will track the cumulative number of health-related datasets that are linked with HUD administrative data on public and assisted housing programs.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
N/A	N/A	2	3	4	4
Description:		Number of health-related datasets that are linked with HUD administrative data on public and assisted housing programs			
Data Source:		Linked datasets posted on HUDUser's "Datasets" webpage: https://www.huduser.gov/portal/pdrdatas_landing.html			
Dimension & Unit of Measurement:		Count - Cumulative (since 2022)			
Calculation Method:		Summation			
Frequency:		Biannual			
Data Quality:		The data will provide reliable estimates of health-related dataset linkages.			
Validation and Verification:		The data will be compiled and verified by recording an ongoing inventory of linkages, the date the linkage was completed, and the nature of the relevance for health.			

► **Number of policy and research products produced that address housing and health connection.**³⁸⁴

This measure will track the cumulative number of evaluations and studies initiated that include a component addressing the connection between health and housing.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
N/A	N/A	2	3	4	4
Description:		Number of policy and research products sponsored or support by HUD that address the connection between health and housing.			

³⁸³ This key performance indicator was not tracked prior to FY 2022. As such, any previous year actuals before FY 2022 are not available. The tracking of data will begin with FY 2022 end-year actuals.

³⁸⁴ This key performance indicator was not tracked prior to FY 2022. As such, any previous year actuals, before FY 2022, are not available. The tracking of data will begin with FY 2022 end-year actuals. An FY 2021 target was not established as this metric did not exist in the FY 2022 Annual Performance Plan.



Data Source:	HUD-authored or HUD-supported publications posted on HUDUser's "Public Health Research and Resources" webpage: https://www.huduser.gov/portal/PublicHealth_RR.html
Dimension & Unit of Measurement:	Count - Cumulative (since 2022)
Calculation Method:	Summation
Frequency:	Biannual
Data Quality:	HUD ensures high quality products are published on HUDUser.gov. However, products published by agency partners, stakeholders, contractors, and in peer reviewed journals will be harder to accurately count, causing significant potential for undercounts due to omission.
Validation and Verification:	The data will be compiled and verified by recording an inventory of publications, the date of publication, and the nature of the health-housing connection.

► **Number of evaluations conducted that incorporate health metrics in the evaluation process.**³⁸⁵

This measure will track the cumulative number of evaluations and studies initiated that include a component addressing the connection between health and housing.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
N/A	N/A	2	3	4	4
Description:	Number of evaluations and studies begun after FY21 that incorporate health metrics, data, or research questions related to health.				
Data Source:	Managers will biannually collect the following information from Office of Policy Development and Research (PD&R) and Office of Lead Hazard Control and Healthy Homes (OLHCHH) staff: (1) project name, (2) point of contact, (3) the date initiated, (4) 1-2 sentences describing the nature of the research; and (5) 1-2 sentences describing the connection to health.				
Dimension & Unit of Measurement:	Count - Cumulative (since 2022)				
Calculation Method:	Summation				
Frequency:	Yearly				
Data Quality:	The data will provide reliable estimates of initiated research projects including a health-and-housing component. There is minor potential for undercounts due to omission.				

³⁸⁵ This key performance indicator was not tracked prior to FY 2022. As such, any previous year actuals, before FY 2022, are not available. The tracking of data will begin with FY 2022 end-year actuals.



Validation and Verification:	The data will be recorded in an inventory of health-related evaluations and studies by the date initiated.
------------------------------	--

► **Number of convenings that address cross-sector health and housing initiatives and opportunities.**³⁸⁶

This measure will track the annual number of convenings with Federal and non-Federal partners, including but not limited to associations, academic institutions, and philanthropy partners.³⁸⁷

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
N/A	N/A	4	5	6	6
Description:		Number of major convenings with Federal and non-Federal partners that address cross-sector health and housing initiatives and opportunities.			
Data Source:		HUD Quarterly Performance Reviews with the Deputy Secretary			
Dimension & Unit of Measurement:		Count			
Calculation Method:		Summation			
Frequency:		Yearly			
Data Quality:		There is minor potential for undercounts due to duplication of efforts across the Federal government in this space.			
Validation and Verification:		The data will be compiled and verified by recording an ongoing inventory of convenings, the date the convening was completed, and the nature of the relevance for health.			

EVIDENCE BUILDING

The fields of public health, health care, and medicine has undergone a major transition from a narrow clinical focus to considering the role of “social determinants of health” in health outcomes, including in the HHS Healthy People 2030 strategic plan.³⁸⁸ The housing environment is a principal example of such health determinants. HUD recognizes that the role of housing in health extends far beyond the conventional focus on physical exposures to dilapidated housing, involving rental assistance status, housing insecurity, lack of affordable housing, and neighborhood quality.³⁸⁹ The overlapping policy domains of health and housing require new evidence and new strategies.

The Department has produced two reports assessing the health of HUD-assisted households by linking HUD administrative records to the National Health Interview Survey. HUD’s “A Health Picture of HUD-Assisted Adults,

³⁸⁶ Convening is defined as a non-recurring or infrequent assemblage of at least 10 persons and two or more non-Federal organizations or Federal agencies/sub-agencies that address a topic related to healthcare and/or public health issues where HUD is either the organizer or a central participant.

³⁸⁷ This key performance indicator was not tracked prior to FY 2022. As such, any previous year actuals, before FY 2022, are not available. The tracking of data will begin with FY 2022 end-year actuals.

³⁸⁸ <https://health.gov/healthypeople>

³⁸⁹ Helms-Garrison, Veronica and Craig Allen Pollock. (2018). The Health-Housing Nexus: New Answers to Key Questions. Cityscape. 20,2: 3-6. <https://www.huduser.gov/portal/periodicals/cityscape/vol20num2/guest1.html>.



2006–2012” found that relative to unassisted low-income renters, HUD-assisted adults are an older population with more disabilities and more prevalent health needs. More than one-third of HUD-assisted adults reported their health as either fair or poor, a proportion considerably higher than that reported among unassisted low-income renters and the general adult population. Additionally, HUD-assisted tenants reported the highest rate of “utilizing the emergency room two or more times during the prior 12 months.” The majority of HUD-assisted adults were overweight or obese and more than one-half of them lived with a disability at the time of their health interview.³⁹⁰ HUD’s “A Health Picture of HUD-Assisted Children, 2006–2012” found that HUD-assisted children were frequent users of emergency room services and that about one in five HUD-assisted children had asthma. The study also found that school-aged, HUD-assisted children experience high rates of learning disabilities.³⁹¹ Quasi-experimental studies conducted with the same linked data show, however, that individuals in HUD-assisted housing may have better health than they would if unassisted. For example, adults who were currently assisted in public housing had only 77 percent of the odds of fair or poor health and 56 percent of the odds of psychological distress compared with adults who remained on the waiting list and would not be assisted for two more years.³⁹² The lead author concluded from such studies that health disparities commonly observed in public and assisted housing populations substantially reflect the greater likelihood of those with poorer health to be admitted to HUD programs.³⁹³ Similar methods show that admission to housing assistance can improve healthcare access in terms of increasing rates of health insurance.³⁹⁴

With the aging of the U.S. population, the share of HUD-assisted households headed by older adults is growing. In 2010, 32 percent of all HUD-assisted households were headed by people aged 62 or over. By 2020, this percentage had grown to 38 percent.³⁹⁵ Older adults may need physical accommodations and health and supportive services to safely age in place. In 2017, HUD undertook a major randomized controlled trial to test the impact of a new housing-based model of health, wellness, and supportive services for older adults. The Integrated Wellness in Supportive Housing (IWISH) model funds a full-time Resident Wellness Director and a part-time Wellness Nurse to work in HUD-assisted multifamily housing serving primarily older adults. The IWISH evaluation uses HUD administrative data linked with Medicare and state Medicaid claims data to assess the impact of IWISH on healthcare utilization. Impact results from the first phase of the demonstration were published in 2023. The study found that IWISH had no statistically significant effect on rates of unplanned hospitalizations, emergency Department visits, use of ambulance services, or primary care or specialist physician visits during the first three years of the demonstration, although the program was seen as beneficial by staff and residents.³⁹⁶ The final evaluation will be completed in 2026.³⁹⁷

To further explore opportunities to support aging in place, in April 2021, HUD and the Centers for Disease Control and Prevention (CDC) established an interagency agreement (IAA) to leverage opportunities and resources in support of shared agency priorities related to aging in place, which refers to “the ability to live in one’s own home and community safely, independently, and comfortably, regardless of age, income, or ability level.” The report, published in 2024, identified four avenues for potential action: 1) Physical Housing Standards and/or Enhancements, 2) Healthcare System Interventions and Partnership Opportunities, 3) Programs and Services HUD Could Offer or Partner to Provide, and 4) Existing Community Characteristics and Services.³⁹⁸ PD&R also partnered with HHS to link HUD administrative data with Centers for Medicare and Medicaid Services (CMS)

³⁹⁰ “A Health Picture of HUD-Assisted Adults, 2006–2012” (2017), <https://www.huduser.gov/portal/publications/Health-Picture-of-HUD.html>.

³⁹¹ “A Health Picture of HUD-Assisted Children, 2006–2012” (2018), <https://www.huduser.gov/portal/publications/Health-Picture-of-HUD-Assisted-Children.html>.

³⁹² Fenelon, Andrew, et al. 2017. Housing Assistance Programs and Adult Health in the United States. *American Journal of Public Health*. 107, 4: 571–578. <https://pubmed.ncbi.nlm.nih.gov/28207335/>

³⁹³ Fenelon, Andrew. 2022. Does Public Housing Increase the Risk of Child Health Problems? Evidence From Linked Survey-Administrative Data. *Housing Policy Debate*. 32, 3: 491–505. <https://doi.org/10.1080/10511482.2021.1905027>

³⁹⁴ Simon, Alan E., et al. 2017. HUD Housing Assistance Associated With Lower Uninsurance Rates and Unmet Medical Need. *Health Affairs*. 36, 6: 1016–1023. <https://doi.org/10.1377/hlthaff.2016.1152>.

³⁹⁵ See HUD’s Picture of Subsidized Households, <https://www.huduser.gov/portal/datasets/assthsq.html>.

³⁹⁶ “Supporting Aging in Place Through IWISH: Results from the First Phase of the Supportive Services Demonstration” (2023), <https://www.huduser.gov/portal/publications/Supporting-Aging-Through-IWISH-Report-2022.html>.

³⁹⁷ For a description of the study, see https://www.huduser.gov/portal/IWISH_Evaluation.html#impact-overview-tab.

³⁹⁸ “Evidence-Based Actions to Help HUD-Assisted Older Adults Remain Healthy and Age in Their Community” (2024), <https://www.huduser.gov/portal/publications/Evidence-Based-Actions-to-Help-HUD-Assisted-Older-Adults-Remain-Healthy-and-Age-in-Their-Community.html>.



Medicare enrollment and Medicare Advantage (MA) plan data to better understand MA enrollment among adults receiving housing assistance from HUD's three largest rental assistance program categories: the Housing Choice Voucher program, public housing, and multifamily programs. This work will help inform coordinated service delivery for HUD-assisted older adults.³⁹⁹

In addition to enhancing supportive services for older adults, the Department is also pursuing work on home modifications to support aging in place. In 2020, HUD completed an evaluation of Johns Hopkins University (JHU)'s *Community Aging in Place-Advancing Better Living for Elders* (CAPABLE) program, a promising model that pairs low cost home modifications with occupational therapy in a client-driven approach to enable older adults to remain in their homes as they age.⁴⁰⁰ PD&R's evaluation added to a growing evidence base that CAPABLE—and models like it—can reduce Activities of Daily Living (ADL) and Instrumental Activities of Daily Living (IADL) limitations and reduce falls. HUD's Older Adults Home Modification Program (OAHMP) follows in the footsteps of CAPABLE and provides grants to communities to implement home modifications and limited home repairs—in consultation with an Occupational Therapist (OT), Occupational Therapist Assistant (OTA), or Certified Aging in Place Specialist (CAPS)—to meet the needs of low-income older adult homeowners as they age. The interim report for the evaluation provides baseline characteristics of the clients and documents initial program implementation.⁴⁰¹ A final report on the ADL, IADL, and falls-related outcomes for the first cohort of clients before and after their homes were modified will be published in 2025. PD&R is currently evaluating outcomes for the second cohort of grantees and clients.

HUD's Learning Agenda and Supplement includes several research questions that relate to Objective 4C. Examples of such questions are:

- *What are the most significant health disparities affecting HUD-assisted households? To what extent do health challenges represent opportunities for cost-effective coordination of healthcare services with housing assistance?*
- *What home visiting model would most successfully promote health or other beneficial outcomes for families with children in public housing and assisted housing or emergency shelters?*
- *How well do HUD's homeless assistance programs meet the health needs of young children and their parents?*
- *How prevalent is receipt of Medicaid Home and Community Based Services among HUD-assisted households?*
- *How are states using Section 1115 Waivers (Medicaid) to address housing and other Health-Related Social Needs?*
- *How can HUD promote more widespread and effective use of Community Health Workers to support the health of families in HUD-assisted housing?*

³⁹⁹ "Medicare Advantage Coverage Among Individuals Receiving Federal Housing Assistance" (2024), <https://www.huduser.gov/portal/publications/Medicare-Advantage-Coverage-Among-Individuals.html?q=publications%2FMedicare-Advantage-Coverage-Among-Individuals.html>.

⁴⁰⁰ "Aging Gracefully in Place: An Evaluation of the Capability of the CAPABLE Approach" (2022), <https://www.huduser.gov/portal/publications/CAPABLE-Evaluation-Report.html>.

⁴⁰¹ "Evaluation of the HUD Older Adult Home Modification Grant Program: Cohort 1 Interim Report" (2024), <https://www.huduser.gov/portal/publications/Evaluation-of-the-HUD-Older-Adult-Home-Modification-Grant-Program-Cohort-1-Interim-Report.html>.

Strategic Goal 5: Strengthen HUD's Internal Capacity

Strengthen HUD's internal capacity and efficiency to better ensure delivery of HUD's mission.

LEADING THIS GOAL

Office of the Secretary

GOAL

HUD will strengthen the Department's internal capacity and efficiency to better ensure delivery of its mission by: 1) supporting and developing HUD staff; 2) improving acquisition management; 3) strengthening information technology (IT), cybersecurity, and data management; 4) providing sound financial and grants management; and 5) institutionalizing the management of customer experience (CX) across HUD services.

Strengthening the workforce is vital to the successful delivery of HUD's mission to create strong, sustainable, inclusive communities and quality affordable homes for all. Without the Department's talented staff, HUD would not be able to effectively administer housing programs that many individuals rely on across the U.S. As such, HUD is committed to bolstering and enabling its workforce through hiring, training, providing opportunities for growth, and promoting a more inclusive work environment.

The Department is also committed to improving acquisition management through developing of a collaborative governance structure. Stronger, transparent ties will be made between the Office of the Chief Procurement Officer and the Departmental offices involved in procurement management. HUD will identify and implement procurement best practices to streamline the acquisition process and encourage participation from business partners in underserved communities. HUD will identify solutions to gaps in outreach efforts.

Improvements to HUD's information technology infrastructure is a key management objective instrumental to strengthening the Department's internal capacity and efficiency. HUD will bolster IT and cybersecurity by prioritizing enterprise-wide IT modernization solutions.

HUD is committed to working with the US Government Accountability Office (GAO) and HUD Office of Inspector General to close outstanding audit findings, strengthen governance, and improve processes. HUD will enhance financial resource management by re-engineering business processes and improving internal controls. The Department will build on financial reporting improvements to continue achieving clean audit opinions. Efforts include a key focus on automation-driven strategies to improve grants management HUD-wide.

Lastly, the Department will establish a customer-centric culture using CX tools to deliver thoughtful, well-designed, and accessible information and services to the people HUD serves. A CX mindset offers a holistic approach to solving problems of equity by placing customers' needs and success at the heart of the Department's creation and delivery of services. CX uses tools to uncover patterns and causes of inequity while providing ways to "rewire" systems, producing more equitable outcomes. At the same time, CX provides methods to elevate the voice and power of underserved people by inviting individuals into the solution development process as experts in their lived experiences. The understandings and empathy developed by CX engagements with customers will provide the knowledge needed to bridge the equity gap to ensure HUD fully serves the needs of all people.

This goal consists of five objectives:

Strategic Goal 5: Strengthen HUD's Internal Capacity

5A. Enable the HUD Workforce

5B. Improve Acquisition Management

5C: Strengthen Information Technology

5D: Enhance Financial and Grants Management

5E: Improve Ease, Effectiveness and Trust in HUD Services





Strategic Objective 5A: Enable the HUD Workforce

Strengthen HUD's internal capacity and efficiency to better ensure delivery of HUD's mission.

LEADING THIS OBJECTIVE

Office of Administration

OBJECTIVE



HUD aims to better serve households and communities by attracting top talent to the right positions. The Department will hire a diverse and highly skilled staff to help fill gaps across programs and operations.

A key goal of HUD is to effectively engage, manage, and support employees' needs by providing training, growth, and innovation opportunities to all employees. The Department recognizes that some attrition is healthy and inevitable. However, retention is a key focus of HUD's employee engagement, succession planning, and focusing on the moments that matter throughout an employee's lifecycle.

Belonging is at the core of each of HUD's foundational needs. The Department recognizes that an inclusive culture, supportive of employee engagement, is essential to supporting its workforce to bring their full selves to work. Fostering such a culture will allow all employees to be heard, share fresh ideas, and provide unique perspectives. This is critical to employees' well-being, sense of purpose, and motivation for enhancing HUD's performance and mission success. The Department values the unique differences and shared values of each member of the HUD team.

Supporting HUD staff will involve various strategies. The first will be to ensure human capital planning processes enable HUD to hire and retain diverse, top talent. This will be supported by a focus on providing opportunities for continuous development and professional growth to meet HUD's mission needs. Underlying the Department's activities will be efforts to prevent discrimination on the basis of race, color, national origin, religion, sex, pregnancy, sexual orientation, gender identity, age, disability, genetic information, and parental status, as well as retaliation for prior protected Equal Employment Opportunity (EEO) activity. HUD's focus will support the elimination of barriers that impede free and open competition in the workplace. The integration of principles of inclusion, diversity, equity, and accessibility into all of HUD's programs, policies, and practices will ensure improvements are sustained over the long-term.⁴⁰² These activities will feed the creation of a safe, engaged, and high-performing work culture at HUD. Such a positive work environment will increase workforce resiliency so Departmental operations can be sustained in times of crisis. In addition, the Department's strategic improvements will be further supported by improved delivery of facility services to employees. Finally, HUD's efforts will fulfill the

⁴⁰² HUD engagement and IDEA efforts will fulfill Departmental performance commitments relating to the success metrics and targeted outcomes under *Priority 1: Strengthening and Empowering the Federal Workforce* of the President's Management Agenda (PMA).



agency actions relating to the success metrics and targeted outcomes on engagement and IDEA under the Workforce Priority of the President's Management Agenda (PMA).

HUD's people are the Department's most valuable resources. The COVID-19 pandemic was a defining moment in the nation's history; one which highlighted the extent to which the country depends on the resiliency of its government workforce. The pandemic presented an opportunity for HUD leadership to rethink how it operates. It taught the Department that, as a public institution, it must be innovative and constantly seek new, better ways of doing business. HUD must constantly empower and enable its people. The Department's workforce must be prepared, resourced, supported, and capable of providing the essential services necessary for the creation of strong, sustainable, inclusive communities and quality affordable homes for all.

