



OFFICE OF INSPECTOR GENERAL

# FY 2015 ANNUAL PERFORMANCE PLAN



U.S. DEPARTMENT  
OF HOUSING  
AND URBAN  
DEVELOPMENT



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### MISSION

As the Office of Inspector General for the U.S. Department of Housing and Urban Development (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.

## 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. This Annual Performance Plan identifies the Fiscal Year (FY) 2015 goals, objectives, and measures that will help us 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.

This Annual Performance Plan describes the specific projects and activities that we plan to undertake during FY 2015 to identify opportunities for cost savings and operational efficiencies; focus on prevention; and return hard dollars to the Department and the U.S. Treasury. This Annual Performance Plan contains the complete set of measures that the OIG will use to manage the organization towards accomplishing its goals and objectives. Those activities generate products – outputs, typically audit and evaluation findings, and criminal indictments. The outputs are provided to other organizations (e.g., department program officials or prosecutors) for disposition. We collaborate with these partners to achieve successful intermediate outcomes like civil actions, successful prosecutions, or administrative actions such as suspensions and debarments. 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.



## 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.

### 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.



## VISION

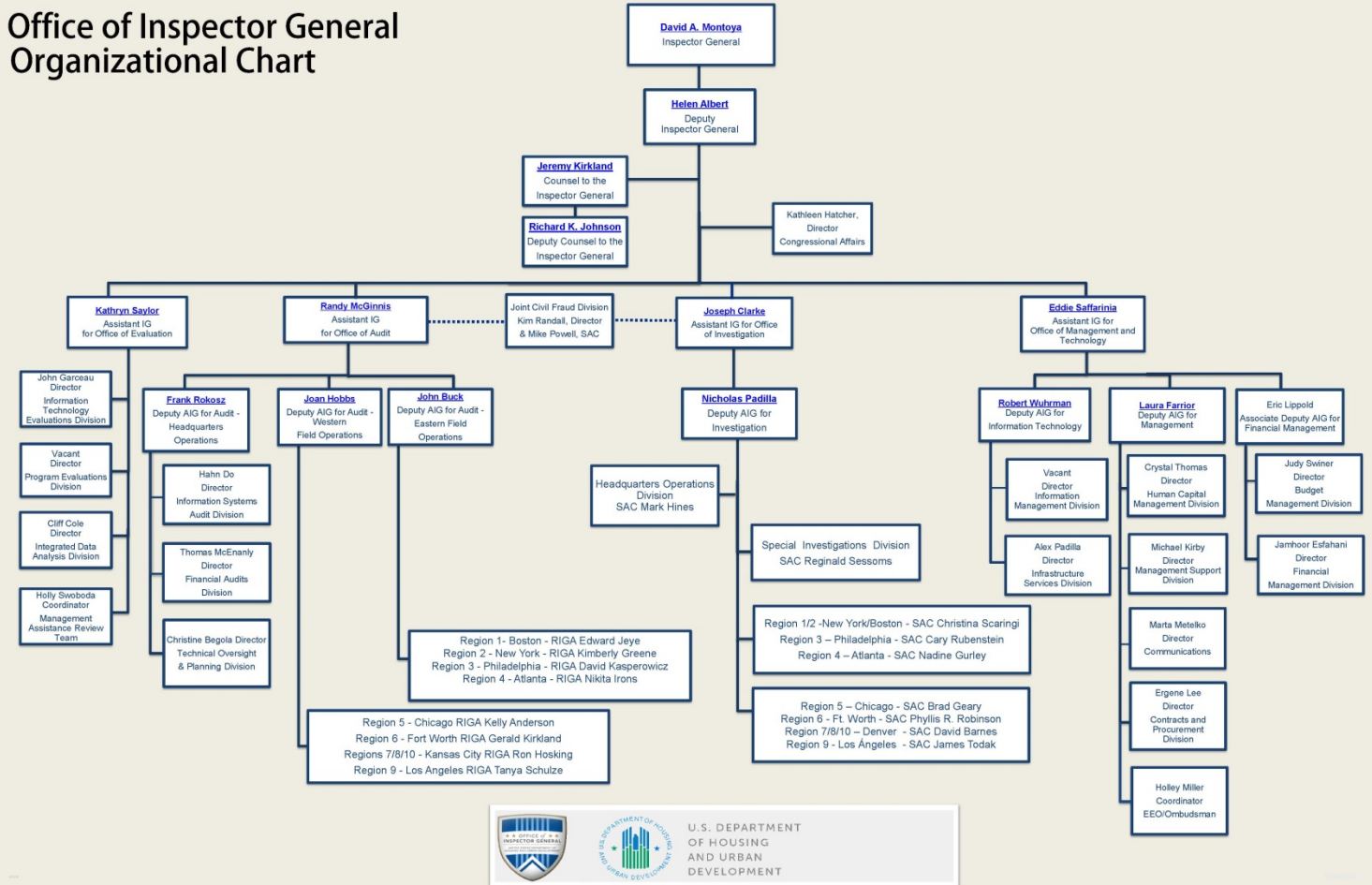
To promote fiscal responsibility and financial accountability in HUD programs and operations • improve the execution of and accountability for grant funds • strengthen the soundness of public and Indian housing programs • protect the integrity of housing insurance and guarantee programs • assist HUD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

