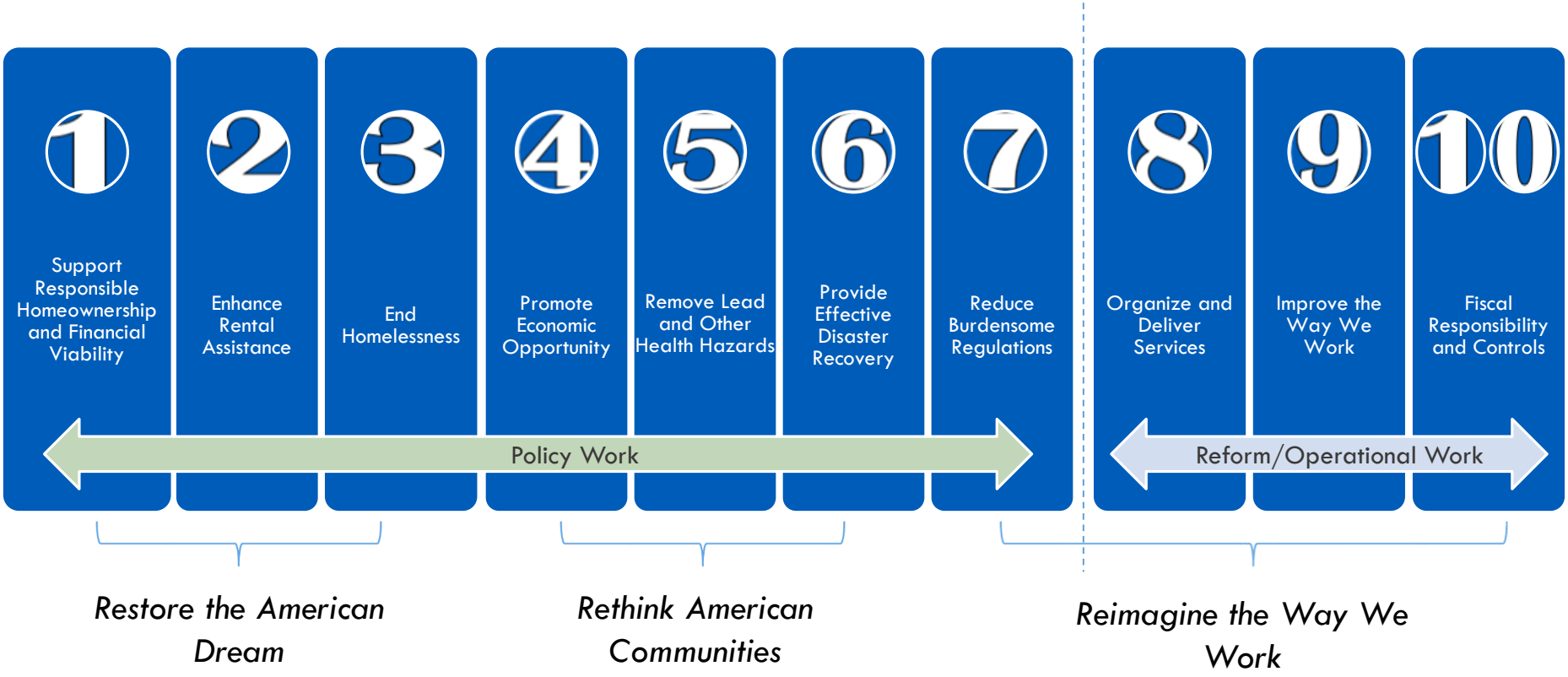
Strategic Goals	#	Objectives	Project Champion	Policy Advisor
Restore the American Dream	1	Support Responsible Homeownership and Financial Viability	**Dana Wade**	Adolfo Marzol
	2	Enhance Rental Assistance	**Milan Ozdinec**	Andrew Hughes
	3	End Homelessness	**Jemine Bryon**	Ralph Gaines
Rethink American communities	4	Promote Economic Opportunity	**Jaime Forero** (in place of Nelson Bregon)	Deana Bass Williams
	5	Remove Lead and Other Health Hazards	**Matt Ammon**	Ralph Gaines
	6	Provide Effective Disaster Recovery	**Janet Golrick**	Maren Kasper
Reimagine the way HUD works	7	Reduce Burdensome Regulations	**Beth Zorc**	Christina Brown
	8	Organize and Deliver Services More Effectively	**Pat Hoban-Moore**	John Bravacos
	9	Improve the Way We Work	**Craig Clemmensen**	N/A
	10	Strengthen Fiscal Responsibility and Controls	**TBD**	N/A