2024 APR PROGRESS UPDATE

In FY 2024, HUD made significant progress in cultivating the dynamic needs and skills of HUD's workforce, both interpersonally and structurally. The improvements and successes in FY 2024 to coordinate and address new solutions to existing problems are indicative of the positive vision HUD has for all its employees. The Department implemented various measures to ensure a holistic understanding of the needs of our stakeholders. Most notably, Managing Human Capital was removed as a top management challenge for HUD in the OIG's Top Management Report, for the first time in at least 16 years. This success reflects the sustained improvements HUD has made in supporting its employees.

The Department ended FY 2024 with a net gain to its labor force for the fourth year in a row, gaining 320 employees. This was achieved in part by reducing non-retirement voluntary attrition from 4.7 percent in FY 2023 to 4.23 percent in FY 2024. HUD implemented its first-ever Stay Surveys and enhanced its exit survey to drill deeper and understand more comprehensively why employees may be voluntarily leaving the Department. These surveys will help us understand the motivation that drives employees to remain at HUD, as well as move to the private sector or other agencies. Ultimately, these surveys have led HUD to develop strategies to drive retention, engagement, and ultimately reduce attrition. HUD's methodical steps to leverage this data and address the root causes of attrition will help prevent recurring issues.⁴⁰³ Additionally, HUD delivered a series of monthly trainings and themed events focusing on the multiple dimensions of wellness. These events highlight the Department's commitment to the well-being of the workforce and provide diversity to employees' regular work.

HUD invested significantly in developing a strong pipeline for the Senior Executive Service (SES), hosting HUD's first SES-Candidate Development Program (CDP) in nearly ten years and selecting seven candidates for participation. The Journey to the Senior Executive Service program attracted over 5,100 live participants, having outstanding impact across the Department. The SES Readiness Program proved highly effective, with two participants already successfully achieving SES positions and two others being accepted into HUD's SES-CDP. Focusing on building a strong foundation, HUD launched the Soar Academy, a year-long professional development program focused on providing GS-5 through GS-10 employees key competencies that support them in their development and career growth. Additionally, the Department hosted numerous trainings, forums, and meetings on leadership, employee engagement, and improving labor relations. HUD also procured a recruitment tool that will help mature our recruiting model, become more strategic in our recruiting efforts, and more effectively assess applicant flows to engage all demographics of qualified individuals.

In FY 2024, HUD continued to integrate principles of inclusion, diversity, equity, and accessibility into all HUD programs, policies, and practices. The Department maintained programs that administer, manage, and ensure compliance with Federal equal employment opportunity principles. HUD's IDEA programs are responsible for complaint processes, promoting fairness, and eliminating barriers to equal opportunity. FY 2024 also included the hosting of the annual HUD Diversity Awareness Month which further embedded IDEA principles into the HUD employee lifecycle.


⁴⁰³ [U.S. Department of Housing and Urban Development Employee Retention \(hudoig.gov\)](https://www.hudoig.gov)









Lastly, HUD's physical properties are tied to ensuring the equitable, timely, and efficient delivery of facility support for all HUD employees. HUD established a plan to require green leases for occupancy agreements entered into after FY 2023 and reviewed the Department's fleet conversion strategy. HUD also performed a structural assessment of the Robert C. Weaver HUD Headquarters building to determine the viability of installing rooftop solar panels. For space management, HUD established uniform guidance on the standards for newly leased office space through the new Departmental Space Handbook.

STRATEGIES AND MAJOR MILESTONES

 Denotes alignment with a [President's Management Agenda](#) Cross-Agency Priority (CAP) Goal

 Denotes customer experience-focused strategies, sub-strategies, or milestones.

 Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Allocate resources to ensure human capital planning and operations enable HUD to hire and retain a highly-skilled workforce. ⁴⁰⁴ 	9/30/2024: Advance the maturity of the HUD recruitment model by developing targeted outreach strategies and promoting diversity in HUD candidate pools. ⁴⁰⁵ – <i>Achieved as of 8/12/2024</i>
Provide opportunities for continuous development and professional growth to meet HUD's mission needs. ⁴⁰⁶  	<p>9/30/2024: Create a comprehensive leadership development strategy. – <i>Achieved as of 9/30/2024</i></p> <p>9/30/2024: Implement a user interface and system capabilities for the HUD electronic learning management system.⁴⁰⁷ – <i>Not Achieved</i>⁴⁰⁸</p> <p>9/30/2024: Implement Stay and Pulse surveys and integrate with exit surveys to drive retention and engagement strategies. – <i>Achieved as of 8/1/2024</i></p>
Proactively prevent discrimination on the basis of race, color, religion (including failure to accommodate), sex (including pregnancy, sexual orientation, and gender identity), national origin, age, disability (including failure to provide reasonable accommodation), genetic information, and parental status, as well as retaliation for prior protected EEO activity. ⁴⁰⁹   	<p>9/30/2024: Establish a barrier analysis team and conduct tracing activities on triggers and barriers identified during the annual Management Directive MD-715 report.⁴¹⁰ – <i>Achieved as of 3/29/2024</i></p> <p>9/30/2024: Identify existing barriers and develop a plan of action for mitigation. – <i>Achieved as of 3/29/2024</i></p>

⁴⁰⁴ This strategy aligns with CAP Goal 1.1: Attract and hire the most qualified employees, who reflect the diversity of our country, in the right roles across the Federal Government.

⁴⁰⁵ This milestone's language has been revised from "Advance maturity of the HUD recruitment model by developing targeted outreach strategies and promoting diversity in HUD candidate pools" for accuracy.

⁴⁰⁶ This strategy aligns with CAP Goal 1.2: Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers. This strategy also aligns with CAP Goal 1.4: Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions.

⁴⁰⁷ This milestone's language has been revised from "Implement user interface and system capabilities for the HUD electronic learning management system" for accuracy.

⁴⁰⁸ This milestone has been discontinued due to a lack of available funding to support implementation of system capabilities.

⁴⁰⁹ This strategy aligns with CAP Goal 1.2: Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers.

⁴¹⁰ https://www.hud.gov/program_offices/eeo/eeoc_management_directive_715_report_md



Integrate principles of inclusion, diversity, equity, and accessibility (IDEA) into all HUD programs, policies, and practices. ⁴¹¹	<p>9/30/2024: Procure a recruiting tool, including a Recruiting diversity sourcing tool.⁴¹² – <i>Achieved as of 7/29/2024</i></p> <p>9/30/2024: Review employee participation in expanded workplace flexibilities to identify potential disparities and ensure equity across the Department. – <i>Achieved as of 3/31/2023</i></p> <p>9/30/2024: Conduct the annual (FY24) HUD Diversity Awareness Month.⁴¹³ – <i>Achieved as of 4/30/2024</i></p>
Create a safe, engaged, and high performing work culture. ⁴¹⁴	<p>3/31/2024: Refresh Departmental and program office employee engagement plans. – <i>Achieved as of 3/30/2024</i></p> <p>8/30/2024: Host a leadership employee engagement conference to drive best practice implementation across HUD. – <i>Achieved as of 7/31/2024</i></p> <p>9/30/2024: Conduct annual performance management training for HUD supervisors. – <i>Achieved as of 10/12/2023</i></p> <p>9/30/2024: Enhance user interface and system capabilities of electronic performance management system. – <i>Achieved as of 4/8/2024</i></p> <p>9/30/2024: Conduct Labor Management Forum and Task Force meetings to improve labor relations and employee experiences. – <i>Achieved as of 6/12/2024</i></p>
Develop a resilient workforce that can sustain operations in times of crisis. ⁴¹⁵	<p>9/30/2024: Develop a centralized mail system to enable digitalization and electronic distribution of mail. – <i>Delayed to 3/31/2025</i>⁴¹⁶</p>
Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. ⁴¹⁷	<p><u><i>Promote climate resiliency through the reduction of HUD's carbon footprint.</i></u></p>

⁴¹¹ This strategy aligns with CAP Goal 1.2: Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers.

⁴¹² This milestone's language was revised from "Procure a recruiting tool, including a Recruiting IDEA Sourcing Tool" to reflect the purpose of the tool.

⁴¹³ This milestone's language has been revised from "Conduct annual (FY 2024) HUD Diversity Awareness Month" for accuracy.

⁴¹⁴ This strategy aligns with CAP Goal 1.2: Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union and have an effective voice in their workplaces through their union, and thrive throughout their careers.

⁴¹⁵ This strategy aligns with CAP Goal 1.3: Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends.

⁴¹⁶ This milestone has been delayed pending the outcome of the Departmental Working Group's options evaluation and cost analysis.

⁴¹⁷ This strategy aligns with CAP Goal 1.3: Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends. This strategy also aligns with CAP Goal 1.4: Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions.



	<p>9/30/2024: Establish a plan to require green leases for Occupancy Agreements entered after FY 2023.⁴¹⁸ – <i>Achieved as of 3/31/2024</i></p> <p>9/30/2024: Formally request that GSA give preference to green leases for Occupancy Agreements entered after FY24. – <i>Achieved as of 6/1/2024</i></p> <p>9/30/2024: Update acquisition practices to exchange HUD's leased vehicles for hybrid plug-ins.⁴¹⁹ – <i>Achieved as of 9/30/2024</i></p> <p>9/30/2024: Perform a structural assessment of the Weaver Building for rooftop solar. – <i>Achieved as of 6/30/2024</i></p> <p>9/30/2024: Review HUD's fleet conversion strategy to determine if efficiencies have impacted economic feasibility. – <i>Achieved as of 6/30/2024</i></p> <p><u><i>Ensure the efficient delivery of facility support services.</i></u></p> <p>3/31/2024: Complete Union negotiations on the Departmental implementation of space sharing (i.e., hoteling and hot desking).⁴²⁰ – <i>Not Achieved</i>⁴²¹</p> <p>7/31/2024: Implement the Integrated Work Management System space reservation module in Headquarters and the Field.⁴²² – <i>Delayed to 3/31/2025</i>⁴²³</p> <p>9/30/2024: Create a facility review committee to timely identify, program for, and deliver facility support requirements.⁴²⁴ – <i>Achieved as of 11/15/2023</i></p>
--	---

⁴¹⁸ The green lease requirement will only apply to Federal Government building leases of at least 25,000 rentable square feet and where the lease is at least 75% of the total building square footage.

⁴¹⁹ This milestone's language has been revised from "Convert 35 of HUD's leased vehicles to hybrid plug-ins" to more accurately align with the goals of EO 14057. The focus has shifted to the acquisition of PHEVs instead of converting the existing fleet of leased vehicles.

⁴²⁰ This milestone's language was revised from "Complete Union negotiations on the Departmental Space Standards Policy" to add specificity to the scope of the negotiations.

⁴²¹ This milestone has been discontinued. The intent of this milestone when initially developed was to implement the space standards in the updated Chapter 13 (Space Design Standards) of the HUD Administrative Services Handbook once Union negotiations were completed. However, the basis of the union negotiations shifted in January of 2024 and are now focused solely on space sharing (hotelings and hot desking) and not the Chapter 13 space standards.

⁴²² This milestone's language has been revised from "Implement Computer Aided Facilities Management system in HQ and the Field" to specify the system module being implemented.

⁴²³ This milestone has been delayed due to the acquisition of the software and on-boarding of contractor support for the Field office implementation. This module is the first of six modules to be implemented.

⁴²⁴ This milestone's language was revised from "Create a strategic facility planning process to timely identify, program for, and deliver facility support requirements" to provide additional context about the group overseeing the work of the milestone.



	<p>9/30/2024: Receive the final program of requirements (POR) that examines the Department's workspace use over time.⁴²⁵ – <i>Delayed to 3/31/2025</i>⁴²⁶</p> <p>9/30/2024: Implement new Departmental Space Handbook size standards for newly leased office space. – <i>Achieved as of 7/31/2023</i></p> <p><u><i>Align multiyear workspace, talent acquisition, and workforce plans.</i></u></p> <p>3/31/2024: Conduct cross-office collaborations on future flexible workstations that align with Chapter 13 Space Standards. – <i>Not Achieved</i>⁴²⁷</p> <p>4/30/2024: Incorporate new furniture size concepts into new space projects design. – <i>Not Achieved</i>⁴²⁸</p> <p>6/30/2024: Ensure workspace availability and configuration meets short-term staffing needs. – <i>Not Achieved</i>⁴²⁹</p> <p>9/30/2024: Incorporate available data from multi-year talent acquisition planning efforts into workspace plans for FY 2024-2026. – <i>Achieved as of 10/21/2024</i></p>
<p>Develop a HUD-wide Digital Asset Management Process for information ingestion, delivery management and safeguarding procedures.⁴³⁰</p>	<p>9/30/2024: Develop and implement a compliant Controlled Unclassified Information (CUI) management process to properly organize, protect, classify, and properly dispose of HUD CUI. – <i>Not Achieved</i>⁴³¹</p> <p>9/30/2024: Develop and implement a compliant Essential Records (Continuity of Operations) management process to meet HUD emergency response and FEMA requirements. – <i>Delayed to 3/31/2025</i>⁴³²</p>

⁴²⁵ This milestone's language has been revised from "Complete a program of requirements (POR) contract that examines the Department's workspace use over time" for accuracy.

⁴²⁶ This milestone has been delayed due to the complexity of the data gathering process.

⁴²⁷ This milestone has been discontinued. The intent of this milestone when initially developed was to implement the space standards in the updated Chapter 13 (Space Design Standards) of the HUD Administrative Services Handbook once Union negotiations were completed. However, the basis of the union negotiations shifted in January of 2024 and are now focused solely on space sharing (hoteling and hot desking) and not the Chapter 13 space standards..

⁴²⁸ This milestone has been discontinued. The intent of this milestone when initially developed was to implement the space standards in the updated Chapter 13 (Space Design Standards) of the HUD Administrative Services Handbook once Union negotiations were completed. However, the basis of the union negotiations shifted in January of 2024 and are now focused solely on space sharing (hoteling and hot desking) and not the Chapter 13 space standards.

⁴²⁹ This milestone has been discontinued. The intent of this milestone when initially developed was to implement the space standards in the updated Chapter 13 (Space Design Standards) of the HUD Administrative Services Handbook once Union negotiations were completed. However, the basis of the union negotiations shifted in January of 2024 and are now focused solely on space sharing (hoteling and hot desking) and not the Chapter 13 space standards..

⁴³⁰ This strategy previously supported Objective 5C: *Strengthen Information Technology* and has since been realigned to Objective 5A: *Enable the HUD Workforce*. Work related to these strategies will support strengthening the ability of HUD's workforce to protect classified information and respond effectively to FOIA requests.

⁴³¹ This milestone is being discontinued and will be replaced with new milestones for the implementation of the CUI Executive Order (E.O. 13556).

⁴³² This milestone has been delayed due to resource challenges and limited capacity.



Establish a process that improves public access to HUD's government records and information through the Freedom of Information Act (FOIA) and proactive disclosure.⁴³³

4/30/2024: Complete staff training on the revised HUD FOIA standard operating procedure (SOP).⁴³⁴ – Delayed to 3/31/2026⁴³⁵

KEY PERFORMANCE INDICATORS

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

► **Average Time-to-Hire (U.S. Office of Personnel Management (OPM) model to acceptance of tentative offer).**⁴³⁶

This measure will track the average number of calendar days it takes from the validation of a hiring need to the acceptance of a tentative offer, for general schedule positions. HUD will analyze current and historical data to inform talent management strategies and decisions regarding the workforce.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
97 days	82 days	77 days	75 days	57 days	75 days
Description:		The average time-to-hire measures the number of calendar days it takes from the validation of a hiring need to the acceptance of a tentative offer of employment, for general schedule positions. HUD will analyze current and historical data to inform talent management strategies and decisions regarding the workforce.			
Data Source:		USASTaffing			
Dimension & Unit of Measurement:		Count: Calendar Days			
Calculation Method:		Number of calendar days within process			
Frequency:		Quarterly			
Data Quality:		Data is dependent upon SSP entry of some data elements. The Office of the Chief Human Capital Officer (OCHCO) will provide quality oversight review of SSP data.			
Validation and Verification:		OCHCO will provide quality oversight review of SSP data.			

⁴³³ This strategy previously supported Objective 5C: *Strengthen Information Technology* and has since been realigned to Objective 5A: *Enable the HUD Workforce*. Work related to these strategies will support strengthening the ability of HUD's workforce to protect classified information and respond effectively to FOIA requests.

⁴³⁴ This milestone's language has been revised from "Complete staff training on the revised HUD FOIA Policy and Handbook" because the existing HUD Policy/Regulation is still current.

⁴³⁵ This milestone has been delayed due to necessary adjustments needed to streamline the FOIA process for enhanced operational efficiency.

⁴³⁶ This metric's language was revised from "Average Time-to-Hire (U.S. Office of Personnel Management (OPM) model to tentative offer) to account for a change in data source and recalculation using the new source's data methodology.



► **Percentage of hiring execution plan achieved.**⁴³⁷

This measure will track the percentage of offices' general schedule hiring execution plans that resulted in a general schedule employee onboarding.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
N/A	N/A	115%	121%	173%	95%
Description:		This metric measures the percentage of offices' general schedule hiring execution plans that resulted in a general schedule employee onboarding.			
Data Source:		Program Office Hiring Execution Plans			
Dimension & Unit of Measurement:		Percentage			
Calculation Method:		Percentage of program offices hiring plans that resulted in an on-boarding during fiscal year			
Frequency:		Annually			
Data Quality:		Some data is dependent upon Shared Service Provider SSP entry of some data elements. OCHCO will provide quality oversight review of SSP data.			
Validation and Verification:		OCHCO will provide quality oversight review of SSP data.			

► **Non-retirement Voluntary Attrition Rate.**

This measure will track the Department's voluntary attrition rates. HUD will analyze voluntary attrition rates to see where HUD can decrease the number of voluntary separations to maintain, or grow, HUD's net workforce numbers.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
3.59%	5.10%	4.16%	4.77%	4.23%	4.5%
Description:		Voluntary attrition rate measures the percentage of employees who left HUD by choice and did not retire. HUD will analyze voluntary attrition rates to see where HUD can decrease the number of voluntary separations to maintain, or grow, HUD's net workforce numbers.			
Data Source:		National Finance Center (NFC) Reports on Separation and Current Workforce			

⁴³⁷ The percentage of hiring execution plan actions onboarded is a new key performance indicator that HUD has identified for the FY 2022-2026 Strategic Plan and was not previously tracked. As such, there is no historical data for FY 2017-2021.




Dimension & Unit of Measurement:	Count: Personnel Voluntary Separations and Total HUD Headcount
Calculation Method:	(Number of Voluntary Separations) / (Beginning of Year HUD Headcount)
Frequency:	Quarterly
Data Quality:	Data are dependent on definition of Voluntary Separations and Date of HUD Headcount pull for each Fiscal Year (which pay period the End of Fiscal Year pull was performed).
Validation and Verification:	The data will be collected through an NFC data extract.

OTHER INDICATORS

► Time to interview and select candidates.