## 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.

OUR STRUCTURE

Office of Inspector General  
Organizational Chart



## AREAS OF RESPONSIBILITY

**The Office of Audit** plans and conducts audits of departmental activities, which include (1) headquarters programs and operations and the activities of HUD's field offices located in 10 regions, (2) hundreds of HUD programs and initiatives, and (3) thousands of contractors and program participants doing business with the Department. The Office of Audit's significant workload is generally divided into four primary categories: performance audits, information system audits, financial audits, and advisory and assistance services.

**The Office of Evaluation** plans and conducts independent assessments of the design, implementation, and results of HUD's operations, programs, or policies. The office provides a flexible and effective mechanism for the oversight and review of Department and agency programs by using a multidisciplinary staff and multiple methods for gathering and analyzing data. It can be used to determine the efficiency, effectiveness, impact, and sustainability of operations, programs, or policies and provide information that is timely, credible, and useful for agency managers, policy makers, and others. The Office of Evaluation is also responsible for data and predictive analytics as well as information technology (IT) evaluations of HUD IT and IT security programs.

**The Office of Investigation** plans and conducts investigations that vary in purpose and scope and may involve alleged violations of criminal or civil laws, as well as administrative requirements. The focus of an investigation may include the integrity of programs, operations, and personnel in agencies at Federal, State, and local levels of government; program, procurement, and grant fraud schemes; mortgage fraud, financial fraud, and whistleblower retaliation; and other matters involving alleged violations of law, rules, regulations, and policies.

**The Office of Legal Counsel** provides independent legal and policy advice to all components of the OIG on a variety of substantive and procedural matters relating to OIG's audit, program evaluation, and investigation activities. The Office of Legal Counsel also represents the OIG in administrative litigation; manages the OIG ethics program, providing training, advice, and financial disclosure reviews; and coordinates OIG responses to Freedom of Information Act and other document requests. The OIG hotline, located within the Office of Legal Counsel, receives, analyzes, and reviews complaints and allegations against HUD programs.

**The Office of Management and Technology** is responsible for developing, implementing, managing, and supporting a strategic plan for OIG that aligns planning, resources, policies, processes, reporting, and performance measures for internal efficiency. It is also responsible for budget and administrative services, human resources, training, program integrity, infrastructure services, and information management. As the public affairs liaison point, this office communicates with the public and the media; and maintains the OIG Web page.

## AREAS OF FOCUS

### CIVIL FRAUD

The OIG's Joint Civil Fraud Division is a blend of audit and investigative staff specializing in civil enforcement to address improper activities aimed at the Department's vital programs. The OIG remains committed to investigating and prosecuting financial and mortgage fraud that harm the programs that our citizenry relies on, the taxpayer who must deal with the effects of the financial problems caused by such inappropriate behavior, and the financial markets that can be impacted negatively as an aftereffect. The OIG plays a crucial role in the Federal financial recovery effort through criminal investigations and civil reviews. The Division is also tasked with uncovering fraud nationwide, investigating qui tam cases, and pursuing civil actions and administrative sanctions against entities and individuals that commit fraud against HUD.

### DISASTER OVERSIGHT

The Department's role has greatly increased over the last decade as HUD has had to deal with disasters and economic crises that have increased its visibility and reaffirmed its vital role in providing services that impact the lives of all of our citizens. Along with the expansion in the Department's role is the increase in the oversight responsibilities of OIG. Disasters and the large amounts of funds needed to help those impacted are an area of focus and challenge for HUD and the OIG. To address the enormous task of oversight, OIG's audit, investigative, and evaluations staff provides a continuing and comprehensive review of the administration and expenditure of funds.

## FY 2015 WORK PLAN

### Goal 1 - Help the Department address its “major challenges” by being a relevant and problem-solving advisor to HUD, stakeholders and Congress.

Audits, investigations and evaluations will be selected and prioritized in the areas relating to Single Family, Community Planning and Development (CPD), Public and Indian Housing, Disaster, and other programs to support stakeholder and Congressional interest.

#### AUDIT

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- Complete between 15 and 17 audits of the Single Family program.
- Complete between 26 and 30 audits of the Public and Indian Housing program.
- Complete between 11 and 13 audits of the Multifamily Housing program.
- Complete between 26 and 30 CPD related audits.
- Complete between 8 and 11 audits of Disaster related program activities and grantees.

#### EVALUATIONS

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- Complete between 10 and 15 evaluations of HUD program areas.
- Complete between 3 and 6 evaluations of Hurricane Sandy disaster activities and/or grantees.
- Evaluations staff will complete at least 2 summary reports.

