

ANNUAL PERFORMANCE REPORT

Office of Inspector General

Fiscal Year 2018





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INTRODUCTION

The work of the Office of Inspector General (OIG) is important to the Department's success in fulfilling its Strategic Plan to address the Secretary's mission priorities, management challenges, and mission-related goals. We must ensure that our resources and activities encompass the issues and concerns most critical to the Department.

In our Fiscal Year (FY) 2018 Annual Performance Plan, we identified goals, objectives, and measures that would help us to better execute the U.S. Department of Housing and Urban Development's (HUD's) priorities and continue to assist the Department in identifying and taking corrective action to improve areas most vulnerable to waste, fraud, and mismanagement. We described the specific projects and activities that we planned to undertake during FY 2018 to continue identifying opportunities for cost savings and operational efficiencies; focus on prevention; and to continue to return hard dollars to the Department and the U.S. Treasury. It outlined the measures and metrics we used to determine progress toward the accomplishment of our strategic goals.

This Annual Performance Report will report on the achievement of those measures and metrics. Ultimately, all these efforts result in strategic outcomes like providing recommendations that foster stronger programs, substantial financial returns or recoveries, and broad deterrence of fraud, waste, abuse, and mismanagement.

OUR GUIDING PRINCIPLES

MISSION

As the OIG for HUD, we remain an independent and objective organization, conducting and supervising audits, evaluations, and investigations relating to the Department's programs and operations. We promote economy, efficiency, and effectiveness in these programs and operations as we also prevent and detect fraud, abuse, and mismanagement. We are committed to keeping the HUD Secretary, Congress, and our stakeholders fully and currently informed about problems and deficiencies and the necessity for and progress of corrective action.

VALUES

Collaboration: The commitment to work jointly with HUD, Congress, and our stakeholders for the benefit of all citizens.

Accountability: The obligation and willingness to accept responsibility and account for our actions as we hold others accountable.

Integrity: The firm adherence to high moral and professional standards, honesty, and fairness in all that we do. Acting with integrity is a core job responsibility for every employee.

Stewardship: The careful and responsible management of that which has been entrusted to our care.

Diversity: The promotion of high standards of equal employment opportunity for employees and job applicants at all levels so that our workforce is reflective of our Country's citizens.



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VISION

- To promote fiscal responsibility and financial accountability in HUD programs and operations,
- To improve the execution of and accountability for grant funds,
- To strengthen the soundness of public and Indian housing programs,
- To protect the integrity of housing insurance and guarantee programs,
- To assist HUD in determining whether it is successful in achieving its goals,
- To look ahead for emerging trends or weaknesses that create risk and program inefficiencies,
- To produce innovative work products that are timely and of high quality,
- To benchmark best practices as a means to guide HUD, and
- To have a significant impact on improving the way HUD does business.

DIVERSITY AND EQUAL OPPORTUNITY

The promotion of high standards of equal employment opportunity for employees and job applicants at all levels. OIG reaffirms its commitment to nondiscrimination in the workplace and the recruitment of qualified employees without prejudice regarding their gender, race, religion, color, national origin, sexual orientation, disability, or other classification protected by law. OIG is committed and proactive in the prevention of discrimination and ensuring freedom from retaliation for participating in the equal employment opportunity process in accordance with departmental policies and procedures.

OUR GOALS

- Goal 1 Effectiveness:** Help the Department address its “major challenges” by being a relevant and problem-solving advisor to HUD, stakeholders and Congress.
- Goal 2 Timeliness:** Deliver relevant products that allow the Department to act on time sensitive issues.
- Goal 3 Quality:** Provide services and products that can be relied upon to address vulnerabilities, provide opportunities, and recognize positive outcomes.
- Goal 4 Impact:** Deliver services and products that can be used by recipients to make informed decisions, take appropriate actions, and improve programs.
- Goal 5 Innovation:** Develop new and better ways of conducting business to enhance our organizational performance and to support a diverse and skilled workforce.