This measure will track the Department's average time to interview and select a qualified candidate.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
30	29	28	26.08	23.31	 Tracking Only
Description:		This key performance indicator tracks the number of calendar days between the date that HR issues the hiring certificates to the hiring manager in the program office to the date that the hiring manager annotates a selection(s) in the USASTaffing hiring system.			
Data Source:		USASTaffing			
Dimension & Unit of Measurement:		Calendar days			
Calculation Method:		The number of calendar days between the date that HR issues the hiring certificates to the hiring manager in the program office to the date that the hiring manager annotates a selection(s) in the USASTaffing hiring system.			
Frequency:		Quarterly			
Data Quality:		These dates are automatically time stamped and recorded in OPM's USASTaffing system used across the Federal government. The data is of high quality.			
Validation and Verification:		HUD can compare data in the BFS PAWS reports with data in USASTaffing to validate accuracy.			



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

This metric will track FEVS Employee Engagement Index (EEI) responses and indicators relative to Performance using only engagement and satisfaction measures. (“Concerning Fairness”, “Being Supportive”, and “Empowering”).

	Past Performance				Current Performance	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
Employee Engagement Index Score ⁴³⁸	75%	77%	76%	77%	76%	 Tracking Only
Global Satisfaction Index ⁴³⁹	73%	73%	70%	72%	70%	 Tracking Only
Description:	This key performance indicator tracks FEVS Employee Engagement Index (EEI) responses and indicators relative to Performance. Only engagement and satisfaction measures are measured in this metric (“Concerning Fairness”, “Being Supportive”, and “Empowering”).					
Data Source:	OPM Federal Employment Viewpoint Survey					
Dimension & Unit of Measurement:	Percentage					
Calculation Method:	Percentage of positive responses					
Frequency:	Annually					
Data Quality:	The FEVS is a survey administered by the OPM using rigorous high, industry-tested standards. The data is of high quality.					
Validation and Verification:	OPM’s methods and analysis seek to ensure survey estimates accurately represent the survey population. HUD continues to encourage high levels of participation in order to decrease the margin of error.					

⁴³⁸ Employee Engagement Index Score measures the workforce conditions that support employee engagement. See the following link for more information: <https://www.opm.gov/fevs/reports/data-reports/>.

⁴³⁹ Global Satisfaction Index is a combination of employees’ satisfaction with their jobs, their pay, and their organization, plus their willingness to recommend their organization as a good place to work. See the following link for more information: <https://www.opm.gov/fevs/reports/data-reports/>.



EVIDENCE BUILDING

As noted in the 2024 OIG Top Management Challenges report, the OIG removed human capital management as a top management challenge in 2024, stating, “*HUD has shown sustained progress in human capital management over the last 2 years, notably through the Office of the Chief Human Capital Officer (OCHCO) closing OIG priority open recommendations. Program offices also reported consistently to the OIG that OCHCO’s assistance continues improving.*” Ensuring our improvement by sustaining staffing, recruitment, and retention remain top priorities for the Department. Many of the staffing challenges faced by the Department are the result of budgetary constraints as opposed to process inefficiencies; however, HUD will continue to identify opportunities for growth and process enhancement.

HUD has steadily increased its workforce in recent years, from 6,900 employees at the end of 2018 to 8,368 by the end of FY 2024. Similar to most Federal agencies, HUD still faces a looming number of potential retirements within the next few years. Over 41 percent of HUD’s current staff will be eligible for retirement in five years: 37.56 percent will be eligible to retire with a full annuity, and four percent will be eligible to retire early with a reduced annuity. HUD invested significantly in developing a strong pipeline for the Senior Executive Service (SES), posting HUD’s first SES-Candidate Development Program (CDP) in nearly ten years and selecting seven candidates for participation. The Journey to the Senior Executive Service program attracted over 5,100 live participants having outstanding impact across the Department. The SES Readiness Program, launched in FY 2023 and graduating 18 participants, proved highly effective, with two participants already successfully achieving SES positions and two others being accepted into HUD’s SES-CDP. Focusing on building a strong foundation, HUD launched the Soar Academy, a year-long professional development program focused on providing GS-5 through GS-10 employees key competencies that support them in their development and career growth. Additionally, the Department hosted numerous trainings, forums, and meetings on leadership employee engagement and improving labor relations. HUD will need to continue to focus on staffing and retention to maintain the positive staffing levels that have been attained.

Employee satisfaction surveys are a core tool for tracking employee outcomes and improving and monitoring progress on workforce changes and engagement pursued in this Objective. HUD participates in the annual, Government-wide FEVS.⁴⁴⁰ Medium-sized agencies such as HUD tend to achieve significantly higher employee satisfaction and engagement scores in the FEVS than larger agencies.⁴⁴¹ OPM defines engagement as, “An employee’s sense of purpose that is evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission.” HUD’s FY 2024 Employee Engagement Index (EEI) score was 76 percent. This score was 1.3 percentage points lower than HUD’s FY 2023 EEI score which was, the highest score achieved by HUD in the history of the FEVS. HUD implemented its first-ever Stay Survey and enhanced its exit survey to drill deeper and understand more comprehensively why employees may be voluntarily leaving the Department. These surveys help us understand the motivation that drives employees to remain at HUD as well as move to the private sector or other agencies. They also inform HUD’s efforts to develop strategies that drive retention and engagement, ultimately reducing attrition. HUD’s methodical steps to leverage survey data and address the root causes of attrition will help prevent reoccurring issues. They will also help drive strategic data-based decision-making to address retention, engagement, and employee experience.

HUD will continue striving to make the Department a better place to work by launching its Thrive@HUD initiative. Thrive@HUD pulls concepts of employee engagement, inclusion, diversity, equity, accessibility, growth, and well-being under one umbrella to help create a sense of community and belonging at HUD. This includes investing in creating frictionless processes that balance innovation and collaboration with regulation and compliance. The HUD Synergy Innovation Lab (iLab), a unique hybrid ideas accelerator program whose goal is to help offices deliver more impactful services, will continue to play a key role in building an innovative inclusive culture at HUD. The iLab focuses on developing and testing prototypes before making large investments that rapidly increase the

⁴⁴⁰ <https://www.opm.gov/fevs/reports/data-reports/>

⁴⁴¹ <https://www.opm.gov/fevs/reports/governmentwide-reports/governmentwide-all-levels-all-index-all-items-reports/2023/2023-governmentwide-all-levels-all-index-all-items-reports-excel.xlsx>.



scale of initiatives. Through iLab, employees develop human-centered design competencies to ensure that prototype solutions are impactful, inclusive, diverse, equitable, and accessible to the public.⁴⁴²

HUD held a National Labor Management Forum (LMF) with the American Federation of Government Employees (AFGE) in April 2024. The National Federation of Federal Employees (NFFE) asked for a postponement of their forum in FY 2024 due to significant leadership changes and capacity issues. The Department formed joint union and management task forces, which meet to resolve labor management issues. These task forces have been successful in resolving issues informally. HUD is in the process of scheduling LMFs in FY 2025.

⁴⁴² HUD has graduated its second iLab employee fellowship cohort.



Strategic Objective 5B: Improve Acquisition Management

Identify, procure, and execute acquisition management.

LEADING THIS OBJECTIVE

Office of Administration

OBJECTIVE

HUD programs rely on a well-functioning acquisition management process to execute mission objectives. To support these programs, the Department will increase capacity, transparency, communication, and intra-Departmental collaboration to ensure that mission-critical acquisitions are timely, strategic, and cost-effective.⁴⁴³ The Department will also strive to provide equitable access to contracting opportunities as they relate to engagement of small and large businesses.



To fully serve Departmental needs, HUD will provide quality professional development opportunities to members of the acquisition workforce, both in the Office of the Chief Procurement Officer and program offices. This will allow HUD employees to earn procurement certifications and build expertise in project and program management. Attrition and retention concerns will be addressed to ensure the size of the acquisition workforce across HUD is at the level needed to ensure contracting processes are managed without delay. Workforce development activities, such as trainings, certifications, and skills gap assessments, will help ensure that the acquisition professionals have the knowledge and skills to fully serve the Department.

Acquisition management is a Department-wide process that relies on cooperation between HUD offices. Consistent annual procurement reviews enable HUD to evaluate its internal policy and risk management systems. To improve transparency and build accountability, HUD will develop an acquisition dashboard that will track each acquisition through its lifecycle – from planning and requirement development to contract closeout. This dashboard will ensure all members of the acquisition workforce, including those in HUD program offices, have continuous visibility into and can efficiently shepherd acquisitions through each stage of the contracting process.

HUD will further improve the procurement process by providing best practices to help offices develop requirements, identify funding, and submit requests on time. The goal will be to decrease the number of HUD-initiated unplanned acquisition actions. Cross-Departmental collaboration will ensure an increase in the percentage of timely procurement actions awarded, actionable acquisition requirements submitted, and actionable acquisition requirements awarded. Improved acquisition planning will also yield quality market research, which may produce: 1) more targeted socio-economic small business set-asides; 2) facilitate greater understanding of small business participation in the marketplace; 3) provide more realistic projections for small business utilization; and 4) allow more time to disseminate requirements to the small business community so they can better plan and

⁴⁴³ Acquisition management is the planning, execution, and administration of the process supporting the full lifecycle of a requirement and resulting in the award of a contractual instrument to procure the goods and services needed to support the mission of the Department.



prepare competitive proposals.⁴⁴⁴ These improvements will connect HUD to necessary goods and services earlier while reducing overhead costs.

HUD will increase equity in contracting opportunities by improving communication with and opportunities for small businesses. The Department will improve its practices to ensure small and small disadvantaged businesses have equitable access to HUD's prime and sub-contracting procurement opportunities. This will be accomplished by the: 1) expansion of outreach to small business owners in underserved communities, 2) exploration of mechanisms for building the pipeline of qualified small businesses, and 3) continuation of data analyses to identify and address barriers to accessing HUD contracting opportunities.

The Department will also implement various sustainability practices in its acquisition process. HUD's goal is to ensure that 100 percent of new eligible contract actions, including task or delivery orders under new contracts and existing contracts, meet applicable sustainable acquisition requirements. HUD will also require the supply or use of products and services that meet environmentally preferable categories, including those that are energy efficient, bio-based, water efficient, or are non-toxic or less toxic.

2024 APR PROGRESS UPDATE

HUD continues to build on past successes, improve acquisition capabilities, and resolve historical barriers to utilizing effective acquisition processes.⁴⁴⁵ As the acquisition needs of programs grow, offices must be able to access the requisite resources to consistently meet procurement demands. In HUD's OIG Top Management Challenges for FY 2024, the impact of program offices' success is directly tied to HUD's procurement practices. HUD established new KPIs to track performance and developed an acquisition management dashboard to account for this exact issue. Additionally, HUD increased transparency into the procurement process, enhanced Supply Chain Risk Management (SCRM) policies and hired additional staff to meet the procurement needs of HUD's programs.

In FY 2024, HUD initiated two strategic vehicles for the IT portfolio aimed at supporting the requirements for the commodity of IT goods and/or services. This is an added benefit to modernize and provide more cost-effective products and services to address IT acquisition issues across the Department. Additionally, HUD implemented a one-business-process improvement specifically designed to streamline IT acquisitions. This new process established an integrated project team to expand system improvements within the IT portfolio. HUD also implemented processes to map out operating procedures aligned with the defined IT acquisition process workflows to account for these significant obstacles.⁴⁴⁶

HUD also focused on partnerships to coordinate new opportunities for informational engagement and increasing the visibility of the HUD contract management process. HUD made significant improvements in increasing the inclusion of small and disadvantaged businesses throughout its outreach activities to ensure that these businesses can navigate Federal contracting opportunities.⁴⁴⁷ HUD also conducted workshops to disseminate the differences of HUD's contracting officials to improve collaboration with external partners in procurement.

HUD is on the path of maintaining a forward-looking vision to develop new approaches and methodologies that resolve existing issues. HUD is confident that recent successes will showcase even greater short-term and long-term achievements on its road to sustainability and capacity building.

⁴⁴⁴ A acquisition, or procurement, action is an action which officially awards or changes a prime contract (i.e., a direct contract with the Federal government). This may include the award of a new prime contract, a debit or credit change to an existing prime contract, or an order written against an indefinite delivery-type contract or basic ordering agreement. Federal regulations require that HUD consider socio-economic programs first, as defined by the Small Business Administration, for set-aside and sole-source contracts at or above the simplified acquisition threshold (currently set at \$250,000). This will depend on the number and type of small businesses that are able to do the work and how much the contract is worth. Contracting officers can use these vehicles to help the Federal government meet its small business contracting goals.

⁴⁴⁵ More information on HUD's OIG Top Management Challenges can be found here: [Top Management Challenges Facing the U.S. Department of Housing and Urban Development in FY 2024. Final.docx \(hudoi.gov\)](#).


⁴⁴⁶ [FY 2024 Priority Open Recommendations Memorandum - 11-03-2023.docx \(oversight.gov\)](#)

⁴⁴⁷ More information on HUD's outreach activities can be found here: [Events Calendar | HUD.gov / U.S. Department of Housing and Urban Development \(HUD\). Previous Events and Training | HUD.gov / U.S. Department of Housing and Urban Development \(HUD\)](#)










STRATEGIES AND MAJOR MILESTONES

 Denotes alignment with a [President's Management Agenda](#) Cross-Agency Priority (CAP) Goal

 Denotes customer experience-focused strategies, sub-strategies, or milestones.

 Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Improve the HUD-wide governance structure for acquisition planning by increasing transparency, collaboration, and efficiency. ⁴⁴⁸ 	1/1/2024: Conduct a review of the advance acquisition planning process to determine the effectiveness of the process. – <i>Achieved as of 2/2/2024</i> 3/30/2024: Implement a policy requiring recomplete requirements to be submitted no later than 60 days after exercise of last option on a contract. – <i>Achieved as of 2/9/2024</i>
Increase visibility across the Department in the HUD contract management process. ⁴⁴⁹ 	1/30/2024: Develop a HUD acquisition management dashboard to track procurement plans. – <i>Achieved as of 1/12/2024</i>
Leverage the Program Management Improvement Accountability Act (PMIAA) to strengthen the knowledgebase of HUD's acquisition workforce. ⁴⁵⁰  	9/30/2024: Review the effectiveness of the competency assessment tool on the skills gap process of the PM acquisition workforce. – <i>Not Achieved</i> ⁴⁵¹
Increase the inclusion of small and small disadvantaged businesses by helping them navigate Federal contracting opportunities. ⁴⁵²  	9/30/2024: Conduct at least four outreach events, workshops, and/or conferences to small business partners. – <i>Achieved as of 9/30/2023</i>
Improve policies, processes, and procedures for assisted acquisitions. ⁴⁵³ 	2/1/2024: Conduct an assessment of the policies and internal controls established for the implementation of G-Invoicing. ⁴⁵⁴ – <i>Delayed to 1/31/2025</i> ⁴⁵⁵
Ensure that new eligible contracts meet sustainable acquisition requirements. ⁴⁵⁶	9/30/2024: Perform a Procurement Management Review and issue a report to ensure appropriate

⁴⁴⁸ This strategy aligns with CAP Goal 3.1: Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities; Initiatives related to this strategy will have been implemented and their effectiveness evaluated by the end of FY 2024. As such, this strategy will be discontinued in FY 2025.

⁴⁴⁹ The Office of the Chief Procurement Officer will be leading this strategy to develop a tool that will provide greater insight to HUD's internal procurement process.

⁴⁵⁰ This strategy aligns with CAP Goal 3.1: Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities.

⁴⁵¹ This milestone was not achieved as HUD is pursuing a new strategic direction for the execution of its PMIAA obligations.

⁴⁵² This strategy aligns with CAP Goal 3.1: Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities.

⁴⁵³ Initiatives related to this strategy will have been implemented and their effectiveness evaluated by the end of FY 2024. As such, this strategy will be discontinued in FY 2025.

⁴⁵⁴ More information on G-Invoicing can be found here: <https://fiscal.treasury.gov/g-invoice/>

⁴⁵⁵ This milestone has been delayed to allow for additional time to resolve policy comments.

⁴⁵⁶ This strategy aligns with CAP Goal 3.1: Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities; Activities under this strategy have been incorporated as part of HUD's routine, continuous work and will no longer be tracked in future Annual Performance Plans.



	clauses are contained in contracts requiring bio-based and sustainable products. – <i>Achieved as of 9/25/2024</i>
Increase collaboration in procurement package development.	<p>3/1/2024: Publish the HUD acquisition roles and responsibilities framework and process flows.⁴⁵⁷ – <i>Achieved as of 9/25/2024</i></p> <p>3/15/2024: Establish new Acquisition KPIs that track performance in both OCPO and Program Offices. – <i>Achieved as of 5/9/2024</i></p> <p>3/31/2024: Publish desktop references for the top five agreed upon activities in the acquisition process. – <i>Achieved as of 11/15/2024</i></p> <p>4/1/2024: Complete implementation of AMSS and Enterprise Technical Evaluation tools. – <i>Delayed to 4/1/2025</i>⁴⁵⁸</p> <p>4/30/2024: Conduct Acquisition Workshops on the roles of the Program Manager, Contracting Officer / Contract Specialist, and Contracting Officer Representative. – <i>Achieved as of 3/13/2024</i></p> <p>6/30/2024: Complete an acquisition workforce professionalization needs assessment. – <i>Delayed to 9/30/2025</i>⁴⁵⁹</p>
Collect and incorporate customer feedback into the acquisition process.	<p>6/30/2024: Assess and report on the effectiveness of the Quarterly Acquisition Portfolio Review meetings. – <i>Achieved as of 9/25/2024</i></p> <p>6/30/2024: Assess and report on the effectiveness of the Acquisition Management Advisory Council. – <i>Achieved as of 9/25/2024</i></p> <p>7/31/2024: Assess and report on the effectiveness and response rate for the customer satisfaction surveys. – <i>Achieved as of 9/25/2024</i></p>
Improve the health of the IT Acquisition Program.	<p>2/1/2024: Establish an integrated project team to conduct business process improvement for the IT portfolio. – <i>Achieved as of 12/21/2023</i></p> <p>3/30/2024: Complete a spend analysis of the IT Portfolio and publish an IT portfolio roadmap. – <i>Achieved as of 12/31/2024</i></p>

⁴⁵⁷ This milestone's language has been revised from "Publish the acquisition roles and responsibilities framework and process flows" to specify HUD's acquisition roles and responsibilities.

⁴⁵⁸ This milestone has been delayed due to delays in funding approval. Additional time will also allow for increased collaboration between stakeholders to review alternative solutions.

⁴⁵⁹ This milestone has been delayed due to funding uncertainty.



	<p>5/30/2024: Implement one business process improvement specifically designed to streamline IT acquisitions at HUD. – <i>Achieved as of 5/21/2024</i></p> <p>6/30/2024: Initiate sourcing of two strategic vehicles for the IT portfolio aimed at supporting requirements for commodity IT goods and/or services. – <i>Achieved as of 2/15/2024</i></p>
Implement Supply Chain Risk Management (SCRM).	<p>7/31/2024: Complete a SCRM pilot review and publish a report. – <i>Achieved as of 10/31/2024</i></p> <p>9/30/2024: Publish an update to SCRM program procedures based on pilot results. – <i>Achieved as of 12/18/2024</i></p>

KEY PERFORMANCE INDICATORS

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

► **On-Time Execution of All Procurement Actions – Procurement Acquisition Lead Times (PALT).**

This measure will track the percentage of all procurement actions awarded within the established PALT.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
81%	77%	87%	85.8%	84.5%	81%
Description:		This measure will track the percentage of all procurement actions awarded within the established PALT.			
Data Source:		Senior executives, Purchase Request Information System Management (PRISM)			
Dimension & Unit of Measurement:		Percentage: PALT			
Calculation Method:		Per FY: numerator is the sum of contract actions that exceed PALT; denominator is the sum of all contract actions.			
Frequency:		Semi-annual			
Data Quality:		Data entry errors in PRISM could impact the calculation. For example, if the incorrect PALT Category is chosen, it could cause a faulty calculation in on-time performance rates.			
Validation and Verification:		HUD procurement records go through a risk-based review protocol and routine and ad hoc reviews are conducted to ensure the accuracy and completeness of the data.			



