

STRATEGIC PLAN 2018-2022

HUD's FY 2018-2022 Strategic Plan lays out this administration's strategy to refocus HUD on its core mission and modernize its approach by leveraging private-sector partnerships, strengthening the housing market, and encouraging affordable housing investment, while redesigning internal processes. A primary goal of HUD's four-year vision is to reimagine how the Department works, how it delivers services and how it might do so more efficiently and effectively. Reimagining how HUD works also means that, as stewards of the public trust, all of HUD's leadership and staff must take ownership of what the Department does and be accountable as public servants. The FY 2018-2022 Strategic Plan presents the core vision of what we hope to accomplish, the strategies to accomplish those objectives, and the indicators of success.

REFOCUSING ON HUD'S CORE MISSION AND MODERNIZING HUD'S APPROACH — To achieve its core mission while being a good steward of taxpayer dollars, HUD must rethink how it does business. HUD can encourage and better leverage private capital investment by right-sizing its role in the housing market. By partnering with state, local and private entities and providing more flexibilities, HUD can empower increased local decision-making. Most importantly, HUD must look within to identify ways to use its resources more effectively.

Contents

Mission.....	4
1. Communities	5
1.1. Economic Opportunity	5
Strategy 1.1.1. Partnerships	7
Strategy 1.1.2. Self-Sufficiency	7
Strategy 1.1.3. Education Services	7
Strategy 1.1.4. Work & Job Training	7
1.2. Rental Assistance	7
Strategy 1.2.1. Engagement	8
Strategy 1.2.2. Housing Options	9
Strategy 1.2.3. Rental Calculation System	9
1.3. Homelessness	9
Strategy 1.3.1. Unsheltered Homelessness	10
Strategy 1.3.2. Continuum of Care Strategies	10
Strategy 1.3.3. Rural Communities	10
Strategy 1.3.4. HUD-VA Supportive Housing	10
1.4. Homeownership & Financial Viability	10
Strategy 1.4.1. Housing Finance Reform	11
Strategy 1.4.2. Guidelines, Standards & Protocols	11
Strategy 1.4.3. Collaboration	12
1.5. Health & Safety	12
Strategy 1.5.1. Awareness & Participation	13
Strategy 1.5.2. Inspections & Mitigation	13
Strategy 1.5.3. Lead & Homes Programs	13
Strategy 1.5.4. Relationships	13
Strategy 1.5.5. Research	13
2. Operations	14
2.1. Service Delivery	14
Strategy 2.1.1. Delivery Structure	14
Strategy 2.1.2. Talent & Knowledge	15
Strategy 2.1.3. Hiring & Human Capital	15
Strategy 2.1.4. Data	15
Strategy 2.1.5. IT	15
Strategy 2.1.6. Application Processes	15
2.2. Processes	15
Strategy 2.2.1. Accountability	16

Strategy 2.2.2. Leadership Development16
Strategy 2.2.3. Competency Gaps16
Strategy 2.2.4. Trust, Engagement & Transparency16
Strategy 2.2.5. Work Space16
Strategy 2.2.6. Tools.....17
2.3. Fiscal Responsibility & Controls17
Strategy 2.3.1. Audits & Weaknesses18
Strategy 2.3.2. Grants18
Administrative Information.....18

DEMONSTRATION ONLY



U.S. Department of Housing and Urban Development (HUD)

Stakeholder(s):

Ben Carson :
Secretary

Local Communities :

LEVERAGING PRIVATE-SECTOR PARTNERSHIPS — Local communities provide numerous examples of the success of private organizations — churches, fraternal organizations, and businesses, large and small — working with government support to positively impact communities. These partnerships are most effective when HUD and other branches of government facilitate cooperation, without hindering private initiative and economic growth. HUD will look at ways to restore local control and sponsor home-grown solutions. Many of the goals outlined in the plan, such as eliminating lead hazards, transforming public housing, and making progress towards ending homelessness, will rely on effectively leveraging private capital and forming community partnerships. To do this, HUD must reduce burdens on the recipients of HUD funding and provide greater flexibilities. These community organizations and businesses are the life-blood of the community. To achieve its goals, HUD must empower these organizations and businesses.