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FY 2018 PERFORMANCE RESULTS

Goal 1 – Effectiveness. Help the Department address its “major challenges” by being a relevant and problem-solving advisor to HUD, stakeholders and Congress.		
Performance Measure	Result	Status
AUDIT		
Complete between 11 and 13 audits of the Single Family program.	11	Met
Complete between 27 and 31 audits of the Public and Indian Housing program.	34	Exceeded
Complete between 9 and 10 audits of the Multifamily Housing program.	19	Exceeded
Complete between 26 and 29 CPD related audits.	31	Exceeded
Complete between 8 and 10 audits of Disaster related program activities and grantees.	8	Met
Complete between 8 and 10 civil fraud referrals	23	Exceeded
Complete between 5 and 7 audits of financial and Information System activities.	11	Exceeded
MANAGEMENT		
Improve financial functions in support of the OIG mission. This is measured by providing leadership direction and guidance for the following:		
Conduct budget customer satisfaction survey by January 31 st of the current fiscal year. Address any points of failure revealed in the survey, and improve overall survey results each year.	✓	Met
Collaborate with the Department CFO Travel Office and Department of Treasury, Bureau of Fiscal Services Travel Section overseeing the issuance of GSA SmartPay Travel Charge Cards, Keep timely HUD-OIG refresher training compliance above 95% each year	✓	Met
Complete additional SOPs that provide guidance on how to properly complete budget related transactions in accordance with internal control parameters. Review, edit, and finalize Division SOPs by August of the budget year.	✓	Met
Operating plans and management reports will be prepared to show anticipated (budgeted) and actual use of resources by individual programs, object classes, and other spending categories monthly, quarterly and mid-year covering the status of funds, budget allocations, commitments, obligations, and expenditures. The initial budget and final budget will be	✓	Met



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tracked and made available for comparison. These reports will be available by 15 th of each month.		
Reduce de-obligations each year by five percent by intervening earlier in the fiscal year before close out.	✓	Met
TECHNOLOGY		
<p>Global Knowledge Transformation: Enable information as a strategic asset for OIT strategic partners by creating global access anytime, anywhere to all HUD and HUD OIG knowledge sets.</p> <p>OBJECTIVES - 1.) Develop performance driven dashboards for decision makers. 2.) Unify disparate but complementary data to achieve higher degrees of business intelligence. 3.) Develop, implement and institutionalize a One HUD OIG Digital Strategy. 4.) Implement geospatial and data analytics centers of excellence.</p>		
Develop exhaustive network performance analysis and reporting capability to isolate and correct performance issues across 45 regional/field offices and data centers.	✓	Met
Create new CIO portal to serve as the model for HUD OIG divisions by September 2018.	50% complete	Did not meet
Provide a Self Service Portal and Knowledgebase for all OIG Users as part of the Service Now Implementation.	✓	Met
Develop and Communicate HUD OIG eDiscovery Strategy and Data Management Strategy by September 2018.	In process	Did not meet
Test and provided point paper on migrating to Skype for Business VoIP in the cloud as an alternative to the HUD provided Avaya system, by September 2018.	Overcome by higher priority efforts and constraints brought on by lack of resources.	Did not meet
Develop Recommendation Tracker for Evaluations and Audits Divisions.	In Process	Did not meet
EVALUATIONS		
<p>Program Evaluation Division – produces a steady stream of program evaluations that improve departmental operations. We achieve this outcome by meeting the following measures and quality indicators:</p>		
Complete 3 evaluation products that meet applicable quality standards and offer actionable recommendations (as appropriate) covering topics throughout HUD program areas.	4	Exceeded
Issue recommendations with which the Department concurs, on received responses, at least 85 percent of the time.	HUD concurred with 9 of 9 recommendations (100 percent)	Exceeded
Ensure 25 percent of Office of Evaluation open recommendations at the start of the reporting period are “resolved-closed” or referred to the Department enterprise risk profile for action by HUD at the end of the reporting period.	14 of 30 formerly open recommendations closed (47 percent)	Exceeded