► **On-Time Submission of Planned Actionable Acquisition Requirements.**⁴⁶⁰

This measure will track the percentage of actionable acquisition requirements submitted by customer offices by the Target Requisition Release Date (TRRD).

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
41%	32%	19%	26%	36% ⁴⁶¹	75%
Description:		This measure will track the percentage of actionable requirements submitted by customer offices by the TRRD.			
Data Source:		PRISM			
Dimension & Unit of Measurement:		Percentage: Requirement			
Calculation Method:		Average is calculated by taking the number that were completed on time divided by total population.			
Frequency:		Monthly			
Data Quality:		Human error during limited data entry process may be an issue in specific circumstances.			
Validation and Verification:		Data points in reports are system-generated. Outputs that are out-of-tolerance are validated by pre-established parameters and analyst revision.			

► **On-Time Award of Planned Actionable Acquisition Requirements.**

This measure will track the percentage of awards by the Target Award Date (TAD) of actionable acquisition requirements submitted by program offices by the TRRD.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
79%	77%	82%	79%	74% ⁴⁶²	80%
Description:		Percentage of awards by the TAD of actionable acquisition requirements submitted by program offices by the TRRD			
Data Source:		PRISM			

⁴⁶⁰ Previous targets were not met because the Target Requisition Release Dates were impacted by changes in the operational landscape. The FY 2022 and FY 2023 targets were revised to better reflect the Department's progress based on past performance.

⁴⁶¹ This metric remains an opportunity for HUD to continue seeing performance improvements as have been found in the previous fiscal years. Departmental acquisition program improvements are underway and are reflected in this measure as a trailing indicator to improvements the Departments future performance expectations.

⁴⁶² HUD performance under this indicator was impacted due to delays caused by competing priorities and limited staff availability.



Dimension & Unit of Measurement:	Percentage: Awards
Calculation Method:	Sum in a fiscal year
Frequency:	Monthly
Data Quality:	Human error during limited data entry process may be an issue in specific circumstances.
Validation and Verification:	Data points in reports are system-generated. Outputs that are out-of-tolerance are validated by pre-established parameters and analyst revision.

► **Reduction of Bridge Awards.**

This measure will track the percentage of bridge contracts awarded to temporarily extend the performance of services or delivery of goods beyond the expiration of an incumbent contract.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
N/A ⁴⁶³	11	14	14	15	20
Description:		A bridge contract award is a type of contract awarded to temporarily extend the performance of services or delivery of goods beyond the expiration of an incumbent contract while a new contract is being solicited, negotiated, or finalized. Bridge contracts are typically used to prevent a gap in services or goods that could result from delays in the procurement process for a new contract.			
Data Source:		SharePoint			
Dimension & Unit of Measurement:		Quantity			
Calculation Method:		Sum			
Frequency:		Quarterly			
Data Quality:		N/A			
Validation and Verification:		The Office of the Chief Procurement Officer will only track the percentage of bridge contracts awarded.			

⁴⁶³ This key performance indicator was not tracked prior to FY 2021. Therefore, historical data prior to FY 2021 is unavailable.



► **Planned vs. Unplanned Actions.**⁴⁶⁴

This measure will track the percentage of planned vs. unplanned actions submitted by HUD offices.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
TBD	TBD	63%	62%	64%	N/A
Description:		A planned action is an action that is accounted for within the Annual Strategic Acquisition Plan (ASAP). Planned actions are activities that are premeditated, organized, and intentionally carried out based on prior thought, preparation, and decision-making. These actions are typically part of a deliberate strategy, goal, or schedule. Unplanned actions are activities that are not captured within the ASAP. These actions are often reactionary, and they may arise in response to unexpected circumstances, events, or opportunities.			
Data Source:		PRISM			
Dimension & Unit of Measurement:		Percentage: Awards			
Calculation Method:		Sum in a fiscal year			
Frequency:		Quarterly			
Data Quality:		The Office of the Chief Procurement Officer will conduct manual reviews of the data to ensure there are limited errors.			
Validation and Verification:		Data points in reports are system-generated. Outputs that are out-of-tolerance are validated by pre-established parameters and analyst revision.			

⁴⁶⁴ This key performance indicator was not tracked prior to FY 2024. As such, any previous year actuals before FY 2024 are not available. The tracking of data will begin with FY 2024 end-year actuals.



EVIDENCE BUILDING

Acquisition management is at the core of HUD's ability to meet its mission and a top priority for HUD leadership. Like other agencies, HUD has identified risks in the acquisition management process. In its FY 2025 Top Management Challenges report, HUD OIG identified increasing effectiveness in procurement as one of its eight operational challenges.⁴⁶⁵ Specifically, HUD faces risks related to inefficient acquisition processes and improving use of quality assurance surveillance plans.

The Top Management Challenges report identifies risks in HUD's acquisition processes that could affect the Department's progress in areas like IT acquisitions. As a result, HUD has identified strategies and milestones in the HUD Annual Performance Plans and Annual Performance Reports aimed at understanding and improving the entire acquisition process.⁴⁶⁶ HUD looks to build a dashboard that tracks acquisitions across the Department. Data from these dashboards will be used to identify key gaps and impediments that are impacting timely submission and award of acquisition plans. The dashboard will also facilitate better oversight and provide greater transparency across the Department on the statuses of procurement actions. Implementation of an acquisition dashboard is expected by FY 2024. HUD also looks to create and publish an acquisition roles and responsibilities framework that details process flows and clarifies expectations for those involved in the acquisition process.

HUD recognizes the importance of incorporating customer feedback as a means of strengthening its acquisition management. HUD implemented a new customer satisfaction survey methodology and reviewed its effectiveness and response rate in FY 2024. The Department similarly looks to implement a multifaceted, continuous feedback collection process by FY 2025 to ensure customer feedback remains an integral part in decision-making.

Procurement package development requires Department-wide collaboration. To further improve this step in the acquisition process, HUD completed its implementation of its Acquisition Management Support System (AMSS) in FY 2025. HUD's establishment of Quarterly Acquisition Portfolio Review meetings enables the Department to explore the end-to-end acquisition process. The Department will continue to evaluate the effectiveness of the meetings in FY 2025.

Engagement between program offices and the Office of the Chief Procurement Officer regarding submission of procurement plans can improve through HUD's FY 2023 implementation of a two-year planning cycle. The Office of the Chief Procurement Officer will continue to work closely with program office representatives to identify program needs and inform goal setting.

The Office of the Chief Procurement Officer provides essential support to HUD programs. To strengthen HUD's acquisition workforce, the Department plans to create desktop references for the top five agreed upon activities of the acquisition process. HUD also created Enterprise Technical Evaluation tools in FY 2024 and will conduct a review of the effectiveness of the Acquisition Management Advisory Council.

HUD's current and future commitments allow the Department to explore and answer key questions:

- *What steps in the acquisition process can be streamlined or improved?*
- *What are gaps in the acquisition process that are delaying submission and award of acquisition plans?*
- *What training is necessary to strengthen the capacity of HUD's acquisition workforce?*

⁴⁶⁵ https://www.hudoig.gov/sites/default/files/2024-10/hud-oig-fy-2025-tmc-report_final_508_1.pdf

⁴⁶⁶ https://www.hud.gov/program_offices/spm/appr



Strategic Objective 5C: Strengthen Information Technology

Strengthen information technology, cybersecurity, and data management.

LEADING THIS OBJECTIVE

Office of the Chief Information Officer

OBJECTIVE

HUD will continue to provide tools that are efficient, safe, secure, and resilient through improvements in Information Technology (IT), cybersecurity, and data management that support the Department's mission.



Information Technology is the underpinning that allows HUD to properly function and provide essential services to the American public. By combining business and technology strategy efforts, HUD is better positioned to serve the needs of the public effectively and efficiently. HUD has identified several operations that would benefit from the modernization of its technology infrastructure, IT systems, and internal processes. HUD's operations will be strengthened by increased ease of access to relevant and reliable data. This will drive the Department to experience an increase in public confidence, derived from a focus on cybersecurity, data governance and reliability. The Department envisions a safe and secure HUD that provides the tools for program offices, staff, and partners to accomplish their work in a safe and secure manner.

Toward this end, HUD will address Government Accountability Office (GAO) findings. Efforts will ensure there are increased investments in IT infrastructure, cybersecurity improvements, and staff have the necessary knowledge, as well as resources, to succeed. HUD will continue to focus on decommissioning legacy IT systems. Simultaneously, HUD will move to safe, sustainable, and standardized IT platforms that support operations enterprise-wide. HUD will strengthen its IT and data governance and structure to ensure proper support for program areas, oversight, and management.

HUD will renew its strategic focus on data governance. The Department's core focus will be on increasing collaboration and transparency. This will enable leaders to make timely, well-informed policies and decisions. Enterprise-wide data solutions that support this purpose will allow HUD to work more efficiently and be more informed toward the execution of its mission.

2024 APR PROGRESS UPDATE

During FY 2024, HUD significantly strengthened the capacity of its information technology and continued to empower staff to further deliver on program missions. The Department made notable advancements in its modernization efforts, responses to customer needs, and improvements to HUD's cybersecurity and privacy.

Successful IT modernization is critical to HUD's progress in providing safe and affordable housing to the public. As such, HUD developed an Enterprise Architecture (EA) Roadmap that builds on a best practice approach to



providing a clear and comprehensive strategic direction for how HUD will achieve its business and technical visions through the Department's major IT initiatives.⁴⁶⁷ HUD continued to make progress towards implementing a number of modernized HUD Applications that better meet customer needs. In FY 2024, OCIO achieved significant progress in modernizing and enhancing systems supporting Public and Indian Housing (PIH) programs. Key technology improvements were made to the systems supporting the inspections process for the National Standards for Physical Inspection of Real Estate (NSPIRE), additional enhancements were made to systems aligned to the data collection capabilities for the Housing Information Portal (HIP) and upgraded capabilities for the Public Housing Agency (PHA) payment calculations within the Electronic Voucher Management System (eVMS). HUD continued to improve its Single Family Housing program operations by enhancing the FHA Catalyst solution that resulted in continued reductions of manual data entry errors and improved efficiencies for HUD's Single Family Housing mortgage lenders and servicers. Notable technology improvements to Multifamily Housing systems included the Portal Loan Underwriting System (PLUS) that replaced the legacy Development Application Processing (DAP) System previously used for Multifamily Housing loan programs, providing improved functionality for end-users. The Green and Resilient Retrofit Program (GRRP) also saw significant technology enhancements, introducing new features that expanded its capabilities and improved program delivery. HUD continues to make ongoing technology improvements with a focus on security enhancements of its systems.

In FY 2024, the Department eliminated a previously disparate communication network and enabled staff to receive and make phone calls through their HUD-issued laptops in all HUD offices. Doing so created a more unified communications system and it ensured consistent service delivery in a hybrid environment. HUD also enhanced its ability to modernize IT and telecommunications services by transitioning its network services from Networkx to Enterprise Infrastructure Solutions (EIS).⁴⁶⁸ These improvements to telecommunications and completing the system transition enabled HUD to receive its highest Federal Information Technology Acquisition Reform Act (FITARA) scorecard rating since FITARA's enactment in 2014.⁴⁶⁹

The Department also made tremendous strides in modernizing and improving HUD's IT security, which resulted in an improved HUD OIG Federal Information Security Modernization Act (FISMA) Maturity Assessment score.⁴⁷⁰ In FY 2024, HUD increased in maturity for 22 out of 37 of the FISMA metrics. Of major significance, the Department achieved Level 4: "Managed and Measurable," for the first time in 14 of those metrics. Overall, HUD moved up from Level 2: "Defined" to Level 3: "Consistently Implemented." These improvements to the FISMA Maturity Assessment score demonstrate the increasing effectiveness of the Department's IT Security Program, which further protects HUD customers from malicious data breaches.

HUD improved its cybersecurity capabilities to help protect privacy of the Department's customer data. The Department established a process to manage the cyber-related risks in all phases of the acquisition lifecycle and supply chain. Additionally, HUD has been developing a Zero Trust Architecture (ZTA) framework, which will ensure customers have the appropriate access to HUD systems. Multifactor Authentication (MFA) was deployed to 60 percent of FHA Connection systems to provide greater end-user security while accessing the application. The Department remains committed to fully deploying MFA to the remaining FHA Connection systems.

In FY 2024, HUD enhanced IT governance and acquisition processes. The Department aligned investments with priorities, and streamlined procurement to improve efficiency while advancing HUD's mission through more effective technology integration.

The Department also remains dedicated to protecting the privacy of all its customers while meeting their needs. HUD's ongoing efforts to identify and label data elements that are considered personally identifiable information (PII) or sensitive will be rescoped to effectively address resource and budget constraints. Customer feedback is pivotal to informing HUD's current and future efforts to improve experiences with the Department. HUD held

⁴⁶⁷ https://www.hud.gov/program_offices/cio/ea/newea

⁴⁶⁸ EIS is a comprehensive solution-based vehicle to address all aspects of Federal agency IT telecommunications, and infrastructure requirements. More information on EIS can be found here: <https://www.gsa.gov/technology/it-contract-vehicles-and-purchasing-programs/telecommunications-and-network-services/enterprise-infrastructure-solutions/eis-transition>

⁴⁶⁹ HUD scored a "B" in the last FITARA 18 scorecard. See the following link for more information: <https://fitara.meritalk.com/view/hud>

⁴⁷⁰ <https://www.cio.gov/policies-and-priorities/FISMA/>



listening and engagement sessions with outside stakeholders and user groups to gather insight into customers' experiences with HUD technology systems. To improve communications, the Department established a Voice over Internet Protocol (VoIP) across all HUD offices and established a Digital Accessibility Program to strengthen HUD-wide Section 508 compliance. HUD also published an OCIO Service Catalog, which provides a resource for customers to easily understand and efficiently access OCIO's services. HUD continued to explore evolving technology by developing several working groups to learn more about opportunities in the Artificial Intelligence (AI) space.

These FY 2024 efforts all highlight the Department's strides toward developing a mature, robust, and secure IT infrastructure. In sum, HUD IT investments strengthened support for HUD employees and improved the delivery of services to the communities and citizens they serve.

STRATEGIES AND MAJOR MILESTONES

Denotes alignment with a [President's Management Agenda](#) Cross-Agency Priority (CAP) Goal

Denotes customer experience-focused strategies, sub-strategies, or milestones.

Denotes equity-focused strategies, sub-strategies, or milestones.


Strategies	Major Milestones
Continue Implementation of Technology Modernization Efforts.	<p>3/30/2024: Implement a Unified Communications System to eliminate the current disparate telecommunications network. – <i>Achieved as of 4/8/2024</i></p> <p>3/30/2024: Complete a HUD-wide EIS Transition.⁴⁷¹ – <i>Achieved as of 4/8/2024</i></p> <p>9/30/2024: Complete business process and design for leveraging a common Servicing module across the ONAP and Housing office. – <i>Delayed to 3/31/2025</i>⁴⁷²</p> <p>9/30/2024: Complete 100% of milestones in the FY21 IT PIH Modernization Plan. – <i>Achieved as of 9/30/2024</i></p> <p>9/30/2024: Deploy the modernized Inventory Management System/PIH Information Center (IMS/PIC) system and onboard 2000+ PHAs in accordance with the roll-out plan in FY22 IT PIH Modernization Plan. – <i>Delayed to 9/30/2025</i>⁴⁷³</p> <p>9/30/2024: Deploy a functioning Portal Loan and Underwriting System (PLUS) to integrate with iREMS/Housing Enterprise Real Estate Management System (HEREMS) and Lender Electronic</p>

⁴⁷¹ This milestone's language has been revised from "Complete a HUD-wide Enterprise Information System Transition" for accuracy.

⁴⁷² This milestone has been delayed due to prioritization of work on existing core FHA Catalyst functionalities.

⁴⁷³ This milestone has been delayed to account for the additional time needed to first implement HOTMA compliant HUD-50058 forms and migrate PHA data from IMS/PIC into the modernized Housing Information Portal (HIP).



	Assessment Portal (LEAP). ⁴⁷⁴ – <i>Achieved as of 11/19/2024</i>
Manage Internal and External Customer Relationships; incorporate feedback surveys from customer groups. ^{475 476} 	<p>9/30/2024: Launch the HUD portfolio approach to project management. – <i>Achieved as of 9/30/2024</i></p> <p>9/30/2024: Implement the customer pulse survey. – <i>Achieved as of 9/30/2024</i></p> <p>9/30/2024: Enhance business need evaluation process to support HUD internal program area request in an integrated manner. – <i>Achieved as of 9/30/2024</i></p>
Optimize Agency IT Operational Costs; improve the IT Life-cycle assessment.	9/30/2024: Identify opportunities for IT lifecycle cost-saving by using integrated planning and budget capabilities. – <i>Achieved as of 9/30/2024</i>
Improve HUD's cyber security capabilities.	<p>3/30/2024: Implement an execution strategy for the HUD-wide Supply Chain Review Process. – <i>Achieved as of 5/17/2024</i></p> <p>9/30/2024: Achieve full implementation of HUD-wide Supply Chain Review process. – <i>Achieved as of 9/30/2024</i></p> <p>9/30/2024: Determine HUD's Zero Trust Architecture (ZTA) design and implementation milestones. – <i>Achieved as of 9/30/2024</i></p> <p>9/30/2024: Deploy Multi Factor Authentication (MFA) to FHA Connection users. – <i>Delayed to 3/31/2025</i>⁴⁷⁷</p>
Strengthen and Modernize the OCIO Organizational Structure; enhance training and information on IT for all HUD Employees ⁴⁷⁸	9/30/2024: Develop an Agency-wide AI working group to enhance knowledge and opportunities in Artificial Intelligence. – <i>Achieved as of 5/27/2024</i>
Leverage data as a strategic asset.	9/30/2024: Identify and label data elements that are considered personally identifiable information or sensitive to protect Privacy of HUD's clients by program area. ⁴⁷⁹ – <i>Delayed to 9/30/2026</i> ⁴⁸⁰

⁴⁷⁴ This milestone's language has been revised from "Deploy a functioning Application Underwriting Support System (AUSS) to integrate with iREMS/Housing Enterprise Real Estate Management System (HEREMS) and Lender Electronic Assessment Portal (LEAP)" to update the name of the system.

⁴⁷⁵ This strategy aligns with CAP Goal 2.1: Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes.

⁴⁷⁶ This strategy language has been revised from "Manage Internal and External Customer Relationships; incorporate feedback surveys from customer groups." Feedback is captured from a wide variety of methodologies, and not specifically from surveys alone.



⁴⁷⁷ The MFA solution has been deployed to 60% of FHA Connection systems. The remaining systems require a custom software solution.

⁴⁷⁸ This strategy will be closed out in FY 2024. Activities under this strategy have been achieved.

⁴⁷⁹ Rental subsidy programs will be the first and other programs will follow. HUD will coordinate the use, protection, and dissemination of Departmental data, to include data considered sensitive and/or PII.

⁴⁸⁰ This milestone has been delayed due to resource constraints, budget limitations, and the need for additional planning. The office will reset and re-baseline the project scope to address these challenges effectively.