Churches

Fraternal Organizations

Businesses :
large and small

Underserved Borrowers :

SUPPORTING SUSTAINABLE HOMEOWNERSHIP AND ENCOURAGING AFFORDABLE HOUSING INVESTMENTS — With the housing market strengthening, HUD must support responsible homeownership for credit-worthy borrowers who have been traditionally underserved, such as first-time and minority homebuyers, and increased private capital investment in affordable housing.

First-Time Homebuyers

Minority Homebuyers

Federal Partners :

HUD will also work with other Federal partners on comprehensive housing finance reform that expands the role of the private sector and reduces taxpayer exposure.

Public Housing Agencies (PHAs) :

HUD will also encourage Public Housing Agencies (PHAs) to seek private, state and local partnerships to leverage opportunities for additional investment and to transition Public Housing properties to more sustainable platforms.

State Governments :

Expanding access to affordable housing on a national scale is a complex challenge that can only be achieved by maximizing private investment and empowering state and local governments to help find solutions.

Local Governments

HUD Beneficiaries :

We must also pay attention to the opinions of the people we are trying to help.

Mission

To create strong, sustainable, inclusive communities and quality affordable homes for all.

DEMONSTRATION ONLY

1. Communities

RETHINK AMERICAN COMMUNITIES

Stakeholder(s)

Communities

Philanthropists

Businesses

Faith-Based Partners

Citizens

Credit-Worthy Borrowers

First-Time Homebuyers

Minorities

Young Families

Taxpayers

Homelessness Individuals

Homelessness Families

To support American communities, HUD recognizes that the solutions of the past are inadequate to meet today's challenges. Across HUD's portfolio, there are numerous opportunities to better support local innovation, give communities the flexibility needed to more quickly implement proven solutions, and invite new philanthropy, businesses, and faith-based partners to be part of those solutions. The policy objectives laid out in this plan aim to right-size HUD's role to better achieve our core mission to assist those in need and to support a path to self-sufficiency. Every American citizen should have an equal opportunity to achieve success and prosperity through hard work, determination, and initiative. HUD is committed to giving credit-worthy borrowers — many of them prospective first-time homebuyers, including minorities and young families — an opportunity to acquire and build equity in a way that reduces risk to the American taxpayer and treats private capital like a business partner instead of an adversary. For families needing rental assistance, HUD is focused on enhancing our programs to reduce administrative burdens and improve the way we deliver assistance. This includes updating our Public Housing model so it is sustainable in the long-term. These updates will be in accordance with fair housing laws so that families and individuals can acquire housing free from discrimination. HUD will also continue helping the more than 500,000 persons experiencing homelessness rapidly move into housing. Our approach aims to use cost-effective means to make homelessness rare, brief, and a one-time experience for these individuals and families. We are also committed to working with our local partners to identify and tear down regulatory barriers that are stifling the development of affordable homes. HUD is also doing more to connect Americans in need with resources that will allow them to live safe and financially secure lives. A new approach is required to ensure families are connected to services in their communities that put them on a path to self-sufficiency. By centralizing access to supportive services, HUD can leverage state, local, and non-profit programs to connect rental assistance recipients with the work, education, and health resources they may need. The Department will also continue to ensure homes are safe by mitigating lead-based paint hazards and other housing-related health risks.