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INVESTIGATION		
Ensure 80 percent of all cases opened specifically address fraud relating to the HUD's major management challenges.	99% (409 of 411)	Exceeded
LEGAL COUNSEL		
Review cases for Program Fraud Civil Remedies Act and False Claims Act potential and, if selected, process and decline or refer to the HUD Office of General Counsel for litigation within 45 days of their selection 80 to 85 percent of the time.	✓	Exceeded
If deemed appropriate for prosecution, Legal Counsel will prepare a referral on Audit/Investigations administrative or civil actions to HUD's Office of General Counsel within 45 days of the determination of propriety 85 percent of the time.	100%	Exceeded
Coordinate with the Department of Justice (DOJ) Civil Division in its efforts to combat mortgage fraud through regularly scheduled conference calls with DOJ and HUD's Office of Program Enforcement by acting as a liaison between OIG Audit/Investigations Regions and those entities to promptly identify cases in which civil actions might be appropriate. Legal Counsel will advise Audit/Investigations of potential civil action cases within 45 days of receipt 85 percent of the time.	100%	Exceeded
Goal 2 – Timeliness. Deliver relevant products that allow the Department to act on time sensitive issues.		
INVESTIGATION		
Ensure that 65 to 70 percent of investigations are presented to the appropriate prosecuting authority within 12 months of the case being opened.	91.2% (260 of 285)	Exceeded
MANAGEMENT		
Improve Communication services in support of the OIG mission. This is measured by providing leadership direction and guidance for the following:		
Issue SAR no later than December 31, 2017, and June 30, 2018, respectively.	✓	Met
Publish a minimum of 100 articles to "OIG in the Loop," ensure at minimum 50 articles issued by March 31, 2018.	✓	Met
By January 5, 2018, develop plan to update overdue policy manual chapters.	✓	Met



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Develop SOP for manual chapter updates by January 15, 2018.	✓	Met
Develop routing outline one-pager/flyer, which sketches step-by-step routing procedures for policy updates by January 31, 2018.	✓	Met
January 12, 2018, develop plan for creating SAR cover.	✓	Met
January 19, develop SAR schedule for period ending March 30, 2018.	✓	Met
July 14, develop SAR schedule for period ending September 30, 2018.	✓	Met
Develop plan to update media kit on website no later than December 29, 2017.	✓	Met
Finalize CIGIE Awards plan and breakfast checklist no later than December 30, 2017.	✓	Met
Develop plan to create "Ted Talk" type videos no later than January 29, 2018.	✓	Met
December 15, 2017, develop plan to update insIGht landing pages for: 1) Ombudsman; 2) Senior Staff; 3) and Newsroom.	✓	Met
By January 19, 2018, develop archiving plan to systematically store photos in photo gallery.	✓	Met
Create plan to systematically bring attention to Audit, Investigative, Evaluation reports on the web through report video shorts by December 29, 2017.	✓	Met
Should a new website launch, develop a plan to update HUD OIG PowerPoint slides to reflect new look and feel of website, no later than 10 days after new site launches.	✓	Met
Issue, at minimum 16 Policy Manual Chapters on following schedule: 2 issued by December 31, 2017; 6 issued by March 31, 2018; 6 issued by June 30, 2018; and 2 issued by September 30, 2018.	✓	Met
Develop post-SAR meeting and provide post-production SAR report no later than January 26, 2018 for SAR period ending September 30, 2017.	✓	Met
Organize and implement pre-planning SAR meeting and provide briefing to Deputy AIG for Management for SAR period ending March 30, 2018. Meeting to take place no later than February 15, 2018.	✓	Met
Develop post-SAR meeting and provide post-production SAR report no later than July 13, 2016 for SAR period ending March 30, 2018.	✓	Met



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Organize and implement pre-planning SAR meeting and provide briefing to Deputy AIG for Management for SAR period ending September 30, 2018. Meeting to take place no later than July 13, 2018.	✓	Met
Develop SAR schedule for periods ending March 30, 2018 and September 30, 2018. Issue SAR schedule and memo no later than February 9, 2018 and August 10, 2018, respectively.	✓	Met
Prepare one-pager/flyer, which sketches step-by-step outline of policy updates. Issue no later than February 28, 2018.	✓	Met
Provide quarterly tracking report of media requests to include outlet, topic/subject, and reporter, due by 5th of the month following the end of the quarter, i.e., January 5, 2018; April 5, 2018; and July 5, 2018.	✓	Met
Within 72 hours after a major media event, provide a Media Report to relevant staff.	✓	Met
Provide SOP for media mentions by January 31, 2017.	✓	Met
Provide quarterly tracking report of media mentions, due by 10th of the month following the end of the quarter, i.e., January 10, 2018; April 10, 2018; and July 10, 2018.	✓	Met
Update background and overview infographics page to the web within 24 hours of SAR posting to web.	✓	Met
Ensure CIGIE Awards and breakfast take place, i.e., implement CIGIE Awards Checklist.	✓	Met
Issue ted talk videos quarterly for 2nd, 3rd, and 4th quarter, i.e., no later than March 31st, June 30th, and September 30th, respectively.	✓	Met
Publish a minimum of 100 articles to "OIG in the Loop," ensure at minimum 50 articles issued by March 31, 2018.	✓	Met
Issue monthly inslGht highlights by the second Tuesday of every month.	✓	Met
Updates inslGht landing pages for:		
Ombudsman, no later than January 29, 2018.	✓	Met
Senior Staff, no later than May 31, 2018.	✓	Met
Newsroom, no later than September 21, 2018.	✓	Met
No later than January 30, 2018 update HUDOIG PowerPoint background slides to include Acting IG, and Acting Deputy IG and post to Insight. Ensure HUDOIG Power background slides reflect any changes to organizational structure as they occur.	✓	Met