	<p>9/30/2024: Identify, map, document and increase visibility of data resources and systems by line of business. – <i>Delayed to 9/30/2026</i>⁴⁸¹</p> <p>9/30/2024: Achieve at least 90% completion of the data inventory of the systems and resources associated with subsidy management.⁴⁸² – <i>Delayed to 9/30/2026</i>⁴⁸³</p>
<p>Establish relationships with local communities and diverse groups to better improve the collection of accurate information and the development of modern technology.⁴⁸⁴  </p>	<p>12/30/2023: Hold two listening sessions to gather information from outside stakeholders regarding their use of HUD technology systems. – <i>Achieved as of 2/28/2023</i></p> <p>9/30/2024: Develop a Department-wide approach to standardize system data and streamline user touchpoints required in IT systems enabling HUD Programs to efficiently render HUD services to underserved communities.⁴⁸⁵ – <i>Achieved as of 9/30/2024</i></p> <p>9/30/2024: Hold engagement sessions with user groups to gather feedback on HUD systems. – <i>Achieved as of 7/29/2024</i></p>

⁴⁸¹ This milestone has been delayed due to its dependency on the progress of milestone, "Identify and label data elements that are considered personally identifiable information or sensitive to protect Privacy of HUD's clients by program area."

⁴⁸² The end product will highlight where data is located, how data elements are defined, where similarities are, where differences are, what data is used or not, etc.

⁴⁸³ This milestone has been delayed due to its dependency on the progress of milestone, "Identify and label data elements that are considered personally identifiable information or sensitive to protect Privacy of HUD's clients by program area."

⁴⁸⁴ This strategy aligns with CAP Goal 2.1: Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes.

⁴⁸⁵ This milestone's language has been revised from "Standardize system data and streamline user touchpoints required in IT systems enabling HUD Programs to efficiently render HUD services to underserved communities." The goal of this milestone was to establish a comprehensive strategy for unifying data across all Agency systems. Achieving this objective will demand a multi-year commitment and necessitate allocation of supplementary resources.



KEY PERFORMANCE INDICATORS

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

► HUD OCIO Customer Satisfaction.

This measure will track overall employee satisfaction of the services received from the Office of the Chief Information Officer through an IT customer survey.⁴⁸⁶

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
N/A	N/A	70%	79%	TBD ⁴⁸⁷	90%
Description:		This measure will track employee satisfaction and feedback through an IT customer survey.			
Data Source:		Microsoft Suite Forms was used to develop the survey.			
Dimension & Unit of Measurement:		Dimension: Score Unit: Satisfaction			
Calculation Method:		The score is determined by the average based on all responses received. Scores are received on a five point scale that is later converted into a percentage. The five points comprising the scale are as follows: 1. Very Unsatisfied; 2. Unsatisfied; 3. Neutral; 4. Satisfied; 5. Very Satisfied.			
Frequency:		Annual			
Data Quality:		In FY 2022, the HUD OCIO Customer Satisfaction Survey was administered to a random selection of recipients based on feedback from leadership and the Customer Care Committee and Investment Review Subcommittee members and includes them for the External Program Office survey. However, in FY 2023, it was deployed to a wider audience leveraging the Office of Policy Development and Research's (PD&R) guidance.			
Validation and Verification:		The survey is inclusive of all service types offered by IT			

⁴⁸⁶ This is a new metric beginning in FY22; therefore, no prior year data is available. HUD will track data using the annual OCIO customer satisfaction survey which covers HUD employee satisfaction with the overall OCIO program.

⁴⁸⁷ The FY 2024 information will be provided in CY 2025.



► **Improved Federal Information Security Modernization Act (FISMA) OIG Evaluation and Federal Information Technology Acquisition Reform Act (FITARA) Scorecards.**⁴⁸⁸

This metric measures HUD's capabilities, pursuant to quarterly CIO FISMA reporting, the Annual OIG FISMA Audit, and the FITARA Scorecard.⁴⁸⁹

Sub-Metric	Past Performance				Current Performance	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
CIO FISMA Quarterly ⁴⁹⁰	Managing Risk	At Risk	80% ⁴⁹¹	80% ⁴⁹²	85%	N/A ⁴⁹³
Annual OIG FISMA Audit	Level 3: Consistently Implemented	Level 3: Consistently Implemented	Level 2: Defined ⁴⁹⁴	Level 2: Defined	Level 3: Consistently Implemented	Level 3: Consistently Implemented
FITARA	C+	C+	C+	C	B	B-
Description:		<p>The Federal Information Security Modernization Act (FISMA) of 2014 requires agencies to report the status of their information security programs every quarter. The FISMA Chief Information Officer (CIO) quarterly metrics are broken into the following five Cybersecurity Framework Functions:</p> <p>Identify – What processes and assets need protection? Protect – Implement appropriate safeguards to ensure protection of the enterprise's needs. Detect – Implement appropriate mechanisms to identify the occurrence of cybersecurity incidents. Respond – Develop techniques to contain the impacts of cybersecurity events. Recover – Implement the appropriate processes to restore capabilities and services impaired due to cybersecurity events.</p>				

⁴⁸⁸ Previously, the FISMA score was tracked through the historical CAP goal, which expired at the end of FY 2021. An additional row has now been added to show the OIG rating, with a different set of FISMA criteria. The FISMA OIG Annual Audit determines the effectiveness of the IT security program on a maturity scale depending on how well agencies institutionalize those policies and procedures; The words 'OIG Evaluation' has been added to this metric and the FISMA sub-metric to provide greater specificity.

⁴⁸⁹ FISMA definitions can be found here: <https://www.whitehouse.gov/wp-content/uploads/2021/05/FY-2020-FISMA-Report-to-Congress.pdf>

High Risk: Key, fundamental cybersecurity policies, processes, and tools are either not in place or not deployed sufficiently.

At Risk: Some essential policies, processes, and tools are in place to mitigate overall cybersecurity risk, but significant gaps remain.

Managing Risk: The agency institutes required cybersecurity policies, procedures, and tools and actively manages their cybersecurity risks.

FITARA policy and definitions can be found here: <https://www.cio.gov/policies-and-priorities/FITARA/>

⁴⁹⁰ The 2021 Executive Order on Improving the Nation's Cybersecurity (EO 14028) updated FISMA CIO quarterly scoring methodology to reflect scores on a scale of 0-100%. As such, the Department has updated its FY 2025 and FY 2026 targets to reflect the new scoring methodology. The scoring methodology can be found here: <https://www.performance.gov/cyber/>.

⁴⁹¹ The FY 2022 actual was updated due to the change in scoring methodology

⁴⁹² The FY 2023 Actual was updated to reflect the HUD score under the methodology defined by EO 14028.

⁴⁹³ Due to changes in the scoring methodology, there was no FY24 target established.

⁴⁹⁴ There has been a major change in the set of metrics used by the OIG in FY 2022, resulting in the downgrade which affected many Federal agencies.



	<p>FITARA, passed by Congress in December 2014 represents the first major overhaul of Federal information Technology (IT) in almost 20 years. Since FITARA's enactment, OMB published guidance to agencies to ensure that this law is applied consistently governmentwide in a way that is both workable and effective.</p> <p>FITARA legislation outlines the roles, responsibilities, and expectations for the Chief Information Officer (CIO) for all covered Departments within the Federal Government. Among others, Section 831 (Chief Information Officer Authority Enhancements) requires the CIO to review and approve contracts and other agreements for all Information Technology (IT) related acquisitions.</p>
Data Source:	<p>Data Sources are the respective HUD IT Business Units (Infrastructure and Operations, Office of Inspector General (OIG), and Ginnie Mae who review their respective networks and compile the required FISMA metric data.</p> <p>Most FITARA data is pulled from existing reports. As needed, OCIO solicits and compiles whatever information is needed and then submits to OMB via their Max quarterly Integrated Data Collection. OMB then uses this information to calculate the FITARA score.</p>
Dimension & Unit of Measurement:	<p>The FISMA CIO scores are derived from FISMA metrics and aligned to the National Institute of Standards and Technology's Cybersecurity Framework.⁴⁹⁵</p> <p>FISMA OIG Annual Audit determines the effectiveness of the IT security program on a maturity scale depending on the extent that agencies institutionalize those policies and procedures:</p> <p>Level 1: Ad hoc Level 2: Defined Level 3: Consistently Implemented Level 4: Managed and Measurable Level 5: Optimized</p> <p>FITARA metrics are measured in a grade score (e.g., A, B, C, D, F).</p>
Calculation Method:	<p>Formulas are based on number of elements that meet the security criteria/metric vs. number of elements that don't meet the security criteria/metric. Calculations are based on the respective Domains and certain percentages on completion (from FISMA guidance).⁴⁹⁶</p> <p>The final FY 2024 FITARA grade stems from an average of six domains on the FITARA scorecard: Agency CIO Authority Enhancements (Incremental Development); CIO Investment Evaluation (OMB's IT Dashboard); Transition off Network; Modernizing Government Technology (MGT Act); Federal Cloud Computing Strategy (Cloud Smart); and Cyber (FISMA).</p>
Frequency:	<p>Quarterly. Quarter Four results are presented to the Agency Secretary who will determine if the Agency Security Risk is favorable to Agency standards. If favorable, provides an approval memo to Department of Homeland Security and OMB (October).</p> <p>FITARA is reported on a bi-annual scorecard.</p>
Data Quality:	<p>Limitations include but are not limited to integrity of data collection from each business unit, need for independent review and validation of data submitted.</p>

⁴⁹⁵ Cybersecurity framework can be found here: <https://www.nist.gov/cyberframework>

⁴⁹⁶ FISMA guidance can be found here: https://www.cisa.gov/sites/default/files/publications/FY_2021_FISMA_CIO_Metrics.pdf.



Validation and Verification:

This iteration of the Committee on Oversight and Reform's IT scorecard continues to grade agencies implementation of key pieces of IT legislations which are FITARA, MGT Act, and FISMA. The COR staff selected these acts because they represent major legislative requirements. The data are generally publicly available and regularly updated. The implementation would improve IT acquisitions and operations, and GAO may have completed or ongoing work to verify reporting in these areas. In addition, the staff selected specific scoring methodologies for the areas from a wide range of options and then tasked GAO to collect and score the information according to COR's direction.

The need for independent validation and verification of FISMA data submits from the respective HUD Business Units is needed to ensure information is correct and adequately presented.

Most FITARA data is pulled from existing reports. As needed, OCIO solicits and compiles whatever information is needed and then submits to OMB via their Max quarterly Integrated Data Collection. OMB then uses this information to calculate the FITARA score.

► **Reduction in OCIO open OIG and GAO recommendations.**⁴⁹⁷

This metric will track the percentage of OIG and GAO recommendations, which have been closed each fiscal year.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual ⁴⁹⁸	FY24 Target
44%	67%	47%	60% (OIG)	40%	50% (OIG)
			22% (GAO)	6% ⁴⁹⁹	50% (GAO)
Description:		An overall reduction in the number of open recommendations every fiscal year.			
Data Source:		FY24 OIG FISMA Report; FISMA Metrics; HUD Office of the Chief Information Officer Audit Remediation Dashboard; Audit Resolution and Corrective Actions Tracking System (ARCATS) (eCase/Prepared by Client Tracker); GAO website; OIG Semi-annual report to Congress.			
Dimension & Unit of Measurement:		The reported data is measured as a percentage of all open OIG and GAO recommendations closed in the relevant time period.			
Calculation Method:		(Number of audit findings closed each fiscal year) / (number of audit findings open at the beginning of the fiscal year)			

⁴⁹⁷ This key performance indicator language has been revised from "Decrease in Non-Compliance Audit Findings." The revised language provides more clarity on Departmental work to reduce outstanding recommendations.

⁴⁹⁸ This metric was not achieved due to competing priorities and limited staff bandwidth. HUD continues to make progress towards closing recommendations as the Department continues efforts to streamline and improve internal processes.

⁴⁹⁹ HUD continues to mature the organizational IT portfolio management and cost estimating processes to address long-standing GAO recommendations. As we strengthen the project management practices, we anticipate that there will be a larger number of closures in FY 2025, including several closure requests in the queue. Unfortunately, most of the efforts were focused on providing timely, comprehensive, and quality responses to a number of the Government-wide evaluation engagements in FY 2024.



Frequency:	Data is captured weekly and updated on an annual basis to reflect the entire fiscal year.
Data Quality:	Multiple data sources continue to create challenges for audit remediation. The Audit Remediation Dashboard was created to compile the data from the multiple sources into one centralized repository.
Validation and Verification:	The data is captured via weekly reports from multiple sources (GAO website, Cybersecurity and Assessment Management System, ARCATS, OIG spreadsheet, and Microsoft Teams.)

EVIDENCE BUILDING

According to the HUD OIG FY 2025 Top Management Challenges Report, several mission-critical information systems have not been modernized. In FY 2024, HUD developed an IT modernization strategy that aligns with its IT modernization roadmap with an established framework. HUD's IT modernization efforts are limited by budget constraints; weaknesses in IT capital planning and budgeting; and insufficient staffing retention and knowledge management that contribute to acquisition and project management challenges.⁵⁰⁰ HUD has identified strategies and milestones in the FY 2022-2026 Strategic Plan to help address these IT modernization challenges. The Department is tracking the percentage of IT project managers with sufficient Federal acquisition certifications to better assess the capacity of staff capable of overseeing IT contracts. In FY 2024, HUD certified 85 percent of the IT program management workforce to Level 3 Federal acquisition certification. Certification is continually reinforced by internal efforts to ensure IT program managers remain current with their Federal acquisition training.

HUD has made progress on its cybersecurity, closing 34 of OIG's FY 2024 IT evaluation recommendations. In FY 2024, OIG improved HUD's maturity score to Level 3: "Consistently Implemented" -- meaning the Department has consistently implemented policies, procedures, and processes to maintain an inventory of HUD's IT systems. The Department has also been developing a Zero Trust Architecture framework that will enhance its cyber security infrastructure. HUD also intends to fully implement an execution strategy for its supply chain review process which will focus on resources and clarify responsibilities. The Department will continue to track its system security maturity levels in the coming fiscal year.

Though the Department's privacy program continues to mature, OIG also identified data privacy and protection as a continuing challenge. Insufficient resources and deficient data sanitization processes remain among the greatest obstacles to achieving privacy and data protection maturity.

HUD is committed to overcoming the technological challenges needed to modernize its technology infrastructure and provide the systems needed to achieve the Department's mission. Through the data HUD collects on its information technology, the Department will explore answers to the following questions:

- *What IT legacy systems should be prioritized and modernized to mitigate IT security challenges?*
- *What key skill gaps are present in the HUD IT project management workforce?*
- *What training is required to close skill gaps present in the HUD IT workforce?*
- *How can HUD better protect personally identifiable information?*

⁵⁰⁰ See https://www.hudoig.gov/sites/default/files/2024-10/hud-oig-fy-2025-tmc-report_final_508_1.pdf



Strategic Objective 5D: Enhance Financial and Grants Management

Provide sound financial and grants management.

LEADING THIS OBJECTIVE

Office of the Chief Financial Officer

OBJECTIVE

HUD aims to provide sound financial and grants management services so the Department can achieve financial excellence. HUD will work to maintain a clean audit opinion through sustaining improvements to internal controls, cash management, and cost accounting processes and coordination with the HUD Office of Inspector General (OIG) and the Government Accountability Office (GAO). To ensure priorities are aligned throughout the Department, HUD will facilitate quarterly governance meetings among program and support offices. The Department continues to modernize financial systems while simultaneously working to decommission legacy systems that burden HUD and the communities it serves.

In addition to improvements to Departmental financial, budget, and cost accounting processes, HUD will continue strengthening the Department's Enterprise Fraud and Risk Management (EFRM) processes. HUD will improve the maturity of its program to help prevent and detect the misuse of taxpayer funds and address long-standing issues along with program offices to preemptively identify and quickly resolve weaknesses. This will drive progress toward a positive, HUD-wide statement of assurance that internal controls over financial reporting are free of material weaknesses. Improvements made under this objective will enable HUD to reduce the number of open audit recommendations identified by OIG and GAO.

The Department continues to support the Federal government's drive toward increased accessibility for critical grant funding. HUD will continue to reduce inefficiencies and streamline application processes for its program offices' Notice of Funding Opportunities (NOFO).

These focused efforts will provide Department-wide opportunities to strengthen HUD's data collection, the grants lifecycle, and overall financial management.



2024 APR PROGRESS UPDATE

In FY 2024, HUD continued to see positive results in its financial and grants management spaces. Most notable was the removal of Financial Management from HUD's OIG Top Management Challenges facing the



Department.⁵⁰¹ HUD also achieved a clean audit opinion for the fifth consecutive year. The Department met its FY 2024 targets for successfully closing out both OIG and GAO audit recommendations. HUD program offices certified open obligations in a timely manner at a rate of 100% for the second year in a row.

For the second year in a row, HUD's Office of the Chief Financial Officer (OCFO) received the prestigious AGA Innovation Challenge award. In 2024, HUD earned this honor for its Single Audit Analytics tool. The Single Audit Analytics tool is a cutting-edge tool utilizing a Microsoft Power BI dashboard to effectively manage over 16,000 Single Audit received annually. This advancement promotes transparency, accountability, and compliance, and empowers HUD to efficiently pinpoint high-risk areas, track non-compliance, and enhance payment integrity.

HUD continued to increase its budget execution and reporting capacity. In FY 2024, staff improved its OCFO dashboard capabilities to further enable program office budget managers to make informed financial decisions. Staff further modernized the budget formulation process with new business intelligence tools that were developed in-house. The new tools increased the effectiveness of budget formulation and execution processes by increasing staff capacity to fulfill timely obligations. HUD's efforts to improve its internal processes enable it to maximize the impact of programs' financial resources.

The Department continued to strengthen its Enterprise and Fraud Risk Management (EFRM) processes to identify and mitigate top enterprise risks. In FY 2024, HUD received funding to establish the Office of the Chief Risk Officer (OCRO). OCRO worked to develop tools to assist in identifying, assessing, and managing fraud risks to further protect the Department's efforts. HUD's Risk Management Council hosted the 2nd HUD Risk Symposium, a day set aside to underscore that *risk management is everyone's responsibility* and to share risk insights, strategies, and best practices that will further mature HUD's risk culture and strengthen HUD's Enterprise and Fraud Risk Management programs. HUD also made significant progress in aligning its fraud risk management program to GAO's framework for managing fraud risk in Federal programs.

HUD consistently analyzes its grants landscape to improve accessibility to HUD grants. As such, its FY 2024 strategy and milestones related to grants oversight and data collection have been integrated as part of HUD's routine work and will no longer be tracked in future performance plans. Fifty-nine (59) percent of HUD's FY 2024 NOFOs were published within the Departmental requirement of 120 days after experiencing internal Clearance delays. HUD has since identified areas for improvement and is actively taking steps to reduce the time it takes for NOFOs to be published. In FY 2024, HUD formalized efforts to simplify its NOFO applications. The Department increased readability, reduced word count, and reinforced the principles of the Plain Writing Act when developing its new NOFO template to increase accessibility to HUD's grant opportunities.⁵⁰²

HUD recognizes the benefits of automating manual processes and building capacity to manage large amounts of information. The Department increased its use of technology to improve OCFO operations to help inform its priorities and reduce errors, in HUD reporting and analytics. HUD leveraged data analytics tools to automate manual financial management processes and audit log reviews. HUD incorporated Robotic Process Automation (RPA) to develop a more automated approach to create and validate the Department's financial statements and notes.⁵⁰³ The effects of leveraging new technology were bolstered by HUD's creation of an artificial intelligence (AI) governance charter focused on overseeing the use of AI tools to enhance current workflows. Creation of the governance charter will improve the safety and security of HUD data and processes as new technology is introduced across the Federal community.