1.1. Economic Opportunity

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

Although HUD has long understood that the core work of the agency is centered on housing American families, we must endeavor to connect program participants with supportive services to close education and employment

gaps that prevent them from achieving self-sufficiency. HUD will leverage partnerships with other Federal agencies, states, localities, businesses and non-profits to help HUD-assisted residents find a path to financial stability. The goal is to create a clear path to self-sufficiency and reduce the need for HUD assistance. HUD must focus on the educational and work preparedness outcomes of participants by expanding and aligning existing economic self-sufficiency programs. HUD has achieved results through coordinated efforts with local partners, particularly through cross-program and interagency collaboration that focuses on place-based outcomes. The agency will seek to expand this coordination by creating community-based EnVision Center networks and improving access to supportive services at the local level. HUD will create low-cost, sustainable models for short- and long-term educational and work outcomes that lead to self-sufficiency, as well as connecting participants to financial and credit literacy programs via private and public partners. We are committed to measuring success based on how many graduate from our programs in a financially stable position, rather than determining success based on how many people we are enrolling in them... Metrics — To track our progress toward this objective, HUD will use these performance indicators:

- Proportion of households exiting assisted housing for positive reasons This measure will track the percentage of households who exit HUD-assisted housing for positive reasons as a proportion of all exits. This data will come from new tracking in Public Housing, Housing Choice Vouchers, and Multifamily Housing programs. Positive reasons will be defined in the new data collection process, but will include increases to household income.
- Percentage of work-able households exiting assisted housing with low subsidy needs This measure will track the percentage of households who leave Section 8 assistance with their income-based subsidies at or near zero. Such low subsidies imply that household incomes have increased to the extent that market-based housing is within reach.
- Median percentage change of income of individuals who complete an economic development program This measure will track income growth among households who participate in HUD economic development programs such as FSS, Jobs Plus, and EnVision Centers.

Stakeholder(s):

HUD-Assisted Residents

David Byrd :

Objective Lead — Senior Advisor, Office of the Secretary

Family Self-Sufficiency (FSS) Program :

Contributing Program

Jobs Plus Program :

Contributing Program

Connect Home Program :

Contributing Program

Department of Education :

External Partner

Department of Agriculture :

External Partner

Small Business Administration :

External Partner

Department of Commerce :

External Partner

Federal Agencies

States

Localities

Businesses

Non-Profits

HUD-Assisted Residents

Strategy 1.1.1. Partnerships

Create EnVision Center network to improve access and delivery of supportive services to American families through public and private partners.

Stakeholder(s):

EnVision Center

American families

Strategy 1.1.2. Self-Sufficiency

Assess and promote economic self-sufficiency programs.

Assess and promote economic self-sufficiency programs including Jobs Plus, Family Self Sufficiency, and Section 3 to serve more PHAs. HUD will explore options to expand these services to residents of Multifamily properties. HUD will strengthen the effectiveness and monitoring of Section 3 requirements to encourage employment of assisted and low-income individuals in HUD-funded housing and community development construction projects.

Stakeholder(s):

Assisted Individuals

Low-Income Individuals

Strategy 1.1.3. Education Services

Provide targeted outreach on supportive services for education.

Using HUD and Federal Student Aid (FSA) matched data, HUD will provide targeted outreach to raise awareness about higher education, financial aid, and education navigation services. HUD will continue to promote the use of local data-sharing agreements between school systems and HUD-assisted housing to target services.

Stakeholder(s):

Federal Student Aid (FSA)

Strategy 1.1.4. Work & Job Training

Increase participation by HUD-assisted households in work and job training programs.

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

1.2. Rental Assistance

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

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

residents and stakeholders. The Public Housing program provides affordable housing to nearly one million families nationwide. The current structure and fiscal constraints of the program limit the flexibility of Public Housing Agencies (PHA) to efficiently operate housing, minimize costs, and provide access to critical resources to recapitalize the portfolio. Through a comprehensive strategy for addressing the current and future needs of the Public Housing program, HUD will propose reforms to maximize rental assistance cost-effectiveness and PHA regulatory flexibility. It will also create opportunities to leverage private capital to rehab these properties and move units to a more sustainable platform. We are also committed to working with our local partners to identify and tear down regulatory barriers that are stifling the development of affordable homes. The current, burdensome system of determining tenant rents based on complicated income calculations often results in inaccurate income reporting, discourages increased earning, and may discourage stable family formation. Further critical updates are needed to streamline program administration. HUD will propose new methods of calculating and managing tenant rents that address these issues and promote resident economic self-sufficiency. Reducing this burden will help multifamily property owners and PHAs shift their focus to helping families get on a path to economic independence. In addition, the rent reform proposals will promote self-sufficiency and lead to increased economic opportunity as described under the objective to Promote Economic Opportunity... Metric — To track our progress toward this objective, HUD will use this performance indicator:

- Number of Public Housing units transitioned to a sustainable funding platform The measure will track the number of Public Housing units transitioned through the Rental Assistance Demonstration (RAD), Section 18 Demolitions and Dispositions, Voluntary Conversions, and Declaration of Trust releases.