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No later than March 30, 2018 complete photo gallery archiving project.	✓	Met
Issue quarterly video shorts, no later than January 31; March 30; June 29; and September 30.	✓	Met
TECHNOLOGY		
Cybersecurity and Governance - Protect and defend the enterprise information infrastructure, critical assets and capabilities.		
OBJECTIVES – 1.) Create a resilient, agile and secure infrastructure. 2.) Produce timely and actionable intelligence on the state of the enterprise. 3.) Develop a cybersecurity threat dashboard. 4.) Build a team of cybersecurity professionals ready to engage and implement a synchronized response across the enterprise.		
Deploy SPLUNK log collection and analysis tools.	✓	Met
Ensure that OIG is compliant with the Federal Information Security Management Act (FISMA) including the timely meeting of all quarterly and annual reporting deadlines throughout FY2018.	✓	Met
Apply 2-factor PIV Card Authentication to internal network access mechanisms before September 30, 2018.	In Process. Requires additional hardware/software procurements that were transferred to FY2019	Did not meet
Implement DHS' EINSTEIN program by September 2018.	In Process. Migrating the Verizon data center to Headquarters was a higher priority and needed to happen prior to implementing DHS security architecture.	Did not meet
Rewrite OIGM 1054.1, IT User Security Policy by September 2018.	Incomplete	Did not meet
Ensure HUD OIG is compliant with HSPD-12 on all Remote Access (VPN, Citrix/MyPC, etc.) solutions by September 2018.	In Process. Full completion of this will require turning off Outlook Web Access and MyPC, or requiring their use from government furnished equipment only.	Did not meet
Migrate www.hudoig.gov to a new, FedRAMP certified platform using Drupal 8.	In Process. Development and migration efforts are complete. Final deliverable is in User	Did not meet



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	Acceptance Testing (UAT)	
LEGAL COUNSEL		
Review and comment upon or, if requested, prepare responsive correspondence for Office of Management and Technology within negotiated time frames 80 to 85 percent of the time.	100%	Exceeded
Review and draft proposed legislation, assist with Congressional inquiries, and media requests within negotiated timeframes 80 to 85 percent of the time.	100%	Exceeded
Review and comment upon human resource issues/matters within 40 hours of receipt of inquiries.	100%	Exceeded
Goal 3 – Quality. Provide services and products that can be relied upon to address vulnerabilities, provide opportunities, and recognize positive outcomes.		
INVESTIGATIONS		
Ensure 65 to 70 percent of all investigations are closed and completed with a Disposition Report Form (DRF) within 30 days of the final claimed action.	85.13%	Exceeded
MANAGEMENT		
Improve Human Capital Management services in support of the OIG mission. This is measured by providing leadership direction and guidance for the following:		
Submit SES Re-Certification Package to OPM By June 30, 2018.	✓	Met
Complete renovations of HQ room 8170 by June 15 th .	✓	Met
Update 16 HCMD policies and/or IG Bulletins first 8 by April 14, 2018 then other 8 by August 11, 2018.	✓	Met
Implement inCompass Performance Management System.	✓	Met
Update Supervisory Toolkit Draft no later than, February 28, 2018; Final toolkit no later than April 7, 2018.	✓	Met
Develop webpage to modernize the onboarding experience for new hires Draft no later than March 31, 2018; Final webpage published by June 30, 2018.	✓	Met
Develop a detailed plan for a supervisory refresher course to ensure compliance with OPM by March 31, 2018.	✓	Met