#### INVESTIGATIONS

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- Ensure that at least 80 percent of all investigative cases opened specifically address fraud relating to the HUD’s major management challenges.

#### LEGAL COUNSEL

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- 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.
- 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.
- 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.

#### MANAGEMENT AND TECHNOLOGY

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- Implement Production Data Center server refresh to increase capacity and reduce maintenance costs by March 31, 2015.
- Develop a marketing and communications plan which will deliver brochures/posters or electronic communications to all employees by June 30, 2015.



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- Implement an OIG internal purchase card oversight program by September 30, 2015.
- Implement Release 1 of the new Core financial system and develop associated policies and procedures by June 30, 2015.

### **Goal 2 - Deliver relevant products that allow the Department to act on time sensitive issues.**

We will deliver timely results to customers and stakeholders.

#### **AUDIT**

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- Ensure that a total of 90 to 105 audits are completed within organizational time standards 70 to 75 percent of time.

#### **INVESTIGATIONS**

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- Ensure that 65 to 70 percent of investigations are presented to the appropriate prosecuting authority within 12 months of the case being opened.

#### **LEGAL COUNSEL**

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- 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.
- Review and draft proposed legislation, assist with Congressional inquiries, and media requests within negotiated timeframes 80 to 85 percent of the time.
- Review and comment upon human resource issues/matters within 40 hours of receipt of inquiries.

#### **MANAGEMENT AND TECHNOLOGY**

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- Ensure that the OIG is compliant with the Federal Information Security Management Act including timely quarterly and annual reporting.
- Implement a Dashboard by September 30, 2015 to enhance the OIG's ability to monitor, analyze, and project resource utilization.

### **Goal 3 - Provide services and products that can be relied upon to address vulnerabilities, provide opportunities, and recognize positive outcomes.**

We will provide quality services and useful products to customers and stakeholders.

#### **INVESTIGATIONS**

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- 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.

#### **MANAGEMENT AND TECHNOLOGY**

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- Complete an upgrade of the AutoAudit system for the Office of Audit as well as implement enhancements to the Case Management Information Sub System for the Office of Investigation by September 30, 2015.

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- Implement an internal management review and approval process for contract invoices reviewed by Contracting Officer Representatives prior to payment by June 30, 2015.

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

We will contribute to positive change while maximizing results. We will perform both significant and positive return audits and evaluations.

#### **AUDIT**

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- 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.
- Complete between 22 and 25 civil fraud referrals.

#### **EVALUATIONS**

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- Identify monetary findings in excess of 15 to 18 times the portion of the OIG's budget allocated to the Office of Evaluations through the identification and audit targeting of high-risk HUD program participants.
- Complete 1 to 3 civil fraud referrals.

#### **INVESTIGATIONS**

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- 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.

#### **LEGAL COUNSEL**

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- Complete requests for legal opinions within 50 days 80 to 85 percent of the time.
- Complete requests for subpoenas within 72 hours 80 to 85 percent of the time.
- Respond to Freedom of Information Act and Privacy Act requests within 20 business days of the receipt 80 to 85 percent of the time.
- Revise the Continuing Legal Education Training Program (CLETP) in consultation with the other OIG components.
- Conduct at least 3 CLETPs with OIG personnel.
- Ensure that CLETP recipients indicate an increased knowledge after the course.

#### **MANAGEMENT AND TECHNOLOGY**

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- Implement an automated Human Resource information system by September 30, 2015.
- Initiate and complete a renovation of Suite 8254 of the Weaver Building by March 2015. Move IT staff to the Weaver building and release unneeded space by September 30, 2015, resulting in a cost savings in excess of \$500,000 per year.
- Award a new contract for enhanced and improved network operations and maintenance by June 30, 2015.

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- Initiate 5 space projects to ensure maximum use of space with innovative space concepts in order to reduce costs.
- Create a fully functional Ombudsman program for the OIG that is confidential, independent, neutral/impartial, and informal to include formalizing a charter and establishing uniform standards of practice by September 30, 2015.

### **Goal 5 - Develop new and better ways of conducting business to enhance our organizational performance and to support a diverse and skilled workforce.**

We will continually seek best practices, new technologies, and enhanced systems to improve performance.

#### **AUDIT**

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- Complete at least 5 joint work initiatives with the Office of Investigation in the form of joint published reports, fraud bulletins, serious incident reports, and/or fraud training of applicable staff.

#### **EVALUATIONS**

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- Complete at least 1 joint work initiatives with the Office of Investigation in the form of joint published reports, fraud bulletins, serious incident reports, and/or fraud training of applicable staff.

#### **INVESTIGATIONS**

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- Ensure 65 to 70 percent of investigations are closed with a Disposition Memorandum within 30 days of the final claimed action.

#### **MANAGEMENT AND TECHNOLOGY**

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- Implement wireless capability at all OIG field offices by September 30, 2015.
- Implement new helpdesk service system by September 30, 2015.
- Develop workflow automation for at least 4 processes within Office of Management and Technology by September 30, 2015.