Stakeholder(s):

Renters

Dominique Blom :

Objective Lead — General Deputy Assistant Secretary for Public and Indian Housing

Housing Choice Vouchers Program :

Contributing Program

Project-Based Rental Assistance Program :

Contributing Program

Public Housing Program :

Contributing Program

Rental Assistance Demonstration Program :

Contributing Program

Strategy 1.2.1. Engagement

Engage with residents, PHA management, and industry thought leaders on different rental housing program structures and rent calculations.

This engagement will occur through public comment, listening sessions, and other meetings across the country.

Stakeholder(s):

Residents

PHA Management

Public Housing Industry Thought Leaders

Strategy 1.2.2. Housing Options

Improve long-term affordable housing options by encouraging Public Housing Authorities to transition Public Housing units with unmet capital needs to a more sustainable platform.

Strategy 1.2.3. Rental Calculation System

Develop a legislative proposal that modifies the rental calculation system to encourage work and stable family formation, simplifies administration, improves fiscal sustainability, and increases local control and choice.

1.3. Homelessness

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

Today's housing affordability crisis creates additional headwinds for families experiencing homelessness who are trying to get back on their feet. This is especially true in rural communities and some West Coast communities that are losing ground. To meet the goal of making progress towards ending homelessness, our solutions must become more tailored to the geographic, economic, and service needs of families and individuals. The proof exists that we can end homelessness. To date, more than 60 communities and three states have declared an effective end to veteran homelessness; three communities have ended chronic homelessness. HUD will continue targeting homeless resources and other mainstream housing resources, and coordinating with local governments, businesses, and philanthropies. Using lessons from the work on veteran homelessness, these strategies will also be applied to all people experiencing homelessness. We will continue to learn from local communities that are rolling out innovative, cost-effective solutions and highlight these best practices. HUD will apply these lessons while enforcing federal fair housing and nondiscrimination laws and requirements to ensure all individuals and families experiencing homelessness, including vulnerable subpopulations, have equal access to HUD resources and other housing opportunities... Metrics To track our progress toward this objective, HUD will use these performance indicators. v Length of homelessness This measure will track the national average length of homelessness in Continuums of Care. v Number of people experiencing homelessness This measure will track the number of people experiencing homelessness in the Point-in-Time (PIT) count, a count taken on a single night in January each year. v Number of people experiencing unsheltered homelessness This measure will track the number of people experiencing unsheltered homelessness in the Point-in-Time (PIT) count.

Stakeholder(s):

Neal Rackleff :

Objective Lead — Assistant Secretary for Community Planning and Development

Continuum of Care Program :

Contributing Program

Emergency Solutions Grants Program :

Contributing Program

HUD-VA Supportive Housing Programs :

Contributing Program

Public Housing Program :

Contributing Program

Housing Choice Program :

Contributing Program

Vouchers Program :

Contributing Program

Multifamily Housing Program :

Contributing Program

US Interagency Council on

Homelessness :

External Partner

Department of Veteran Affairs :

External Partner

Department of Labor :

External Partner

Strategy 1.3.1. Unsheltered Homelessness

Create an unsheltered homelessness strategy that targets technical assistance and other resources to communities that have had large increases in unsheltered homelessness.