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Develop schedule/calendar of all mandatory training by February 1, 2018.	✓	Met
Develop HUD OIG "Violence in the Workplace" policy Circulate draft policy to Executives for review and feedback by March 30, 2018 and publish finish product by June 30, 2018.	✓	Met
TECHNOLOGY		
<p>People First: Develop a professionally engaged skilled and innovative workforce to successfully transform into a customer-focused, mission-driven organization.</p> <p>OBJECTIVES - 1.)Enhance Customer Engagement and Satisfaction 2.)Conduct gap and SWOT analysis to identify capability shortfalls. 3.) Continuously transform our IT workforce. 4.) Increase OIT accountability, qualifications, and performance expectations.</p>		
Perform 2nd Annual Customer Satisfaction Survey and achieve >85% approval.	✓	Met
Perform 2nd Annual OIT CIO Internal 360 Review and achieve >85% approval.	✓	Met
Measure performance of AutoAudit to determine if HUD OIG needs a new solution.	✓	Met
Ensure OIT personnel attend all CIO directed training to include SharePoint, Office365, Azure, Project Management Professional training and certification, Contractor Officers Representative, etc.	✓	Met
EVALUATION		
<p>Integrated Data Analytics Division – addresses the data analytics needs of the Office of Inspector General and proactively identifies trends that lead to impactful audits, evaluations, and investigations. We achieve these outcomes by meeting the following measures and quality indicators:</p>		
Complete 25 useful and usable statistical analyses requests resulting in samples that actively support OIG audits, evaluations, or investigations.	46 analyses supporting OA, OE, OI, and OSI	Exceeded
Deliver 15 statistical sampling plans and projection results identifying funds put to better use that are 10 times the Office of Evaluation budget.	42 samples, 12 projections, \$2 billion funds put to better use	Exceeded
Contribute to the Office of Inspector General's data driven decision making through the development of at least 1 repeatable descriptive analytic.	1 OA and 2 OI repeatable analytics	Exceeded



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Goal 4 – Impact. Deliver services and products that can be used by recipients to make informed decisions, take appropriate actions, and improve programs.

AUDIT		
Identify monetary findings of \$720 to \$900 million (15 to 18 times the portion of OIG’s budget allocated to the Office of Audit) through the identification and audit targeting of high-risk HUD program participants.	\$15 to \$18 for every \$1 expended by All of Audit (\$675M to \$765M)	Exceeded
Complete between 22 and 26 civil fraud referrals.	23	Met
MANAGEMENT		
Create a robust COR Management team conducting the following:		
<ul style="list-style-type: none"> • 10 Brown Bag Sessions for CORs / Stakeholders Sep 2018 • Update ASAP FY18 deadlines by Dec 2017 • Reduce Late submissions – 10% by Sep 2018 • 1 Potential Survey for CORs/ASCs by March 2018 • 100% COR Pcard holder and AOs evaluation feedback for inclusion in annual evaluations April 2018. • Coordinate at least 2 BFS onsite training events by Jan 2018. • Retain attendance at the HUD monthly COR meeting. Currently averages 80% by Sep 2018. • Reengineer standard COR Welcome template by March 2018. • Implement COR Award system by January 2018. 	✓	Met
Create a robust PCard Management team by conducting the following:		
<ul style="list-style-type: none"> • Implement HHS OIG MOU by Sep 2018 • SmartPay 3 Setup and preparation by Sep 2018. • Implement Pcardholder Award system by March 2018. 	✓	Met
Create robust CAPD In-house Contracting by conducting the following:		
<ul style="list-style-type: none"> • All contracts after BFS cutoff date will be handled by CAPD. • Assist in Updating HUD OIG Funds Control Plan by Third Quarter FY18. 	✓	Met
Create a fully operational CAPD Dashboard by conducting the following:		
<ul style="list-style-type: none"> • PALT by March 2018. • Awarded contracts / POP by April 2018. 	✓	Met