FORWARD
Forging A New HUD Together

PRIORITY OBJECTIVES



FORWARD
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PRIORITY OBJECTIVE HIGHLIGHTS

FORWARD
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1 Support Responsible Homeownership and Financial Viability

- *Promote sustainable homeownership*
- *Strengthen our housing programs*
- *Reform and modernize our housing finance systems*

2 Enhance Rental Assistance

- *Simplify and streamline rental assistance for PHAs, residents and owners*

3 End Homelessness

- *Implement a "move on" strategy*
- *Target efforts in high unsheltered and rural areas*
- *Maximize HUD-VASH usage*

4 Promote Economic Opportunity

- *Launch Envision Centers Network*
- *Improve the Section 3 Program*
- *Expand Jobs Plus, Family Self Sufficiency, ConnectHome, Project SOAR (ROSS for Education)*

5 Remove Lead and Other Health Hazards

- *Increase remediated units through innovative public private partnerships*
- *Improve program delivery through new communication strategy and program alignment*

6 Provide Effective Disaster Recovery

- *Quickly deliver disaster aid to communities when and where they need it*
- *Ensure communities affected come back stronger and more prepared than before*

7 Reduce Burdensome Regulations

- *Craft policy documents to alleviate burdensome regulations*
- *Engage and empower partners to identify unclear or burdensome regulations*

8 Organize and Deliver Services More Effectively

- *Conduct a current state assessment to organize and align functions*
- *Empower and engage the field*
- *Focus on serving customers well*

9 Improve the Way We Work

- *Create a culture of accountability*
- *Improve HUD workplaces and offices*
- *Support and develop our people*

10 Strengthen Fiscal Responsibility and Controls

- *Clean audit opinion and material weaknesses*
- *Improve shared services*
- *Improve management of grants*

SUPPORT RESPONSIBLE HOMEOWNERSHIP AND FINANCIAL VIABILITY

CHAMPION: DANA WADE

The Case – Why we need to do this	• FHA has not kept pace with the private housing finance industry, technologically • FHA lending policies are still operating under a post-crisis mindset	
The Vision - What we're going to do about it	• Reduce the burden on responsible homeowners • Ensure sustainability of the FHA program • Expand collaboration between FHA and Ginnie Mae • Reduce risk to taxpayers and expand role of private markets	
The Path Forward – How we're going to get it done	**Key Initiatives**	**Status**
	Modernize FHA underwriting guidelines, lending standards, and servicing protocols to reduce burden on responsible homeowners while ensuring the sustainability of the program	On Track
	Develop and implement changes to the home equity conversion mortgages (HECM) and Ginnie Mae-guaranteed mortgage backed securities (HMBS) programs to enhance the fiscal condition and sustainability of these programs	On Track
	Create a transparent and objective framework for establishing mortgage insurance premiums	On Track
	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	Not yet started/defined
	Maintain and communicate the benefits of the Ginnie Mae program and platform within housing finance reform	Not yet started/defined
	Expand collaboration between FHA and Ginnie Mae to develop a "One HUD" approach to minimize redundancies across programs and enhance risk management	Not yet started/defined

ENHANCE RENTAL ASSISTANCE

CHAMPION: MILAN OZDINEC

The Case	• Unsustainable funding model for rental assistance programs • Rent collection structure is not consistent across programs • Current rent structure disincentivizes residents from increasing and reporting income • Public Housing capital needs deficit is around $25 billion
The Vision	• Develop a thoughtful, comprehensive rental reform proposal • Propose new methods of calculating and managing tenant rents • Identify PH units that are at risk of being lost and move to sustainable platform • Engage with residents, PHAs, and industry on different PH program structures