⁵⁰¹ More information about HUD OIG Top Management Challenges can be found here: <https://www.hudoig.gov/library/top-management-challenges>

⁵⁰² More information on Public Law 111-274 Plain Writing Act of 2010 can be found here: <https://www.govinfo.gov/app/details/PLAW-111publ274>.

⁵⁰³ To allow for additional testing, achievement of this effort has been delayed to March 2025.



STRATEGIES AND MAJOR MILESTONES

Denotes alignment with a [President's Management Agenda](#) Cross-Agency Priority (CAP) Goal

Denotes customer experience-focused strategies, sub-strategies, or milestones.





Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Coordinate with OIG and GAO to ensure HUD receives a clean audit.	<p>11/30/2023: Achieve a clean audit opinion in FY23. – <i>Achieved as of 11/15/2023</i></p> <p>11/30/2024: Achieve a clean audit opinion and resolve non-compliance with the Single Audit Act in FY24.⁵⁰⁴ – <i>Achieved as of 11/15/2024</i></p>
Continue maturing the EFRM Program.	<p>6/30/2024: Complete the FY24 refresh of the HUD Risk Profile. – <i>Achieved as of 5/31/2024</i></p> <p>9/30/2024: Develop tools to make continuous improvements to the fraud risk management program. – <i>Achieved as of 9/30/2024</i></p>
Streamline HUD's financial accounting processes.	<p>10/31/2023: Collaborate with FHA and Ginnie Mae on accurate financial data submissions to ARC. – <i>Achieved as of 10/31/2023</i></p> <p>3/31/2024: Develop a more automated approach in the creation and validation of HUD's financial statements and notes. – <i>Delayed to 3/31/2025</i>⁵⁰⁵</p>
Increase HUD's budget execution and reporting capacity.	<p>6/30/2024: Launch Phase II of the OCFO Budget Dashboard. – <i>Achieved as of 6/30/2024</i></p> <p>6/30/2024: Develop a comprehensive budget execution guide that details activities and responsibilities, to improve internal controls. – <i>Achieved as of 6/17/2024</i></p>
Enhance HUD's budget formulation process to decrease staff time needed to produce a high quality budget.	<p>12/31/2023: Identify and utilize technological solutions to further automate number checks. – <i>Achieved as of 12/31/2023</i></p> <p>3/31/2024: Develop PowerApps solutions to streamline the process to track and review deliverables for the President's Budget. – <i>Achieved as of 3/11/2024</i></p> <p>6/30/2024: Develop reports and visualizations to support the budget formulation decision-making process. – <i>Achieved as of 5/3/2024</i></p>

⁵⁰⁴ This milestone's language has been revised from "Achieve a clean audit opinion in FY24" for accuracy.

⁵⁰⁵ This milestone has been delayed to provide additional time to complete user acceptance testing.



Analyze HUD's grants landscape through oversight and data collection activities. ⁵⁰⁶ 	<p>9/30/2024: Identify the end-to-end capabilities and gaps of current grants management systems by completing a grant lifecycle assessment with one of HUD's six grant-making program offices. – <i>Not Achieved</i>⁵⁰⁷</p> <p>9/30/2024: Continue identifying opportunities, as well as resources, to improve efficiencies, business processes, education, and technology gaps.   – <i>Not Achieved</i>⁵⁰⁸</p>
Standardize the NOFO process by removing inefficiencies and streamlining processes. 	<p>9/30/2024: Implement recommendations identified in the gap assessment of the NOFO process. – <i>Achieved as of 6/28/2024</i></p>
Increase use of technology to improve CFO operations including reporting and analytics.	<p>9/30/2024: Automate the manual shared services systems user recertification e-mail data call. – <i>Achieved as of 9/30/2024</i></p> <p>9/30/2024: Leverage data analytics tools to automate manual audit log reviews.⁵⁰⁹ – <i>Achieved as of 5/3/2024</i></p> <p>9/30/2024: Establish an AI governance charter to enhance oversight around generative AI. – <i>Achieved as of 9/24/2024</i></p>

KEY PERFORMANCE INDICATORS

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

► Percentage of OIG and GAO recommendations closed.

This key performance indicator measures the percentage of OIG and GAO recommendations closed from previously issued reports.

Sub-Metric	Past Performance				Current Performance	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
OIG	39%	33%	39%	42%	40%	20%
GAO	6.6%	25.9%	25%	24%	22%	10%

⁵⁰⁶ Activities under this strategy have been incorporated as part of HUD's routine, continuous work; therefore, this strategy has been closed out

⁵⁰⁷ Activities related to strategy, "Analyze HUD's grants landscape through oversight and data collection activities" have been incorporated as part of HUD's routine, continuous work; therefore, this activity will no longer be tracked in future performance plans.

⁵⁰⁸ Activities related to strategy, "Analyze HUD's grants landscape through oversight and data collection activities" have been incorporated as part of HUD's routine, continuous work; therefore, this activity will no longer be tracked in future performance plans

⁵⁰⁹ Automating manual audit log reviews will decrease labor hours and increase accuracy and efficiency.



Description:	HUD will seek to reduce the percentage of outstanding audit recommendations each year including special initiatives to focus efforts on Priority Recommendations.
Data Source:	The Audit Resolution Corrective Action Tracking System (ARCATS). ARCATS provides 'cradle to grave' tracking of audit activities from engagement initiation to final report issuance and resolution of audit recommendations.
Dimension & Unit of Measurement:	Percentage: OIG and GAO audit recommendations closed at the end of the fiscal year from previously issued reports.
Calculation Method:	<p>OIG - For the given annual performance review period (a fiscal year), the numerator is the number of recommendations closed and the denominator is the beginning balance of open recommendations less restricted recommendations.</p> <p>GAO - For the given annual performance review period (a fiscal year), the numerator is the number of recommendations closed, and the denominator is the beginning balance of open recommendations.</p>
Frequency:	Quarterly
Data Quality:	Data are reliable and reviewed and maintained in ARCATS.
Validation and Verification:	The number of open and closed recommendations is reported by ARCATS. Source data are jointly maintained, managed, and confirmed by OIG and HUD management. GAO data is verified on their website and updated in ARCATS weekly by OCFO FM staff.

► **Percentage of Timely-Certified Open Obligations Reviews.**

This metric measures the percentage of program offices that certify open obligations by annual HUD Office of the Chief Financial Officer (OCFO) deadlines.

Sub-Metric	Past Performance				Current Performance	
	FY20 Actual	FY21 Actual	FY22 Actual ⁵¹⁰	FY23 Actual	FY24 Actual	FY24 Target
System Certification	83%	88%	92%	100%	100%	100%
Memo Certification -Assistant Secretary or Equivalent	71%	88%	71%	100%	100%	100%

⁵¹⁰ Due to unforeseen circumstances and competing Departmental priorities, two of the Department's Administrative Program offices were not able to meet the designated FY 2022 System Certification deadline of March 16, 2022. As such, FY 2022 targets were not met.



Description:	This metric measures the percentage of program offices that certify open obligations by annual HUD OCFO deadlines.
Data Source:	Treasury ARC, Line of Credit Control System (LOCCS), HUD Central Accounting and Program System (HUDCAPS), Financial Data Mart.
Dimension & Unit of Measurement:	Percentage: Time
Calculation Method:	Numerator: Sum of appropriated programs in President's budget that exceed CFO's definition of "timely"; Denominator: Total Sum of appropriated programs in President's budget
Frequency:	Annual
Data Quality:	Limitations are found in the availability of the systems which hold relevant data. HUD is upgrading and replacing legacy financial systems. Upgrades to HUD technology may interrupt system availability for users.
Validation and Verification:	Program office data is verified by the OCFO in HUD's accounting systems.

► **Percentage of NOFOs issued within the Departmental requirement of 120 days.**

This measure will track the percentage of NOFOs published within 120 days from the NOFO creation date.

Past Performance				Current Performance	
FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual ⁵¹¹	FY24 Target
N/A	N/A	48%	55%	59%	75%
Description:	This metric will track the percentage of NOFOs published within 120 days of approved budget				
Data Source:	GrantSolutions Announcement Module (AM)				
Dimension & Unit of Measurement:	Percentage				
Calculation Method:	Percentage of NOFOs entered into AM				
Frequency:	Monthly				
Data Quality:	Reviews done across the Department and OMB				
Validation and Verification:	Publication of NOFO				

⁵¹¹ HUD performance under this indicator was impacted due to delays caused by competing priorities and limited staff availability. To improve performance, HUD has identified process improvements, through the Departmental NOFO working group, that will be implemented in the upcoming year.



EVIDENCE BUILDING

HUD relies on many sources of evidence to develop its plans and programs focused on strengthening financial management. One key source is the “Top Management Challenges Facing the U.S. Department of Housing and Urban Development in 2025” report, an annual publication by HUD’s Office of the Inspector General (OIG).⁵¹² Two of the eight FY 2025 top management challenges were identified as Grants Management and Managing Fraud Risk and Improper Payments.

The Report provides evidence of HUD’s progress and need for additional growth in the management of fraud risk. The OIG shared positive developments, such as HUD’s development of a fraud risk working group and oversight reports at the program level. However, the Report has called for additional effort to support the maturation of HUD’s fraud risk management program. The Report recommends HUD improve in the areas of (1) ensuring that whistleblowers are protected from retaliation, and (2) mitigating and addressing public fraud and corruption, and (3) prevention of improper payments. The Report notes HUD is currently operating at an “ad hoc” level of maturity for its fraud risk management program. HUD recognizes the importance of developing sufficient tools to bolster its fraud risk management strategies. HUD has increased its efforts to foster a stronger fraud risk culture in which all HUD staff are equipped with the tools and knowledge necessary to combat fraud. The Department aims to formally increase its maturity level in FY 2025.

The “Top Management Challenges” Report also identifies strengths and weaknesses in HUD’s grants management. The Report has found HUD’s support for its grantees, and subgrantees, has improved through provision of additional training tools, guidance, transparency, and flexibility. Challenges, however, do remain. The Report recommends HUD improve in the areas of (1) developing reliable and complete financial and performance information systems, (2) strengthening subrecipient monitoring, and (3) improving the timeliness in spending grant funds and executing grant programs.

⁵¹² https://www.hudoig.gov/sites/default/files/2024-10/hud-oig-fy-2025-tmc-report_final_508_1.pdf



Strategic Objective 5E: Improve Ease, Effectiveness, and Trust in HUD Services

Institutionalize customer experience (CX) management and elevate the customer perspective across HUD.

LEADING THIS OBJECTIVE

Office of the Chief Financial Officer

OBJECTIVE

HUD exists to ensure safe and affordable housing for all people residing in America by working with a wide range of customers—individuals, businesses, and organizations—that interact with HUD directly or indirectly.⁵¹³ HUD will meet the needs of its diverse customers by integrating their perspectives and lived experiences into the very fabric of what the Department does. In alignment with the Biden-Harris Management Agenda, HUD is committed to providing equitable customer experiences that will improve the efficiency, security, and effectiveness of Departmental services.⁵¹⁴ HUD will drive this transformation toward customer-centricity by: 1) better understanding the lived experiences of HUD's customers; 2) establishing a customer listening practice; 3) designing and implementing solutions that measurably improve CX; and 4) integrating customer-centricity into the culture and organization of HUD.



Identifying the scope of customer needs is critical to ensuring the Department is truly removing barriers to its offerings and improving public trust in government. To gain this understanding, HUD will investigate how its policies, programs, and services impact customers across the Department's five Service Ecosystems.⁵¹⁵ HUD will lean into a research-first approach, establishing foundational understanding of its customers and using this to direct the actions the Department takes to improve the delivery of its services. Additionally, the Department is directly engaged in supporting the cross-governmental Life Experience CX efforts being led by the Office of Management and Budget (OMB), focused on improving service delivery for instances where the public is required to engage with multiple agencies.⁵¹⁶

⁵¹³ Who is a Federal Government customer? https://www.performance.gov/cx/assets/files/a11_2021-FY22.pdf.

⁵¹⁴ The Biden-Harris Management Agenda: <https://www.performance.gov/pma/>.

⁵¹⁵ HUD programs can be organized into five Service Ecosystems that address distinct sets of customer needs: 1) Access to Affordable Rental Homes are programs to grow, preserve, and fund affordable rental home access, and provide supportive services to residents; 2) Homeownership Opportunity & Housing Market Stability are programs and lending/securities products that facilitate equal opportunity homeownership and strengthen the market; 3) Housing Quality & Improved Living Conditions are programs to assess and mitigate hazards or deficiencies in housing, and tools to facilitate asset management for HUD and improved living conditions for citizens; 4) Economic Growth & Community Resilience are grants and programs to stimulate economic development and grow strong, resilient communities or revitalize those in disaster areas; and 5) Fair Housing and Equal Opportunity Enforcement are support to agencies and organizations ensuring fair, safe, equitable housing practices and channels for citizen reporting of potential housing discrimination.

⁵¹⁶ Cross agency Life Experiences: <https://www.performance.gov/cx/projects/>.



HUD will elevate the voice of its customers by establishing a robust customer listening practice in compliance with OMB Circular A-11 Section 280.⁵¹⁷ A Department-wide implementation of a Voice of the Customer (VOC) tool will allow the Department to capture real-time feedback from customers at pivotal “Moments that Matter.”⁵¹⁸ To this end, HUD is building toward consistent data collection of the key customer experience metrics of trust and satisfaction for both of the Department’s designated services, as an OMB-designated High Impact Service Provider (HISP).⁵¹⁹ The Department will continue to collect and build upon data collected by the Federal Housing Administration’s (FHA) resource center while also working toward establishing baselines for these same metrics with the Office of Fair Housing and Equal Opportunity (FHEO) on their service for customers to file a discrimination complaint. Measuring the experience of HUD’s customers and employees will equip the Department with the data and insight necessary to advance proactive solutions that improve accessibility and usability of services and information.

The Department will conduct CX improvement initiatives that will measurably improve HUD’s operations. HUD will create a formalized process for involving stakeholders by designing high-quality solutions using Human-Centered Design and co-creation methods. Furthermore, HUD will better enable cross-program and cross-partner collaboration by promoting data-sharing protocols and improving enterprise technology solutions. This will be achieved by embedding CX practices into the system development life cycle to ensure technology solutions are well-designed, widely accessible, and measurably improve customer experiences.

Sustaining customer-centricity means changing culture at every level. HUD will develop a customer-centric culture by providing employees with new CX tools, skills, and knowledge. The guiding focus will be on instilling the principles, practices, and processes necessary to ensure HUD decisions that are equitable, inclusive, and customer-centric. Together, these efforts will drive HUD toward an operational paradigm that puts customers first in the creation of strong, sustainable, inclusive communities and quality affordable homes for all.

2024 APR PROGRESS UPDATE

FY 2024 was a transformative year for improving HUD’s CX capacity to deliver better, more equitable experiences for its customers.⁵²⁰ The Department worked collaboratively to build a culture of customer-centricity, expanded its ability to establish customer listening and feedback opportunities, and leveraged human-centered design to learn from customers’ lived experiences. Collectively, HUD’s FY 2024 efforts moved the Department from the “Tactical” to the “Strategic” level in GSA’s CX Maturity Model.⁵²¹

HUD committed additional time and resources to improve its customer-centric culture. Most notably, HUD established a CX Council with representatives from across HUD programs to coordinate CX efforts and inform recommendations to HUD executive leadership. HUD also established and routinely updates a library of CX trainings available for all program offices to become more familiar with best CX practices. Efforts to fully stand up a CX Division within the Office of the Chief Financial Officer (OCFO) are ongoing and require additional time to complete.

The Department developed a better understanding of its customers’ lived experiences through a research-first approach. HUD launched five new surveys and enabled all program offices to leverage customer feedback

⁵¹⁷ OMB Circular A-11 section 280: <https://www.performance.gov/cx/assets/files/a11-280.pdf>.

⁵¹⁸ “Moments that Matter” are the specific interactions along a customer journey that trigger customer feelings and leave lasting impressions that can likely lead to a make-or-break decision about their future relationship and trust with the Department.

⁵¹⁹ HUD’s two designated services as an OMB-designated High Impact Service Provider are: Seeking information about FHA loan programs and loss mitigation services (administered by the Federal Housing Administration) and filing a housing discrimination complaint (administered by the Office of Fair Housing and Equal Opportunity).

⁵²⁰ CX initiatives are undertaken in accordance with the President’s Management Agenda’s Priority 2: Delivering excellent, equitable, and secure Federal services and customer experience, Executive Order 14058: Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government, and OMB Circular A-11 Section 280: Managing Customer Experience and Improving Service Delivery. For more information, see <https://www.performance.gov/pma/cx/>; <https://www.Federalregister.gov/documents/2021/12/16/2021-27380/transforming-federal-customer-experience-and-service-delivery-to-rebuild-trust-in-government>; https://www.performance.gov/cx/assets/files/a11_2020_sec280.pdf

⁵²¹ More information about GSA’s CX Maturity Model can be found here: <https://coe.gsa.gov/2022/06/30/cx-update-20.html>.




software. HUD saw an increase in its customer feedback responses by over 400% in FY 2024. Using Human-Centered Design methodologies, two customer-understanding research projects were completed. This included research on the finding and applying for affordable housing customer journey.⁵²² In addition, HUD conducted research to better understand the digital experience needs of its customers.⁵²³


As a result of HUD's continued customer-understanding research, HUD designed two solutions to improve the ease, effectiveness, and trust in HUD services. HUD successfully reduced the number of touchpoints customers need to navigate when interacting with the Federal Housing Administration (FHA) by consolidating its contact centers into a singular contact center. Consolidation resulted in reduced response times as well as improved customer satisfaction and trust scores. In addition, HUD used customer understanding research and CX best practices to redesign the field office and "Contact Us" pages on HUD.gov. This redesign empowers users to self-serve by making it easier for the public to find the resources and assistance they need. Furthermore, HUD used customer understanding research to design and pilot trauma-informed training. The Department's focus was to better ensure that people who have been traumatized by housing discrimination are supported effectively and efficiently when filing a fair housing complaint. In FY 2024, HUD's Real Estate Assessment Center (REAC) also became HUD's third designated High Impact Service Provider (HISP). HISPs allow HUD to further home in on key customer touchpoints to better understand the immediate needs of its customers.







Improving satisfaction and trust in HUD services continues to be a priority for the Department. HUD is equally committed to evaluating the strength and effectiveness of its efforts. HUD established two new key performance indicators that will track overall trust in and satisfaction with HUD. The new indicators will be baselined in FY 2025. HUD exceeded its FY 2024 targets for customer satisfaction and trust in HUD's FHA Resource Center, which is one of HUD's most interacted-with centers. Consistently measuring trust and satisfaction among its customers enables HUD to inform current and future solutions for improving the public's experience with the Department.

STRATEGIES AND MAJOR MILESTONES

 Denotes alignment with a [President's Management Agenda](#) Cross-Agency Priority (CAP) Goal

 Denotes customer experience-focused strategies, sub-strategies, or milestones.

 Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Better understand the lived experience of HUD's customers. ⁵²⁴   	9/30/2024: Complete four additional customer understanding research projects to inform Human-Centered Design improvement projects. – <i>Achieved as of 12/13/2024</i>
Establish a customer listening practice. ⁵²⁵   	3/31/2024: Establish a roadmap for Voice of the Customer (VOC) implementation across the Department. – <i>Achieved as of 12/15/2023</i>

⁵²² Research culminated in specific recommendations that will require additional funding before being acted upon.

⁵²³ HUD's digital experience research project fulfilled the immediate actions required in OMB M-23-22 (Delivering a Digital First Public Experience) by developing a digital experience roadmap to guide organizational efforts in FY 2025 and beyond.

⁵²⁴ This strategy aligns with CAP Goal 2.1: Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes. This strategy also aligns with CAP Goal 2.2: Design, build, and manage Government service delivery for key life experiences that cut across Federal agencies. This strategy also aligns with CAP Goal 2.3: Identify and prioritize the development of Federal shared products, services, and standards that enable simple, seamless, and secure customer experiences across High Impact Service Providers.

⁵²⁵ This strategy aligns with CAP Goal 2.1: Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes. This strategy also aligns with CAP Goal 2.2: Design, build, and manage Government service delivery for key life experiences that cut across Federal agencies. This



	<p>3/31/2024: Launch VOC implementations across both of HUD's designated services as HISP. – <i>Achieved as of 2/28/2024</i></p> <p>9/30/2024: Expand the VOC listening practice beyond HISP-designated services. – <i>Achieved as of 11/30/2023</i></p> <p>9/30/2024: Implement voice-to-text analytics using AI for FHA's contact centers to transform contact center conversations into actionable insights. – <i>Delayed to 9/30/2025⁵²⁶</i></p>
Design and implement solutions that measurably improve HUD CX. ⁵²⁷ 📱 🗂️ 🏠	<p>9/30/2024: Design at least two solutions based on research with HUD's customers to improve the ease, effectiveness, and trust in HUD services. – <i>Achieved as of 6/30/2024</i></p> <p>9/30/2024: Launch a digital self-service portal for external FHA partners.⁵²⁸ – <i>Delayed to 2/28/2025⁵²⁹</i></p> <p>9/30/2024: Consolidate FHA's contact centers into a single contact center. – <i>Achieved as of 2/15/2024</i></p> <p>9/30/2024: Designate an additional high impact service for HUD. – <i>Achieved as of 7/29/2024⁵³⁰</i></p>
Integrate customer-centricity into the culture and organization of HUD. 🏠 🗂️	<p>3/31/2024: Establish a centralized, cross-cutting customer experience capacity to support program offices. – <i>Delayed to 1/31/2025⁵³¹</i></p> <p>9/30/2024: Establish a library of CX trainings that are regularly updated. – <i>Achieved as of 9/24/2024</i></p> <p>9/30/2024: Establish a CX Council with representatives from across HUD programs/offices to coordinate CX efforts and inform recommendations to HUD executive leadership. – <i>Achieved as of 11/30/2023</i></p>

KEY PERFORMANCE INDICATORS

strategy also aligns with CAP Goal 2.3: Identify and prioritize the development of Federal shared products, services, and standards that enable simple, seamless, and secure customer experiences across High Impact Service Providers.

⁵²⁶ This milestone has been delayed due to limited staff capacity and competing priorities.

⁵²⁷ This strategy aligns with CAP Goal 2.1: Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes.

⁵²⁸ This milestone's language has been revised from "Launch a digital self-service portal for reverse mortgage borrowers" to clarify the users of the portal.

⁵²⁹ This milestone has been delayed to allow for additional review and approval time for an updated System of Records Notice (SORN).

⁵³⁰ HUD's Real Estate Assessment Center (REAC) in the office of Public and Indian Housing (PIH) has joined the Federal Housing Administration (FHA) and the Office of Fair Housing and Equal Opportunity (FHEO) as HUD's third designated High Impact Service Provider (HISP). More information on HUD's HISPs can be found here: <https://www.performance.gov/agencies/hud/service-providers/hud-fha/>.

⁵³¹ This milestone has been delayed due to additional time needed to complete a reorganization of the Office of the Chief Financial Officer.



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

► **Customer satisfaction of the Federal Housing Administration (FHA) Resource Center.**

This measure will track the overall customer satisfaction of the FHA Resource Center through five surveys from the Originations Operations of the Department's single-family programs at HUD's four Homeownership Centers and Headquarters office, and two surveys from the Servicing Operations of HUD's National Servicing Center and its contractor.

Sub-Metric	Past Performance				Current Performance	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
Percentage of customers satisfied with the Originations Operations	79.3%	74.9%	76.7%	82.2%	79.9% ⁵³²	80%
Percentage of customers satisfied with the Servicing Operations ⁵³³	49.3%	44.5%	40.3%	57.7%	61.0%	50%
Sub-Metric: Percentage of customers satisfied with the Originations Operations						
Description:	Overall customer satisfaction of the FHA Resource Center through five surveys from the Originations Operations of the Department's single-family programs at HUD's four Homeownership Centers and Headquarters office.					
Data Source:	Five surveys from the Originations Operations of the Department's single-family programs at HUD's four Homeownership Centers and Headquarters office.					
Dimension & Unit of Measurement:	The dimension and unit of measurement for the data reflects the percentage of yearly surveys that received "strongly agree" or "agree" ratings in satisfaction. The unit of measurement includes all survey responses versus the number of those surveys which have "strongly agree" or "agree" ratings.					
Calculation Method:	Average yearly percentage on customer satisfaction survey question. The number of surveys with a "strongly agree" or "agree" rating on the five Originations Operations surveys divided by the total number of survey responses received on a yearly basis.					
Frequency:	The FHA Resource Center survey instruments are conducted monthly. Each survey is sent out to a specific percentage of customers after they receive services.					

⁵³² The FY24 actuals have been adjusted for the new scoring methodology.

⁵³³ The FHA Resource Center did not handle National Servicing Center calls until 2019.



Data Quality:	Survey Monkey is utilized for capturing Originations Operations survey results. This application creates and sends survey links to collect responses. Monthly survey data is downloaded each month. The application has reporting features that convert survey responses into a summary report.
Validation and Verification:	A quality control process has been implemented to ensure the data for every survey is validated and captured. Individual responses are exported from Survey Monkey into a spreadsheet. Individual survey data is compared with the summary results provided in the application. This system is recognized as industry accepted commercial off-the-shelf (COTS) applications for completing this activity.
Sub-Metric: Percentage of customers satisfied with the Servicing Operations	
Description:	Percentage of customers satisfied with the Servicing Operations
Data Source:	Two surveys from the Servicing Operations of HUD's National Servicing Center and their contractor
Dimension & Unit of Measurement:	The dimension and unit of measurement for the data reflects the percentage of yearly surveys that received "strongly agree" or "agree" ratings in satisfaction. The unit of measurement includes all survey responses versus the number of those surveys which have "strongly agree" or "agree" ratings.
Calculation Method:	Average yearly percentage on customer satisfaction survey question. The number of surveys with a "strongly agree" or "agree" rating on the two National Servicing Center surveys divided by the total number of survey responses received on a yearly basis.
Frequency:	The FHA Resource Center survey instruments are conducted monthly. Each survey is sent out to a specific percentage of customers after they receive services.
Data Quality:	GSA Touch Points is utilized for capturing survey results. This application creates and sends survey links to collect responses. Monthly survey data is downloaded month. The application has reporting features that convert survey responses into a summary report.
Validation and Verification:	A quality control process has been implemented to ensure the data for every survey is validated and captured. Individual responses are exported from GSA Touch Points system into a spreadsheet. Individual survey data is compared with the summary results provided in the application. This system is recognized as industry accepted COTS applications for completing this activity.



► **Customer trust measurement of the Federal Housing Administration (FHA) Resource Center.**

This measure will track perceptions of trust in the FHA Resource Center through five surveys from the Originations Operations of the Department's single-family programs at HUD's four Homeownership Centers and Headquarters office, and two surveys from the Servicing Operations of HUD's National Servicing Center and their contractor.

Sub-Metric	Past Performance				Current Performance	
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY24 Target
Percentage of customers who trust the Originations Operations ⁵³⁴	75.3%	72.1%	73.9%	83.0%	80.3%	75%
Percentage of customers who trust the Servicing Operations ⁵³⁵	43.7%	35.9%	35.2%	51.5%	61.1%	50%
Sub-Metric: Percentage of customers who trust the Originations Operations						
Description:	Percentage of customers who trust the Originations Operations					
Data Source:	Five surveys from the Originations Operations of the Department's single-family programs at HUD's four Homeownership Centers and Headquarters office.					
Dimension & Unit of Measurement:	The dimension and unit of measurement for the data reflects the percentage of yearly surveys that received "strongly agree" or "agree" ratings in trust in the Department. The unit of measurement includes all survey responses versus the number of those surveys which have "highly satisfied" or "satisfied" ratings.					
Calculation Method:	Average yearly rating on customer trust survey question. The number of surveys with a "highly satisfied" or "satisfied" rating on the five Originations Operations surveys divided by the total number of survey responses received on a yearly basis.					
Frequency:	The FHA Resource Center survey instruments are conducted monthly. Each survey is sent out to a specific percentage of customers after they receive services					

⁵³⁴ HUD is a High Impact Service Provider (HISP) and is required by OMB Circular A-11 Section 280 to submit CX data for public reporting. Transactional customer feedback surveys must include: (1) A required overall trust score, and (2) A required overall score of the transaction (satisfaction). Prior to 2019 the FHA Resource Center did not collect trust in the Department's transactional customer feedback surveys. <https://www.performance.gov/cx/assets/files/a11-280.pdf>

⁵³⁵ The FHA Resource Center did not handle any of the National Servicing Center calls until 2019. HUD is a High Impact Service Provider (HISP) and is required by OMB Circular A-11 Section 280 to submit CX data for public reporting. Transactional customer feedback surveys must include: (1) A required overall trust score, and (2) A required overall score of the transaction (satisfaction). Prior to 2019 the FHA Resource Center did not collect trust in the Department's transactional customer feedback surveys. <https://www.performance.gov/cx/assets/files/a11-280.pdf>



Data Quality:	Survey Monkey is utilized for capturing Originations Operations survey results. This application creates and sends survey links to collect responses. Monthly survey data is downloaded each month. The application has reporting features that convert survey responses into a summary report.
Validation and Verification:	A quality control process has been implemented to ensure the data for every survey response is validated and captured. Individual responses are exported from Survey Monkey into a spreadsheet. Individual survey data is compared with the summary results provided in the application. This system is recognized as industry accepted COTS applications for completing this activity.
Sub-Metric: Percentage of customers who trust the Servicing Operations	
Description:	Percentage of customers who trust the Servicing Operations
Data Source:	Two surveys from the Servicing Operations of HUD's National Servicing Center and their contractor.
Dimension & Unit of Measurement:	The dimension and unit of measurement for the data reflects the percentage of yearly surveys that received "highly satisfied" or "satisfied" ratings in trust in the Department. The unit of measurement includes all survey responses versus the number of those surveys which have "highly satisfied" or "satisfied" ratings.
Calculation Method:	Average yearly rating on customer trust survey question. The number of surveys with a "highly satisfied" or "satisfied" rating on the five Originations Operations surveys divided by the total number of survey responses received on a yearly basis.
Frequency:	The FHA Resource Center survey instruments are conducted monthly. Each survey is sent out to a specific percentage of customers after they receive services.
Data Quality:	General Services Administration (GSA) Touch Points is utilized for capturing survey results. This application creates and sends survey links to collect responses. Monthly survey data is downloaded month. The application has reporting features that convert survey responses into a summary report.
Validation and Verification:	A quality control process has been implemented to ensure the data for every survey is validated and captured. Individual responses are exported from GSA Touch Points system into a spreadsheet. Individual survey data is compared with the summary results provided in the application. This system is recognized as industry accepted COTS applications for completing this activity.

EVIDENCE BUILDING

The Federal government is focused on delivering programs and services more effectively, building trust for recipients, advancing equity, and supporting underserved communities. Evidence from America's Customer Satisfaction Index suggests there is substantial need for improvement. The American Customer Satisfaction Index (ACSI) estimates of customer satisfaction are generated by econometric modeling of survey data, where customer expectations and perceptions of the quality of government services are used as inputs (with expectations mediated by perceived quality) and complaints and citizen trust in government are used as outputs. The most recent data from the ACSI found the mean government score had improved by 4.8 points from the



record low level of citizen satisfaction captured during the pandemic to reach 68.2.⁵³⁶ Drivers of customer satisfaction with the government included efficiency of processes, clarity and accessibility of information, website quality, and customer service. HUD continues to achieve and develop new milestones in each of these areas to meet the needs of all its customers.

Improving CX depends critically on building evidence to inform effective change. HUD launched five new surveys and extended its use of customer feedback software beyond HUD's HISP-designated services. As a result, HUD saw an increase in its customer feedback responses by over 400% in FY 2024. The development of the Voice of the Customer (VOC) tool is foundational to this evidence-building work.⁵³⁷ HUD completed two additional customer understanding research projects in FY 2024. This included research on the finding and applying for affordable housing customer journey that culminated in specific recommendations, and exploration of the digital experience of HUD customers. Current and future research projects will enable HUD to continue identifying areas of opportunity in its current processes and further inform customer journey mapping. This work reflects HUD's commitment to centering equity considerations through CX evidence-building.

Earlier HUD research in the CX domain remains pertinent. In support of the Government Performance and Results Modernization Act of 2010, HUD conducted several program partner satisfaction surveys to measure service delivery outcomes for partner groups, such as housing providers, cities, lenders, and grantees.⁵³⁸ The partner survey work provided the insight that satisfaction of HUD's program partners depends in part on whether they perceive the Department as primarily regulating or primarily supporting them. Such evidence suggests that engaging employees and partners in a compelling shared mission could be a key strategy for improving customer experience and outcomes. HUD recognizes employees, themselves, as critical internal customers and drivers of a customer-centered culture within the Department. HUD launched an internal CX Council comprised of representatives from across HUD programs to consolidate insight into HUD's current CX efforts. The Department made a series of CX training courses available to all HUD employees in FY 2024. Continuous training equips the HUD workforce with the necessary tools to incorporate customer experience in its goal setting more effectively.

HUD's Learning Agenda includes a research question principally related to objective 5E:

- *Which drivers of customer experience most frequently hinder satisfaction and trust for specific program service?*

⁵³⁶ <https://theacsi.org/wp-content/uploads/2023/11/23oct-GOV-REPORT.pdf>

⁵³⁷ HUD. 2020. HUD Research Roadmap: 2020 Update. <https://www.huduser.gov/PORTAL/sites/default/files/pdf/ResearchRoadmap-2020.pdf>.

⁵³⁸ PD&R, 2009. "Tell Us About Your Home: Three Years of Surveying Housing Quality and Satisfaction in the Housing Choice Voucher Program." <https://www.huduser.gov/portal/publications/Tell-Us-About-Your-Home.html>. See "Partner Satisfaction With HUD's Performance: 2010 Survey Results and Trends Since 2005," https://www.huduser.gov/portal/publications/polleg/partnersatis_2011.html; "Partner Satisfaction with HUD's Performance" (2006).

Cross-Agency Priority Goals

Established by the Government Performance and Results 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. Each goal focuses on driving cross-governmental collaboration and tackling government-wide management challenges affecting most agencies. Goals will feature clearly named accountable officials; data-driven reviews that incorporate a broad range of quantitative and qualitative inputs; and reporting to the public through a common website as a framework to drive performance improvements.

A series of Administration-wide CAP Goals were released during FY 2022. Please refer to <https://www.performance.gov/> for the Department's contributions and progress toward the CAP Goals, where applicable.

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Page
1: Strengthening and empowering the Federal workforce	1.1 Attract and hire the most qualified employees, who reflect the diversity of our country, in the right roles across the Federal Government	5A: Enable the HUD Workforce	Allocate resources to ensure human capital planning and operations enable HUD to hire, and retain, a highly-skilled workforce.	Refresh Departmental and program office employee engagement plans.	174
1: Strengthening and empowering the Federal workforce	1.1 Attract and hire the most qualified employees, who reflect the diversity of our country, in the right roles across the Federal Government	5A: Enable the HUD Workforce	Allocate resources to ensure human capital planning and operations enable HUD to hire, and retain, a highly-skilled workforce.	Advance the maturity of the HUD recruitment model by developing targeted outreach strategies and promoting diversity in HUD candidate pools. ⁵³⁹	173

⁵³⁹ This milestone's language has been revised from "Advance maturity of the HUD recruitment model by developing targeted outreach strategies and promoting diversity in HUD candidate pools" for accuracy.

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Page
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Proactively prevent discrimination on the basis of race, color, religion (including failure to accommodate), sex (including pregnancy, sexual orientation, and gender identity), national origin, age, disability (including failure to provide reasonable accommodation), genetic information, and parental status, as well as retaliation for prior protected EEO activity. <i>Sub-Strategy:</i> Promote and enhance awareness of HUD affinity and employee resource groups to HUD employees.	Establish a barrier analysis team and conduct tracing activities on triggers and barriers identified during annual MD715 report.	173
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Integrate principles of inclusion, diversity, equity, and accessibility (IDEA) into all HUD programs, policies, and practices. <i>Sub-Strategy:</i> Use workforce analytics to enhance data-driven decision-making, based on workforce trends.	Procure a recruiting tool, including a Recruiting diversity sourcing tool . ⁵⁴⁰	174

⁵⁴⁰ This milestone's language was revised from "Procure a recruiting tool, including a Recruiting IDEA Sourcing Tool" to reflect the purpose of the tool.
1/17/2025 U.S. Department of Housing and Urban Development *One HUD, For All*

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Page
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Integrate principles of inclusion, diversity, equity, and accessibility (IDEA) into all HUD programs, policies, and practices. <i>Sub-Strategy:</i> Use workforce analytics to enhance data-driven decision-making, based on workforce trends.	Review employee participation in expanded workplace flexibilities to identify potential disparities and ensure equity across the Department.	174
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Create a safe, engaged, and high performing work culture.	Conduct annual performance management training for HUD supervisors.	174
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Create a safe, engaged, and high performing work culture.	Enhance user interface and system capabilities of electronic performance management system.	174
1: Strengthening and empowering the Federal workforce	1.3 Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends	5A: Enable the HUD Workforce	Develop a resilient workforce that can sustain operations in times of crisis.	Develop a centralized mail system to enable digitalization and electronic distribution of mail	174

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Page
1: Strengthening and empowering the Federal workforce	1.3 Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Align multiyear workspace, talent acquisition, and workforce plans.	Ensure workspace availability and configuration meets short-term staffing needs.	176
1: Strengthening and empowering the Federal workforce	1.3 Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Align multiyear workspace, talent acquisition, and workforce plans.	Conduct cross-office collaborations on future flexible workstations that align with Chapter 13 Space Standards.	176
1: Strengthening and empowering the Federal workforce	1.3 Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Align multiyear workspace, talent acquisition, and workforce plans.	Incorporate available data from multi-year talent acquisition planning efforts into workspace plans for FY 2024-2026. ⁵⁴¹	176
1: Strengthening and empowering the Federal workforce	1.4 Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions	5A: Enable the HUD Workforce	Provide opportunities for continuous development and professional growth to meet HUD's mission needs.	Create a comprehensive leadership development strategy.	173

⁵⁴¹ This milestone's language was revised from "Fully incorporate data from multi-year talent acquisition planning efforts into workspace plans for FY 2024-2026." Workspace plans will look beyond required space-sharing efficiencies in the HUD Capital Plan.