Strategy 1.3.2. Continuum of Care Strategies

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

Strategy 1.3.3. Rural Communities

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

Stakeholder(s):

Rural Communities

Strategy 1.3.4. HUD-VA Supportive Housing

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

Stakeholder(s):

Veterans

1.4. Homeownership & Financial Viability

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

The Federal Housing Administration (FHA) has long been a valuable source of affordable mortgage credit for first-time homebuyers. HUD continues to work with other Federal agencies, Congress, experts, and industry leaders to build a housing finance system that generates opportunity for Americans. HUD aims to help households acquire and build equity in homes they can afford, while strengthening FHA in order to safeguard taxpayers and ensure that it remains a sustainable source of affordable mortgage credit for first-time homebuyers. HUD must balance this important mission with the need to remain financially and structurally viable in the future as part of a modern housing finance system, by bolstering the quality and sustainability of FHA mortgage insurance and lending in partnership with the Government National Mortgage Association (Ginnie Mae), whose guaranty provides access to global capital and makes mortgages more affordable for millions of Americans. HUD will modernize and reform its approach to serving the nation's housing market through FHA by ensuring that our programs make sustainable homeownership possible for borrowers, work effectively for lenders, and are fiscally responsible. It will build a strong capital framework to enable FHA to withstand adverse economic conditions without relying on support from U.S. taxpayers. It will also launch a comprehensive review of lending and loan servicing standards and protocols, implement systems modernization, and undertake other reforms to ease needless, redundant or burdensome regulations. Providing clarity, certainty, and transparency in FHA's business processes will benefit borrowers, lenders, and taxpayers. HUD will support the Administration's efforts to enact broader housing finance reform. Reforms will help build a modern housing finance system that reduces taxpayer risk while providing responsible borrowers, prepared for homeownership, access to affordable mortgage financing. Ginnie Mae's expertise and capabilities as the administrator of a federal backstop for \$2 trillion in mortgage-backed securities can help inform the housing finance policy discussion... Metrics — To track our progress toward this objective, HUD will use these performance indicators:

- Capital Reserve Ratio - This measure compares the "economic net worth" of the Mutual Mortgage Insurance (MMI) Fund to the dollar balance of active, insured loans at a point in time.
- Early Payment Default Rate - HUD will make sustainable loans that borrowers can afford. Early Payment Defaults (EPDs) occur when borrowers become 90 days or more delinquent on their FHA-insured mortgages within the first six payments. This measure is reflective of the credit quality of new endorsements and serves as an important early indicator of mortgage performance.
- Percentage of new FHA-insured single-family mortgages that are first-time homebuyers - This measure computes the percentage of FHA single-family originations for which the borrower is a first-time homebuyer.
- FHA market-share of single-family mortgage originations (purchase, refinance, and total) - This measure tracks the share of the mortgage market for FHA in order to monitor FHA's role in the housing market and potential crowding out of private capital.
- Higher Risk Loans - This measure will monitor the percentage of loans with higher risk features. Metrics include the share of FHA purchase loans with debt to income (DTI) ratios of >50% or with down payment assistance (DPA) and the share of FHA refinances that include cashouts.
- Housing Counseling - HUD will determine appropriate metrics for measuring the effectiveness of its housing counseling program, and will begin a new data collection to establish a baseline

Stakeholder(s):

Homeowners

Taxpayers

Dana Wade :

Objective Lead — General Deputy Assistant Secretary for the Office of Housing

Federal Housing Administration, :

Contributing Program

Office of Housing :

Contributing Program

Government National Mortgage

Association :

Contributing Program

Strategy 1.4.1. Housing Finance Reform

Work with stakeholders and Congress to pursue housing finance reform that reduces the risk to taxpayers and expands the role of private capital and markets.

Strategy 1.4.2. Guidelines, Standards & Protocols

Modernize FHA underwriting guidelines, lending standards, and servicing protocols to serve the needs of borrowers seeking sustainable homeownership, protect taxpayers, and ensure the stability of the program.

This will include improvements to the Home Equity Conversion Mortgage (HECM) and Ginnie Mae guaranteed mortgage-backed securities (HMBS) programs.