The Path Forward

Key Initiatives	Status
Engage with residents, PHA management, and industry thought leaders on different Public Housing program structures	On Track
Identify Public Housing units that are at risk of being lost and create a plan to move to a more sustainable platform	On Track
Develop comprehensive rental reform proposal	On Track
Propose new method(s) of calculating and managing tenant rents	On Track

END HOMELESSNESS

CHAMPION: JEMINE BRYON

The Case

- Over 50 communities have ended veteran homelessness – we can do this
- The lack of affordable housing is creating headwinds for homelessness efforts

The Vision

- Target technical assistance to communities with largest increases in homelessness
- Deliver technical assistance to rural communities
- Maximize HUD-VASH to serve the most vulnerable veterans
- Implement a move-on strategy for households who no longer need supportive housing to shift to lower-cost mainstream housing programs

The Path Forward

Key Initiatives	Status
Create an unsheltered homelessness strategy that targets technical assistance and other resources to communities that have had large increases in unsheltered homelessness	On Track
Implement a move-on strategy that enables people in permanent supportive housing to more easily transition to lower-cost mainstream housing programs	On Track
Develop and deliver technical assistance to rural communities to more effectively coordinate services and increase access for people experiencing homelessness	On Track
Maximize the use of HUD-VASH to serve the most vulnerable veterans, especially in high-cost markets and tribal areas	On Track

PROMOTE ECONOMIC OPPORTUNITY

CHAMPION: JAIME FORERO (in place of Nelson Bregon)

The Case	• Some HUD-assisted families lack education and skills to achieve economic self-sufficiency • Nearly 50% of HUD-assisted family members are children • Multifamily housing residents do not have the same access to supportive services	
The Vision	• Utilize Envision Centers Network to provide families a pathway to self-sufficiency • Improve the Section 3 Program • Expand Jobs Plus with interagency partnerships • Develop targeted outreach for supportive services for education	
The Path Forward	**Key Initiatives**	**Status**
	Create Envision Centers Network to provide families a pathway to self-sufficiency by increasing access and delivery of supportive services	On Track
	Develop a strategy to strengthen and improve the Section 3 program	On Track
	Develop and deliver technical assistance for expansion of Jobs Plus model through interagency partnerships	Not yet started/defined
	Develop targeted outreach on supportive services for education	On Track
	Increase residential support activities for Multifamily housing assisted residents through available programs	On Track
	Create program for PHAs and multifamily owners to report on time rent payments to credit agencies to increase the financial stability of tenants.	Not yet started/defined

REMOVE LEAD AND OTHER HEALTH HAZARDS

CHAMPION: MATT AMMON

The Case

- 23 million American homes still have significant lead-based paint hazards
- Of these 23 million homes, 1.1 million house low-income families with children under the age of 6
- HUD's household inspections standards are not aligned across programs

The Vision

- Build and leverage partnerships to ensure families have access to affordable, safe, and healthy homes
- Align housing inspections to address health and safety hazards in housing assistance
- Cooperate with state and local governments to design and deliver a targeted lead and healthy homes program

The Path Forward

Key Initiatives	Status
Develop and implement outward-facing education strategy for raising awareness about lead and other health and safety hazards in homes	On Track
Align housing inspections to address housing-related health and safety hazards	On Track
Enforce HUD's lead safety rules, as amended, in HUD-assisted housing	On Track
Build and leverage partnerships with public, non-profit, philanthropic and private sectors to expand efforts to ensure that families have access to affordable, safe, and healthy homes	At risk of being off track
Expand and share access to state and local data and data systems to design and deliver targeted lead and healthy homes programs	On Track
Identify opportunities to build local infrastructure through workforce development for lead hazard evaluation and control, and healthy homes assessment and mitigation, activities	Track

PROVIDE EFFECTIVE DISASTER RECOVERY

CHAMPION: JANET GOLRICK

The Case	• HUD's current approach to disasters is reactive, causing a delay in response • Many communities lack resources and coordination to respond to natural disasters • Fragmented service delivery leads to duplication of effort and assistance
The Vision	• Provide a rapid, coordinated response to disasters by improving the Office of Disaster Management and National Security • Continue to prepare communities to respond to and mitigate damage of natural disasters • Connect families to emergency response and recovery resources more quickly