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<ul style="list-style-type: none"> Spending report – Create meaningful GPCard log periodic reports for efficient spend evaluation. 		
Create a contract Filing System by February 2018:		
<ul style="list-style-type: none"> Full compliance with CPO by September 2018 CPARS Maintenance – 100% by February 2018. Contract Closeout by September 2018. FPDS-NG verification by January 2018 Procurement Management Review by August 2018. ASI VAO subscription renewal by February 2018. NCMA World Congress by July 2018. Gartner IT Strategic Sourcing Conference by May 2018. 	✓	Met
Develop professional staff by conducting the following:		
<ul style="list-style-type: none"> FAC-C L3 for Candace by September 2018. FAC-PPM for Jimmy and Robert by September 2018. 4 courses toward FAC-C L1 for Kimya. BFS site visit for IAA negotiations by November 2017. 	✓	Met
TECHNOLOGY		
<p>Service Delivery: Align IT Investments with strategic partner focused mission and business priorities with a continuous business process improvement model.</p> <p>OBJECTIVES – 1.) Maintain alignment between OIT investments and HUD OIG priorities. 2.) Strengthen partnerships with OIT strategic partners. 3.) Forecast and incorporate emerging technologies to support OIG mission. 4.) Ensure operational excellence through high availability and responsiveness.</p>		
Establish monthly Technology Working Group (TWG) sessions with Executive (or designee) staff.	Complete	Met
Establish new Multi-Function Device (MFD - printer/copier/scanner) contract.	In Process. Collaborative effort with OIT and CAPD.	Did not meet
Replace failing Regional/Field Office MFD timely.	✓	Met
Establish Federal Information Technology Acquisition Reform Act Policy for HUD OIG.	In Process. Under review of the CIO	Did not meet
Ensure office moves receive timely and effective solutions.	✓	Met
Migrating current Active Directory instance to Microsoft Server 2012/2016.	Incomplete. Overcome by higher priority efforts and constraints brought on by lack of resources.	Did not meet



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Establish new WAN and Data Center contracts by September 2018.	✓	Met
OIT Purchase Cardholders will: 1.) Submission and Processing of Manual Obligations to BFS before purchase. 2.) Timely Reallocation and reconciliation of purchase card transactions. 3.) Use of electronic GPC Log (to include document uploads). 4.) Maintenance of all purchase card documents for required.	✓	Met
OIT Purchase Card Approving Officials will: 1.) Timely approval of all purchase card reconciliations. 2.) Submission and Processing of Manual Obligations to BFS before purchase. 3.) Maintenance of all purchase card documents for required.	✓	Met
EVALUATION		
<p>Plans, Performance, Risk Management and Engagement Division – ensures Office of Inspector General compliance with applicable policies and procedures; identifies, categorizes, and addresses Office of Inspector General enterprise risks; and develops and oversees implementation of the Office of Inspector General strategic plan. We achieve these outcomes by meeting the following measures and quality indicators:</p>		
Complete 4 work products that meet applicable standards and offer actionable recommendations (as appropriate) that address matters internal to the Office of Inspector General.	9 final work products	Exceeded
Finalize OIG risk profile according to industry standards, which produces agreement on part of the Risk Management Council (RMC).	Risk profile completed	Met
Risk owners develop action plans with which the RMC agree for 50 percent of identified risks on risk profile.	RMC agrees to action plans for identified risks	Exceeded
Share 4 useful and usable integrity bulletins, including fraud bulletins alerting program participants or HUD beneficiaries of schemes that could victimize them, with departmental or congressional offices, which distribute those bulletins to key constituents as appropriate.	4 bulletins shared with HUD	Met
Conduct at least 2 advisory meetings with HUD that address OIG top management challenges.	3 advisory meetings held	Exceeded



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INVESTIGATION		
Ensure 65 to 70 percent of closed cases are referred for a criminal, civil, administrative, financial result, or an approved systemic implication report is referred to HUD to effect positive regulatory or policy change.	95.87% (488 of 509)	Exceeded
LEGAL COUNSEL		
Complete requests for legal opinions within 50 days 80 to 85 percent of the time.	82%	Met
Complete requests for subpoenas within 72 hours 80 to 85 percent of the time.	97.5%	Exceeded
Respond to Freedom of Information Act and Privacy Act requests within 20 business days of the receipt 80 to 85 percent of the time.	91%	Exceeded
Revise and update the Continuing Legal Education Training Program (CLEPT) and deliver at least 3 training sessions.	✓	Met
Goal 5 – Innovation. Develop new and better ways of conducting business to enhance our organizational performance and to support a diverse and skilled workforce.		
EVALUATION		
Office of Evaluation – divisions work collaboratively to achieve results greater than any one division can achieve or furthers the goals of the Office of Inspector General or Inspector General community at large. We achieve these outcomes by meeting the following measures and quality indicators:		
Refer 1-5 fraud leads to the Office of Investigations or the Office of Special Inquiries resulting in at least 1 opened case.	1 embezzlement conviction; fraud referrals to multiple OI field offices	Exceeded
Complete at least 1 cross cutting initiative resulting in a report, fraud bulletin, serious incident report, or fraud training of applicable staff.	Multiple reports resulting from HUD-insured nursing facility work; 18 OIG-wide fraud detection projects and training	Exceeded
Lead or participate in at least 1 interagency project that results in an ROI or documented impact that is recognized by both agencies.	Leading 2 interagency disaster-related projects to minimize improper payments	Exceeded
Materially revise 1 Office of Evaluation work process to improve results from work performed.	8 internal processes revised	Exceeded



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INVESTIGATION		
Ensure that 65 to 70 percent of all investigative subjects listed as HUD program participants that have entered the judicial system are referred to the Departmental Enforcement Center for suspension and/or debarment.	91.3%	Exceeded
MANAGEMENT		
Improve Management Services function in support of the OIG mission. This is measured by providing leadership direction and guidance for the following:		
OLC RENOVATION Completion date August 31, 2018.	✓	Met
OA RENOVATION Completion date September 30, 2018.	✓	Met
MINNEAPOLIS Completion Date May 31, 2018.	✓	Met
BALTIMORE Completion Date April 30, 2018.	✓	Met
MIAMI - ALL OIG RELATED TASKS MUST BE COMPLETED Completion date September 30, 2018.	✓	Met
TAMPA - ALL OIG RELATED TASKS MUST BE COMPLETED Completion date September 30, 2018.	✓	Met
TRAVEL TO ALL ACTIVE LOCALES W/PROJECT MANAGER Completion date September 30, 2018.	✓	Met
ESTABLISH HQS FACILITIES COMMITTEE Completion date March 31, 2018.	✓	Met
SMARTBOOK V 1.0 Completion date December 31, 2017.	✓	Met
CREATE FLOOR PLANS BINDER Completion date September 30, 2018.	✓	Met
CREATE PROPERTY MGMT & INV Completion date April 30, 2018.	✓	Met
CONDUCT AO TELECONFERENCES - JAN, MAY, AND AUGUST Completion date August 31, 2018.	✓	Met
SKIP TO MANAGE 8254 Completion date February 28, 2018.	✓	Met
PROJECT PLANNER Completion date March 31, 2018.		Met



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TECHNOLGY		
<p>Fluid Workforce: Optimize the use and value of information technology and cloud computing. OBJECTIVES – 1.) Promote cloud computing solutions. 2.) Optimize OIT operations. 3.) Restructure workforce and mission performance metrics for fluid paradigm. 4.) Enable mobile workforce with information that is device and location independent. 5.) Optimize delivery of cloud-based services for the enterprise.</p>		
Draft, communicate and implement HUD OIG Printing Policy.	In process. Drafted and communicated. Feedback was mixed in support of and against authorizing printing from home. Formal closure will be provided by December 2019.	Did not meet
Migrate OIT SharePoint and file server dependencies to Office365/SharePoint/Azure.	In process. Licensing and technologies have been procured. Will be in place by January 2019.	Did not meet
Migrate Verizon CFS data center to HQ by September 2018.	✓	Met
Implement eFax alternative to traditional fax machine environment.	Overcome by higher priority efforts and constraints brought on by lack of resources	Did not meet
Deploy Good/BlackBerry replacement for HUD OIG cellphones using IBM MaaS360.	✓	Met
Finalize the development of the Legal Service Desk to include the Subpoena tracking features.	In Process. OIT has changed its approach to software development by shifting away from legacy Dynamics CRM to the Microsoft.NET platform.	Did not meet
Continue CMISS, Evidence Tracker, Hotline, Subpoena Tracker and Legal Service Desk development and enhancements.	✓	Met