Strategy 1.4.3. Collaboration

Expand collaboration between FHA and Ginnie Mae to develop a "One HUD" approach to maximize the benefits of both programs and enhance risk management.

This will happen alongside the Ginnie Mae 2020 Plan to maintain the Ginnie Mae program as the premier federal mortgage-backed security backstop to provide low-cost financing for borrowers.

Stakeholder(s):

FHA

Ginnie Mae

1.5. Health & Safety

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

HUD's goal is to address lead-based paint and other health and safety hazards in housing for families and children. Through its programs, HUD has made nearly 400,000 homes lead-safe, contributing to a significant decline in blood-lead levels among US children in the past decade... HUD studies have identified eight healthy housing principles: housing should be dry, clean, pest-free, safe, contaminant-free, well ventilated, well maintained, and thermally controlled. To meet these objectives, HUD will work assiduously to overcome any challenges to ensure that American homes are safe and healthy... Metrics — To track our progress toward this objective, HUD will use these performance indicators:

- Number of at-risk housing units made healthy and lead-safe - This measure will track the number of targeted housing units made safe through Lead-Based Paint Hazard Control, Lead Hazard Reduction Demonstration, Healthy Homes grants, and enforcement activities.
- Prevalence of children with elevated blood levels in communities with Lead Hazard Control grants - This measure will track the prevalence (number or percentage TBD) of children from birth to age 5 exposed to lead in targeted, high-risk communities (i.e., communities where lead hazard control grant work is being conducted), and the overall reduction over time.

Stakeholder(s):

Matthew Ammon :

Objective Lead — Director of the Office of Lead Hazard Control and Healthy Homes

Lead-Based Paint Hazard Control

Program :

Contributing Program

Lead Hazard Reduction Demonstration

Program :

Contributing Program

Healthy Homes Program :

Contributing Program

Department of Health and Human

Services :

External Partner

Environmental Protection Agency :

External Partner

Department of Agriculture :

External Partner

Families

Children :

Young children are especially at risk for the harmful effects of lead, to which even low-level exposure can increase the likelihood of behavioral problems, learning disabilities, seizures and in extreme cases, death.

Low-Income Families :

Today, our work must continue its focus on eliminating significant lead-based paint hazards that are present in an estimated 23 million American homes, including 1.1 million that house low-income families with one or more children under age 6.

Asthma Sufferers :

HUD's programs will also address additional health hazards and safety risks, such as asthma triggers, mold and moisture, and residential soil contamination. Medical expenses associated with asthma are estimated to be \$50 billion annually.

Older Americans :

Older Americans are also vulnerable to fall-related injuries, with most falls occurring in the home. In fact, each year, 2.4 million seniors have an initial emergency department visit for injuries resulting

— continued next page

Stakeholders (continued)

from a fall. The cost associated with injuries from falls by seniors is projected to rise by nearly \$60 billion by 2020.

Communities :

Communities are struggling to meet the health and safety-related housing needs of at-risk households.

Health Community :

HUD will leverage its public-private partnerships and relationships in the health community to maximize the impact of its lead-safe and health housing investments.

Strategy 1.5.1. Awareness & Participation

Increase community awareness of lead and other health and safety hazards in homes to increase participation in HUD and stakeholder programs and services.

Strategy 1.5.2. Inspections & Mitigation

Align and enforce HUD-assisted housing inspections and mitigation measures to consistently address housing-related health and safety hazards across HUD-assisted housing programs.

Strategy 1.5.3. Lead & Homes Programs

Design and deliver targeted lead and healthy homes programs through improvements in data quality and access.

Strategy 1.5.4. Relationships

Leverage HUD's relationships with stakeholders across public and private sectors to maximize the impact of every dollar invested in lead, health, and safety activities.

Strategy 1.5.5. Research

Advance the research agenda on the effects, evaluations and control of lead and other health and safety hazards in housing and the impacts on tenant health.