The Path Forward

Key Initiatives*	Status
Ensure the Office of Disaster Management and National Security is properly prepared and resourced to quickly provide a coordinated response to disasters	Not yet started/defined
Maintain accountability and development of periodical training (frequency TBD) for cadre of regional volunteers and HUD employees from identified departments	Not yet started/defined
Create a deployment framework and regional accountability updates to ensure rapid deployment of personnel and resources in the wake of an event	Not yet started/defined
Continue to prepare communities to respond to and mitigate the damage of natural disasters	Not yet started/defined
Connect families impacted by natural disasters to emergency response and recovery resources more quickly, while reducing duplication of benefits	Not yet started/defined

**Although work is being done, the full plan has not yet been formed--key initiatives will be defined by early November*

REDUCE BURDENSOME REGULATIONS

CHAMPION: BETH ZORC

The Case	• HUD's regulations create unnecessary costs to its partners (PHAs, grantees, lenders)	
The Vision	• Eliminate burdensome, unnecessary regulations	
The Path Forward	**Key Initiatives**	**Date**
	Draft new regulatory actions to eliminate ineffective and inefficient regulations	On Track
	Determine regulatory actions to be withdrawn	On Track
	Develop biannual agendas and annual plans for HUD's regulatory reform efforts	On Track

ORGANIZE AND DELIVER SERVICES MORE EFFECTIVELY

CHAMPION: PAT HOBAN-MOORE

The Case	• Program-office silos inhibit cross-program cooperation • Roles and responsibilities between HQ and the field lack clear definition • HUD's IT infrastructure is dated—many processes remain manual	
The Vision	• Assess HUD's service delivery capabilities to identify areas for improvement • Promote greater innovation in IT service delivery	
The Path Forward	**Key Initiatives**	**Status**
	Conduct a current state assessment of HUD's service delivery to examine staffing, governance bodies, use of place-based strategies, and information technology	On Track
	Improve utilization of technology by streamlining HUD's data collection processes, creating common data definitions, and ensuring only necessary data is collected	At risk of being off track
	Promote innovative IT service delivery, including modernizing IT infrastructure to enhance program execution	At risk of being off track
	Improve customer service to provide consistent, reliable service in response to public inquiries	On Track

IMPROVE THE WAY WE WORK

CHAMPION: CRAIG CLEMMENSEN

The Case

- Vague and unclear decision-making processes create inefficiencies
- There is a lack of training and development opportunities
- Work environment and work technology are outdated

The Vision

- Clearly communicate strategic efforts and Department decisions
- Promote supportive collaboration
- Improve agency leadership capabilities by expanding leadership development opportunities
- Modernize the space and equip our employees with the proper tools

The Path Forward

Key Initiatives	Status
Model a culture of accountability through enhanced performance management and assistance for managers in handling conduct and performance challenges	On Track
Expand leadership development and training opportunities	On Track
Increase trust and engagement by promoting transparency throughout the department through clear communications of strategic efforts, Departmental decisions, and supportive collaboration to accomplish our mission	On Track
Upgrade the space within HUD's buildings to enhance employee productivity	At risk of being off track
Equip employees with the tools they need to succeed, such as laptops and dual monitors	On Track

STRENGTHEN FISCAL RESPONSIBILITY AND CONTROLS

CHAMPION: TBD

The Case	• HUD grant programs processes are inefficient with little time spent on oversight • Challenges with holding shared service providers accountable • Unresolved financial audit findings	
The Vision	• Coordinate Department engagement of shared service providers • Consolidate our grants and streamline applications processes, where appropriate • Coordinate with the OIG to resolve audit findings	
The Path Forward	**Key Initiatives**	**Status**
	Establish stronger internal controls, financial management policies, and governance to resolve audit findings and materials weaknesses, including findings related to improper payment reporting	On Track
	Develop an enterprise-wide grants management system to streamline processes for efficient and effective grants management	On Track
	Increase effectiveness and efficiency of mission support services to allow HUD staff to focus on mission delivery and inform proactive solution-oriented management through improvements to management data reporting, strong processes, and accountability mechanisms internally and with our shared service providers.	On Track