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Page
1: Strengthening and empowering the Federal workforce	1.4 Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Ensure the efficient delivery of facility support services.	Create a facility review committee to timely identify, program for, and deliver facility support requirements.	175
1: Strengthening and empowering the Federal workforce	1.4 Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Ensure the efficient delivery of facility support services.	Complete Union negotiations on the Departmental implementation of space sharing (i.e., hoteling and hot desking.) ⁵⁴²	175
1: Strengthening and empowering the Federal workforce	1.4 Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Ensure the efficient delivery of facility support services.	Implement the Integrated Work Management System space reservation module in Headquarters and the Field. ⁵⁴³	175

⁵⁴² This milestone's language was revised from "Complete Union negotiations on the Departmental Space Standards Policy" to add specificity to the scope of the negotiations.

⁵⁴³ This milestone's language has been revised from "Implement Computer Aided Facilities Management system in HQ and the Field" to specify the system module being implemented.

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Page
1: Strengthening and empowering the Federal workforce	1.4 Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Ensure the efficient delivery of facility support services.	Receive the final program of requirements (POR) that examines the Department's workspace use over time. ⁵⁴⁴	176
1: Strengthening and empowering the Federal workforce	1.4 Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Ensure the efficient delivery of facility support services.	Implement new Departmental Space Handbook size standards for newly leased office space.	176
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Continue Implementation of Technology Modernization Efforts.	Complete business process and design for leveraging a common Servicing module across ONAP and Housing office.	195
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Continue Implementation of Technology Modernization Efforts.	Implement a Unified Communications System to eliminate the current disparate telecommunications network.	194

⁵⁴⁴ This milestone's language has been revised from "Complete a program of requirements (POR) contract that examines the Department's workspace use over time" for accuracy.
1/17/2025 U.S. Department of Housing and Urban Development *One HUD, For All*

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Page
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Continue Implementation of Technology Modernization Efforts.	Complete a HUD-wide EIS Transition. ⁵⁴⁵	194
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Continue Implementation of Technology Modernization Efforts.	Complete 100% of milestones in the FY21 IT PIH Modernization Plan.	194
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Continue Implementation of Technology Modernization Efforts.	Deploy the modernized Inventory Management System/PIH Information Center (IMS/PIC) system and onboard 2000+ PHAs in accordance with the roll-out plan in FY22 IT PIH Modernization Plan.	194

⁵⁴⁵ This milestone's language has been revised from "Complete a HUD-wide Enterprise Information System Transition" for accuracy.

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Page
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Continue Implementation of Technology Modernization Efforts.	Deploy a functioning Portal Loan and Underwriting System (PLUS) to integrate with iREMS/Housing Enterprise Real Estate Management System (HEREMS) and Lender Electronic Assessment Portal (LEAP). ⁵⁴⁶	194
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Manage Internal and External Customer Relationships; incorporate feedback surveys from customer groups.	Launch the HUD portfolio approach to project management.	195
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Leverage available sources of information from customer feedback that will enable HUD to measure the effectiveness of program delivery.	Enhance business need evaluation process to support HUD internal program area request in an integrated manner.	195

⁵⁴⁶ This milestone's language has been revised from "Deploy a functioning Application Underwriting Support System (AUSS) to integrate with iREMS/Housing Enterprise Real Estate Management System (HEREMS) and Lender Electronic Assessment Portal (LEAP)" to update the name of the system.

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Page
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Establish relationships with local communities and diverse groups to better improve the collection of accurate information and the development of modern technology.	Hold two listening sessions to gather information from outside stakeholders regarding their use of HUD technology systems.	196
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Establish relationships with local communities and diverse groups to better improve the collection of accurate information and the development of modern technology.	Develop a Department-wide approach to standardize system data and streamline user touchpoints required in IT systems enabling HUD Programs to efficiently render HUD services to underserved communities. ⁵⁴⁷	196
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5E: Improve Ease, Effectiveness and Trust in HUD Services	Better understand the lived experience of HUD's customers. <i>Sub-Strategy:</i> Develop a Human Centered Design HCD research practice to identify moments that matter.	Complete four additional customer understanding research projects to inform Human-Centered Design improvement projects.	211

⁵⁴⁷ This milestone's language has been revised from "Standardize system data and streamline user touchpoints required in IT systems enabling HUD Programs to efficiently render HUD services to underserved communities." The goal of this milestone was to establish a comprehensive strategy for unifying data across all Agency systems. Achieving this objective will demand a multi-year commitment and necessitate allocation of supplementary resources.

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Page
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5E: Improve Ease, Effectiveness and Trust in HUD Services	Establish a customer listening practice. <i>Sub-Strategy:</i> Establish a Voice of the Customer program to improve business intelligence, data-driven decision-making, and service delivery.	Establish a roadmap for Voice of the Customer (VOC) implementation across the Department. ⁵⁴⁸	211
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5E: Improve Ease, Effectiveness and Trust in HUD Services	Design and implement solutions that measurably improve HUD CX. <i>Sub-Strategy:</i> Support the implementation, delivery, and continuous improvement of solutions.	Design at least two solutions based on research with HUD's customers to improve the ease, effectiveness, and trust in HUD services.	211
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.3 Identify and prioritize the development of Federal shared products, services, and standards that enable simple, seamless, and secure customer experiences across High Impact Service Providers	5E: Improve Ease, Effectiveness and Trust in HUD Services	Establish a customer listening practice. <i>Sub-Strategy:</i> Establish a Voice of the Customer program to improve business intelligence, data-driven decision-making, and service delivery.	Launch VOC implementations across both of HUD's designated services as HISP.	212
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.3 Identify and prioritize the development of Federal shared products, services, and standards that enable simple, seamless, and secure customer experiences across High Impact Service Providers	5E: Improve Ease, Effectiveness and Trust in HUD Services	Establish a customer listening practice. <i>Sub-Strategy:</i> Establish a Voice of the Customer program to improve business intelligence, data-driven decision-making, and service delivery.	Expand the VOC listening practice beyond HISP-designated services.	212

⁵⁴⁸ The milestone's language has been revised from "Establish a roadmap for VOC implementation across the Department" for accuracy.
1/17/2025 U.S. Department of Housing and Urban Development One HUD, For All

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Page
3: Managing the Business of Government	3.1 Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities	5B: Improve Acquisition Management	Improve the HUD-wide governance structure for acquisition planning by increasing transparency, collaboration, and efficiency.	Conduct a review of the advance acquisition planning process to determine the effectiveness of the process.	185
3: Managing the Business of Government	3.1 Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities	5B: Improve Acquisition Management	Increase the inclusion of small and small disadvantaged businesses by helping them navigate Federal contracting opportunities.	Conduct at least four outreach events, workshops, and/or conferences to small business partners.	185
3: Managing the Business of Government	3.1 Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities	5B: Improve Acquisition Management	Improve policies, processes, and procedures for assisted acquisitions.	Conduct an assessment of the policies and internal controls established for the implementation of G-Invoicing	185

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Page
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	4A: Invest in Climate Resilience and Carbon Reduction	Foster innovation while removing barriers to energy efficiency and renewable energy in the HUD portfolio.	Evaluate the comments received in response to an RFI on the FHA 203(k) Rehabilitation Mortgage Insurance Program.	130
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	4A: Invest in Climate Resilience and Carbon Reduction	Foster innovation while removing barriers to energy efficiency and renewable energy in the HUD portfolio.	Launch the development of guidance documents or case studies on energy and resilience retrofits that have resulted from GRRP funding or other investments in HUD-assisted properties.	130
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Promote climate resiliency through the reduction of HUD's carbon footprint.	Update acquisition practices to exchange HUD's leased vehicles for hybrid plug-ins. ⁵⁴⁹	173

⁵⁴⁹ This milestone's language has been revised from "Convert 35 of HUD's leased vehicles to hybrid plug-ins" to more accurately align with the goals of EO 14057. The focus has shifted to the acquisition of PHEVs instead of converting the existing fleet of leased vehicles.

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Page
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Promote climate resiliency through the reduction of HUD's carbon footprint.	Review HUD's fleet conversion strategy to determine if efficiencies have impacted economic feasibility.	175

Section Three: Additional Information

Major Management Priorities and Challenges

Major management priorities and challenges are addressed by the strategic goal to Strengthen HUD's internal capacity and efficiency. Please see the HUD management objectives (5A: Enable the HUD Workforce; 5B: Improve Acquisition Management; 5C: Strengthen Information Technology; 5D: Enhance Financial and Grants Management; and 5E: Improve Ease, Effectiveness, and Trust in HUD Services) for information on the management priorities and challenges HUD will be pursuing as part of the Strengthen HUD's internal capacity and efficiency goal.

Acronym List

Acronym	Definition
ABA	Annual Budget Authority
ACSI	American Customer Satisfaction Index
ADL	Activities of Daily Living
ADU	Accessory Dwelling Units
AFFH	Affirmatively Furthering Fair Housing
AFGE	American Federation of Government Employees
AHAR	Annual Homelessness Assessment Report
AI	Artificial Intelligence
AIDS	Acquired Immunodeficiency Syndrome
AM	Announcement Module
AMI	Area Median Incomes
AMSS	Acquisition Management Support System
APG	Agency Priority Goal
APP	Annual Performance Plan
APR	Annual Performance Report
ARC	Administrative Resource Center
ARCATS	Audit Resolution and Corrective Actions Tracking System
ARP	American Rescue Plan
ARRA	American Recovery and Reinvestment Act
ASAP	Annual Strategic Acquisition Plan
AUSS	Application Underwriting Support System
BCC	Better Climate Challenge
BFS	Bureau of the Fiscal Service
BIP	Big Inspection Plan
CAP	Cross Agency Priority
CAPABLE	Community Aging in Place-Advancing Better Living for Elders
CAPS	Certified Aging in Place Specialist
CARES	Coronavirus Aid, Relief, and Economic Security Act
CDBG	Community Development Block Grant
CDBG-DR	Community Development Block Grant Disaster Recovery
CDBG-MIT	Community Development Block Grant Mitigation
CDC	Centers for Disease Control and Prevention
CDP	Candidate Development Program
CFO	Chief Financial Officer
CFR	Code of Federal Regulations
CHUMS	Computerized Homes Underwriting Management System
CIO	Chief Information Officer
CN	Choice Neighborhoods
CoC	Continuums of Care
COR	Contracting Officers' Representative
COR	Committee on Oversight and Reform
COTS	Commercial off-the-shelf
COVID-19	Coronavirus Disease of 2019
CPD	Community Planning and Development

CSS	Community and Supportive Services
CUI	Controlled Unclassified Information
CX	Customer Experience
DAP	Development Application Processing
DART	Disaster Assistance Response Team
DOE	United States Department of Energy
DOL	United States Department of Labor
DOT	Department of Transportation
DPA	Down Payment Assistance
DRGR	Disaster Recovery Grant Reporting
EA	Enterprise Architecture
EAD	Electronic Appraisal Delivery
EDSC	Elderly/ Disabled Service Coordinator
EEI	Employee Engagement Index
EEM	Energy Efficient Mortgage
EEO	Equal Employment Opportunity
EFRM	Enterprise Fraud and Risk Management
EIS	Enterprise Information System
eNotes	Electronic Promissory Note
EPA	United States Environmental Protection Agency
EPC	Energy Performance Contract
EPIC	Energy and Performance Information Center
ESG	Environmental, Social, and Governance
eVault	Electronic Vault
eVMS	Electronic Voucher Modernization System
FACA	Federal Advisory Committee Act
FAST-41	Fixing America's Surface Transportation Act
FEMA	Federal Emergency Management Agency
FEVS	Federal Employee Viewpoint Survey
FFB	Federal Financing Bank
FFRMS	Federal Flood Risk Management Standard
FHA	Federal Housing Administration
FHAP	Fair Housing Assistance Program
FHEO	Office of Fair Housing and Equal Opportunity
FHIP	Fair Housing Initiatives Program
FISMA	Federal Information Security Modernization Act
FISS	Factory-Installed Solar + Storage
FITARA	Federal Information Technology Acquisition Reform Act
FM	Financial Management
FMR	Fair Market Rent
FOIA	Freedom of Information Act
FPISC	Federal Permitting Improvement Steering Council
FPM	Office of Field Policy and Management
FSS	Family Self-Sufficiency
FUP	Family Unification Program
FY	Fiscal Year
FYI	Foster Youth to Independence
GAO	U.S. Government Accountability Office
GHG	Greenhouse Gas






Ginnie Mae	Government National Mortgage Association
GMODS	Ginnie Mae Operational Data Store
GPF	General Post Funds
GRP	Green Retrofit Program
GRRP	Green and Resilient Retrofit Program
GS	General Schedule
GSA	General Services Administration
GSE	Government Sponsored Enterprises
HAP	Housing assistance payments
HBCU	Historically Black Colleges and Universities
HCD	Human-Centered Design
HCS	Housing Counseling System
HCV	Housing Choice Voucher
HDX	Homelessness Data Exchange
HECM	Home Equity Conversion Mortgage
HEMS	HUD Enforcement Management Systems
HEREMS	Housing Enterprise Real Estate Management System
HHS	U.S. Department of Health and Human Services
HINT	Housing Interventions
HIP	Housing Information Portal
HISP	High Impact Service Provider
HMIS	Homeless Management Information System
HOME	HOME Investment Partnerships Program
HOME-ARP	HOME Investment Partnerships American Rescue Plan Program
HOPWA	Housing Opportunities for Persons with AIDS
HR	Human Resources
HTF	Housing Trust Fund
HUD	U.S. Department of Housing and Urban Development
HUDCAPS	HUD Central Accounting and Program System
HUD-VASH	HUD Veterans Affairs Supportive Housing
HVAC	Heating, ventilation, and air conditioning
IAA	Interagency Agreement
ICIC	Interagency Community Investment Committee
ICDBG	Indian Community Development Block Grant
IDEA	Inclusion, Diversity, Equity, and Accessibility
IDIS	Integrated Disbursement and Information System
IHBG	Indian Housing Block Grant
IMS/PIC	Integrated Management System/ Public and Indian Housing Information Center
IPC	Interagency Policy Committee
iREMS	Integrated Real Estate Management System
IRP	Interest reduction payments
IT	Information Technology
IWISH	Integrated Wellness in Supportive Housing
JHU	Johns Hopkins University
KPI	Key Performance Indicator
LEAP	Lender Electronic Assessment Portal
LEP	limited English proficiency
LEPI	Limited English Proficiency Initiative
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer, and Intersex

LIHTC	Low Income Housing Tax Credits
LMF	Labor Management Forum
LOCCS	Line of Credit Control System
M2M	Mark-to-Market System
MAP	Multifamily Accelerated Processing
MASS	Management Assessment Subsystem
MBS	Mortgage-Backed Securities
MD715	Federal Equal Employment Opportunity Commission Management Directive 715
MFA	Multifactor Authentication
MG	Modernizing Government Technology
MH MBS	Manufactured Housing Mortgage-Backed Securities
MMIF	Mutual Mortgage Insurance Fund
MMWR	Morbidity and Mortality Weekly Report
MIP	Mortgage Insurance Premium
ML	Mortgagee Letter
MOU	Memoranda of Understanding
MPRD	Multifamily Portfolio Reporting Database
MSI	Minority Serving Institutions
MTW	Moving To Work
NEPA	National Environmental Policy Act
NIABC	National Initiative to Advance Building Codes
NFC	National Finance Center
NFFE	National Federation of Federal Employees
NFHTA	National Fair Housing Training Academy
NIMHD	National Institute on Minority Health and Health Disparities
NIST	National Institute of Standards and Technology
NOFO	Notice of Funding Opportunity
NREL	National Renewable Energy Laboratory
NSPIRE	National Standards for the Physical Inspection of Real Estate
OAHP	Older Adults Home Modification Program
OCIO	Office of the Chief Information Officer
OCFO	Office of the Chief Financial Officer
OCHCO	Office of the Chief Human Capital Officer
OCPO	Office of the Chief Procurement Officer
OCRO	Office of the Chief Risk Officer
OED	Office of Economic Development
OGC	Office of the General Counsel
OHA	Office of Hearings and Appeals
OHC	Office of Housing Counseling
OIG	Office of Inspector General
OLHCHH	Office of Lead Hazard Control and Healthy Homes
OMB	Office of Management and Budget
ONAP	Office of Native American Programs
OPA	Office of Public Affairs
OPM	Office of Personnel Management
OSDBU	Office of Small/Disadvantaged Business Utilization
OT	Occupational Therapist
OTA	Occupational Therapist Assistant
PALT	Procurement Acquisition Lead Times

PAVE	Property Appraisal and Valuation Equity
PAWS	Personnel Action Workflow System
PBRA	Project Based Rental Assistance
PD&R	Office of Policy Development and Research
PH	Public Housing
PHA	Public Housing Agency
PIH	Office of Public and Indian Housing
PII	Personally Identifiable Information
PIO	Performance Improvement Officer
PIT	Point-in-Time
PLS	Private Label Securitization
PMA	President's Management Agenda
PMIAA	Program Management Improvement Accountability Act
PRA	Project Rental Assistance
POR	Program of Requirements
P/PM	Program/Project Managers
PRAC	Project Rental Assistance Contracts
PRISM	Purchase Request Information System Management
PSH	Permanent Supportive Housing
QPR	Quarterly Performance Review
RAD	Rental Assistance Demonstration
RBC	Regulatory Barriers Clearinghouse
REAC	Real Estate Assessment Center
RECAP	The Office of Recapitalization
RFI	Request for Information
ROSS	Resident Opportunity and Self-Sufficiency Program
RPA	Robotic Process Automation
RRD	RAD Resource Desk
RRH	Rapid Re-Housing
RTMPH	Radon Testing and Mitigation in Public Housing
RUSH	Rapid Unsheltered Survivor Housing
S3R	Section 3 Reporting Platform
SBA	Small Business Administration
SCRM	Supply Chain Risk Management
SDQ	Serious delinquency
SES	Senior Executive Service
SOP	Standard Operating Procedure
SSP	Shared Service Provider
SSVF	Supportive Services for Veteran Families
STRD	Stepped and Tiered Rent Demonstration
TA	Technical Assistance
TAD	Target Award Date
TBD	To Be Determined
TDAT	Tribal Directory Assessment Tool
TPV	Tenant Protection Voucher
TRACS	Tenant Rental Assistance Certification System
TRRD	Target Requisition Release Date
UPB	Unpaid Principal Balance
US	United States

USC	United States Code
USDA	The United States Department of Agriculture
USICH	United States Interagency Council on Homelessness
VA	United States Department of Veterans Affairs
VAMC	Veterans Affairs Medical Center
VAWA	Violence Against Women Act
VMS	Voucher Management System
VOC	Voice of the Customer
YHDP	Youth Homelessness Demonstration Program
YHSI	Youth Homelessness System Improvement
YYA	Youth and Young Adults
ZTA	Zero Trust Architecture

Icon List

Icon	Definition
	Denotes an Agency Priority Goal
	Denotes alignment with a President's Management Agenda Cross-Agency Priority Goal
	Denotes content featured in HUD's Climate Action Plan
	Denotes customer experience-focused strategies, sub-strategies, or milestones
	Denotes equity-focused strategies, sub-strategies, or milestones



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

451 7th Street S.W., Washington, DC 20410

[hud.gov/appr](https://www.hud.gov/appr)