2. Operations

REIMAGINE THE WAY HUD WORKS

HUD provides many crucial services to our nation and employs highly motivated people who want their work to have the greatest impact possible. Yet due to outdated technology, business processes, and structures, an employee's work is sometimes harder to accomplish than it should be. Both customers and employees have expressed a desire for HUD to be more efficient, agile, and responsive. To meet this need, HUD will develop an enterprise-wide approach to employee empowerment and customer service that allows for fast and long-lasting change to its processes. A focus will be on enhancing fiscal controls to reduce waste without reducing service. Empowered employees, clear communication, and enhanced controls are all crucial to mission delivery. To better serve the American public, HUD must reimagine the way it does business.

2.1. Service Delivery

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

HUD will examine interdependencies among HUD programs, customer needs, and employee expertise to determine the optimal geographic distribution of staff. Alignment of program management will prevent gaps and overlaps in responsibility while streamlining coordination. HUD will also examine and better align delegations of authority to improve program effectiveness. HUD will explore ways to strengthen communication among program offices in headquarters and the field, as the field is key to HUD's success. The Department will implement human capital improvements to ensure HUD attracts, trains, and retains an efficient workforce with an accountability structure that accomplishes its mission. Additionally, the Department will improve technologies to allow staff to use their time and skills to achieve HUD's mission. HUD will adopt a future grants management strategy that combines related programs and automates activities, freeing resources to enforce strong program oversight. The Department plans to use data-driven decision-making to streamline service delivery and how we are organized. This will include establishing clearly defined program goals, roles, and individual responsibilities for outcomes. These operational improvements will encourage innovation, increase collaboration, bolster internal controls, and better enable HUD to deliver services to its customers...

Metrics — To track our progress toward this objective, HUD will use these performance indicators:

- Number of HUD mainframe systems decommissioned - This measure will track the number of HUD mainframe systems that are decommissioned; after necessary data are transferred and standardized into HUD's new cloud-based Enterprise Data Warehouse.
- Average of Employee IT Survey Satisfaction Score - This measure will track employee satisfaction and feedback through an IT customer survey.
- Number of Enterprise IT Solutions Implemented - This measure will track the number of enterprise-wide IT solutions that are implemented to streamline manual or cumbersome processes.
- Human Capital Dashboard and Customer Satisfaction Surveys - This measure will track the average time it takes to hire employees and provide analyses of current and historical data for the Department to inform Talent Management strategies and decisions regarding the workforce.

Stakeholder(s):

Pat Hoban-Moore :

Objective Lead — Field Office Director, Birmingham, AL

Strategy 2.1.1. Delivery Structure

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

Strategy 2.1.2. Talent & Knowledge

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

Strategy 2.1.3. Hiring & Human Capital

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

Strategy 2.1.4. Data

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

Strategy 2.1.5. IT

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

Strategy 2.1.6. Application Processes

Consolidate and streamline application processes for programs that experience little change in their pools of grantees from year-to-year.

This will reduce staff time spent on processing Notices of Funding Availability by supporting biennial grantee re-certifications.

2.2. Processes

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

Employee morale and ability to communicate with one another is crucial to mission delivery and enhanced work products. HUD will continue to increase transparency through communication and collaboration, clarifying roles and processes, enhancing employee engagement, and building trust. These efforts will lead to improved customer service and, eventually, better outcomes in American communities. HUD plans to develop a diverse, skilled, and accountable workforce that supports the Department's current and future business needs. Managers will be held accountable for providing employee feedback, timely addressing performance and conduct deficiencies, fulfilling their EEO responsibilities as managers and employees of HUD, and ensuring meaningful differentiation in employee ratings based on relative performance. By providing employees with continuous learning and developmental opportunities, clear performance expectations, and opportunities for collaboration, HUD will foster an enhanced culture of accountability and performance to better serve the American public. HUD also plans to modernize work environments within HUD offices to enhance employee morale and productivity... Metrics — To track our progress toward this objective, HUD will use these performance indicators:

- Number of competency gaps reduced across the Department - This measure will monitor and track the competency gaps closed, the effectiveness of the human capital interventions employed to close competency gaps, and the relationship between competency gap closure and improved organizational performance.
- Number of useable square feet (USF) reduced - This measure will track the reduction in the amount of space occupied by HUD nationwide.
- InCompass performance management data - This measure will track the number of managers who provide timely performance evaluations and successfully entered that information into our management tool, InCompass.
- Engagement and performance metrics - This measure will track metrics, as detailed in the Human Capital Operating Plan (HCOP), on leadership and employee development and learning opportunities, performance-related training for managers/supervisors, and performance-based actions.
- Number of pre-complaint resolutions occurring through traditional counseling, withdrawals, and the Alternate Dispute Resolution process - This measure will seek to increase the number of pre-complaint resolutions occurring through the Alternate Dispute Resolution process.

Stakeholder(s):**Suzanne Tufts :**

Objective Lead — Assistant Secretary for Administration

Strategy 2.2.1. Accountability

Model a culture of accountability through enhanced employee performance management and assistance for managers in handling conduct and performance challenges.

Strategy 2.2.2. Leadership Development

Expand leadership development opportunities across all levels through rotations, key project assignments, and development programs.

Expand employee development opportunities to strengthen core and mission-critical occupational competencies.

Strategy 2.2.3. Competency Gaps

Identify and close existing and emerging competency gaps with effective human capital interventions designed to facilitate fulfilling agency vital mission imperatives and performance objectives.

Strategy 2.2.4. Trust, Engagement & Transparency

Increase trust, engagement, and transparency in the department through clear communications of strategic efforts and departmental decisions, as well as supportive collaboration to accomplish our mission.

Strategy 2.2.5. Work Space

Modernize the space within HUD buildings to enhance employee productivity.

Such improvements will focus on improving the employees' physical environment and enhancing collaboration.

Strategy 2.2.6. Tools

Equip employees with the tools they need to succeed, including laptops and dual monitors.

2.3. Fiscal Responsibility & Controls

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

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

- Reduce significantly overdue audit recommendations - HUD will seek to reduce the amount of outstanding significantly overdue audit recommendations (i.e., findings for which corrective actions have been delayed by a year or more). The goal for FY18 is a 20 percent reduction of significantly overdue action items from FY17.
- Percentage of timely management decisions - HUD will maintain the percentage of timely management decisions (i.e., agreed-upon plans to resolve audit findings) that are established by the prescribed Office of the Inspector General timeline.
- Number of grants systems in the Department - HUD will track progress towards reducing the number of grants systems in an effort to consolidate all of the Department's grant programs into an enterprise solution that will interface with HUD's financial system.
- Number of grants reported under the Grants Oversight and New Efficiency (GONE) Act - HUD will track progress towards reducing the number of grants that have been expired for two or more years and have not been closed out.

Stakeholder(s):

Irving Dennis :

Objective Lead — Chief Financial Officer

Department of the Treasury :

External Partner / Shared Service Provider

Department of Agriculture :

External Partner / Shared Service Provider

Department of Health and Human Services :

External Partner / Shared Service Provider

Strategy 2.3.1. Audits & Weaknesses

Coordinate with the Office of the Inspector General (OIG) to help determine the overarching issues driving audit findings and material weaknesses.

Coordination will clearly define HUD's baseline for addressing overarching issues and develop solutions for their remediation. HUD will focus remediation activities on the issues that have the greatest impact on the ability to obtain a clean audit opinion, and will develop, implement, and monitor the execution of detailed corrective action plans.

Stakeholder(s):

Office of the Inspector General (OIG)

Strategy 2.3.2. Grants

Move towards a standardized grants management process and a single grants management system with an interface that is integrated with the financial system.

Administrative Information

Start Date: 2018-02-28

End Date: 2022-09-30

Publication Date: 2018-04-22

Source: <https://www.hud.gov/sites/dfiles/SPM/documents/HUDSTRATEGICPLAN2018-2022.pdf>

Submitter:

Given Name: Owen

Surname: Ambur

Email: Owen.Ambur@verizon.net

Phone: