



## Management Plan Accomplishments

HUD's Management Plan is one of the primary tools used to by staff to develop, coordinate, and implement strategies and action plans to achieve departmental priorities and the measurable results identified in the Department's Annual Performance Plan (APP).

The FY 2006 Management Plan served 5 important functions:

- Directed the work of the entire Department in Headquarters and the field;
- Established the strategies, plans, and measures for the working-level results to be achieved during the fiscal year;
- Aligned HUD operations and resource allocations with departmental priorities;
- Established specific and coordinated accountability for results; and
- Ensured that we achieved the goals and objectives of the Secretary and the President in a unified way.

## HUD's STRATEGIC GOALS

**INCREASE HOMEOWNERSHIP OPPORTUNITIES**

**PROMOTE DECENT, AFFORDABLE HOUSING**

**STRENGTHEN COMMUNITIES**

**ENSURE EQUAL OPPORTUNITY IN HOUSING**

**EMBRACE HIGH STANDARDS OF ETHICS, MANAGEMENT, AND ACCOUNTABILITY**

*Region IX staff managed \$16.3 billion in loans, grants, and mortgage insurance*



## **STRATEGIC GOAL: INCREASE HOMEOWNERSHIP OPPORTUNITIES**

The objectives of this goal were: 1) Expand national homeownership opportunities; 2) Increase minority homeownership; 3) Make the home buying process less complicated and less expensive; 4) Fight practices that permit predatory lending; 5) Help HUD-assisted renters become homeowners; and 6) Keep existing homeowners from losing their homes.

The lack of affordable housing and access to credit, information and resources continue to be major obstacles for families and underserved minorities to achieve the dream of homeownership. Field Policy and Management (FPM) and Program Staff throughout the Region participated in activities to build the capacity of individuals and families, as well as, organizations providing services directly to them. HUD staff throughout our Region assisted in building capacity of existing organizations and actively participated in numerous homeownership events and activities.

Staff participated in 106 training/educational presentations to industry partners and others (non-profit, faith-based and community organizations, state and local agencies, etc.) where specific focus was on minority homeownership. Single-Family staff endorsed 41,071 mortgages. The percent of FHA-insured single-family home purchase mortgages was 80% – exceeding the goal of 71%. Minorities accounted for 50% of the FHA-insured single-family home purchase mortgages -- exceeding the goal of 36%. Positive results of HUD homeownership programs and the efforts of HUD staff are evidenced in the stories below.

### **Predatory Lending**

#### **Monterey County Housing Alliance (MOCHA) Convenes Town Meeting To Educate Residents:**

Close to 100 people convened at MOCHA's town hall meeting Saturday, January 28, 2006 to learn tips on how to avoid being a victim of predatory lending. They were joined by Congressman Sam Farr, Assembly members Simon Salinas and John Laird, the Monterey County District Attorney's Office, the President of the

Monterey County Association, Legal Services for Seniors,

California Reinvestment Coalition, Housing and Economic Rights Advocates, HUD (represented by Nancy Flores, Operations Specialist, San Francisco) and more. MOCHA also announced the creation of its Predatory Lending Initiative that was spearheaded by Ms. Flores.





Lender helps first-time homebuyers pre-qualify for a loan at Community Homebuyer Fair held on June 24 at Enchanted Lake Elementary School in Honolulu.



On January 17, Las Vegas Field Office Director Ken LoBene taught the benefits of homeownership to a class of fifteen high schoolers at the Henderson, NV Boys And Girls Club.

## Homeownership Events

Although June was Homeownership month, HUD staff participated in many homeownership activities throughout the entire year. Individual field office participated in events in their jurisdiction as well as jointly in several events. For example, Fresno FPM, in collaboration with HUD Sacramento, Santa Ana and San Francisco staff, Citibank, By Design Financial Solutions and the County of Stanislaus, participated in one of the quarterly meetings of the three-year-old Housing Counseling Agency Network. The January 20 day-long event, titled "Meet The Funders," provided networking opportunities with ten Community Reinvestment Act funders and experts, NOFA training by HUD's Santa Ana Homeownership Center, and coaching on effective partnerships, funds prospecting and Grantwriting. Approximately 70 representatives from housing counseling agencies and other agen-

cies attended the event. Below are links to popular websites regarding homeownership:

- Buying a home:** [www.hud.gov/buying/index.cfm](http://www.hud.gov/buying/index.cfm)
- Owning a home:** [www.hud.gov/owning/index.cfm](http://www.hud.gov/owning/index.cfm)
- HUD homes:** [www.hud.gov/homes/index.cfm](http://www.hud.gov/homes/index.cfm)
- Foreclosure:** [www.hud.gov/foreclosure/index.cfm](http://www.hud.gov/foreclosure/index.cfm)



On January 18, at a jobs, housing fair inside Lewis Priosn in Buckeye, AZHUD staff including Susam Marcell, from Phoenix Single Family Office, provided information to inmates on purchasing homes once they start working



Myrna Pascual, Operations Specialist, staffed HUD booth a Smart Money Summit and Expo on April 8.



staff shown helping FOD Jill Hurt distribute materials to potential homebuyers at Orange County's 7<sup>th</sup> Homeownership Fair "A Home For Everyone" on June 11.



Dan Scott, Executive Director of the Faith-Based CDC, Lori Hope-Feiler, Mayor of the City of Escondido, Myrna Pascual, Operations Specialist, Pastor Jones of the Community Lutheran Church and the Dean of Palomar College at 7th Annual North County Homebuyers' Fair in San Diego on June 3.



**Ti-Valley Housing Opportunity Center Receives One Of The First Dollar Wi\$e Grants In California For Consumer Financial Education.** Representatives from the U.S. Conference of Mayors and Countrywide presenting check for \$15,000 to Pleasanton

On June 23, 2006 the Reno Field Office hosted a homeownership open house to highlight HUD's homeownership programs and recognize Reno – HUD Most Valuable Partners (MVP's) in Homeownership. Ms. Nancy Muniz (right) accepts the HUD MVP in Homeownership Award on behalf of Charles Schwab





## **STRATEGIC GOAL: PROMOTE DECENT, AFFORDABLE HOUSING**

The objectives of this goal were: 1) Expand access to affordable rental housing; 2) Improve the physical quality and management accountability of public and assisted housing; 3) Increase housing opportunities for the elderly and persons with disabilities; and 4) Transition families from HUD-assisted housing to self sufficiency.

To meet these objectives, Multi-Family Housing (MFH) staff endorsed 120 multifamily mortgages. The staff increased the availability of affordable housing for the elderly and persons with disability by bringing seventeen (17) projects to initial closings under Sections 202 and 811 and twenty-eight (28) projects to final closings. The staff converted two (2) properties under the Assisted Living Conversion program in order to increase the supply of suitable housing for the frail elderly.

FPM staff, in cooperation with program areas, promoted America's Affordable Communities Initiative at sixty-one (61) meetings and events with local officials and partners. FPM and program staff throughout the region conducted thirty-three (33) technical assistance and educational events to promote HUD's Energy Action Plan, a strategy to promote energy efficiency and reduce energy consumption in HUD-funded and assisted properties. FPM and program staff throughout the region with the assistance of Regional Energy Representative, Wayne Waite, conducted twenty-four (24) technical assistance and educational events with interagency or intergovernmental participation to promote HUD's Energy Action Plan.

Below is a summary of significant energy actions and initiatives undertaken by Region IX's program and field offices with assistance and support from the Regional Energy Representative, Wayne Waite.

### **Energy Efficiency Highlights**

#### **Region IX Completes Unprecedented Energy Training & Outreach Program in 2006**

During 2006, Region IX played an instrumental role in implementing HUD's Secretarial Initiative promoting energy efficiency in housing supported by HUD programs. These efforts were advanced by HUD's program and field offices through delivery of a comprehensive training and outreach program that included over 50 events and workshops attended by over 2,800 persons.

Region IX's Regional Energy Representative facilitated these efforts by designing and delivering training and educational seminars responsive to the diverse energy efficiency needs and interest of HUD constituents. Some of the events are highlighted below and in Sections III and IV of this report.

## On-Line Bulk Purchasing Tool Developed for Energy Star Products



To increase the use of ENERGY STAR products by affordable housing developers/providers, the U.S. Department of Energy and HUD Region IX, developed an ENERGY STAR Bulk Purchasing Tool to provide greater access to manufacturers and suppliers of ENERGY STAR products and mitigate the added incremental cost typically associated with high-energy efficient ENERGY STAR appliances and equipment. As of December 2006, 85 suppliers of qualified ENERGY STAR appliances, compact fluorescent light bulbs, and light fixtures had agreed to offer quotes in response to requests from HUD and its industry. The training and outreach completed in Region IX resulted in the registration of over 200 public housing authorities and other organizations looking to buy ENERGY STAR products on the site. The tool developed and piloted in Region IX is now available nationally. More information is available at [www.bulkpurchase.net](http://www.bulkpurchase.net).

## HUD Participates in Annual ENERGY STAR Change a Light Campaign



HUD joined with EPA (Environmental Protection Agency) and DOE (Department of Energy) to participate in the ENERGY STAR Change a Light/Change the World Campaign. As part of the kickoff of the national campaign, several field offices in Region IX, with assistance from our Regional Energy Representative, assisted in facilitating lighting retrofits at affordable housing sites. In Phoenix, Las Vegas and Reno, HUD staff teamed up with local housing authorities, regional utility companies, and residents to replace over 3,500 light bulbs in 286 apartments at 3 housing developments. Combined, the lighting replacements at the Paradise Home, Vera Johnson, and Mark Twain apartment complexes will save housing authorities and residents over \$15,000 annually. Additional efforts are underway in Sacramento and Los Angeles. Read more at [www.energystar.gov/changealight](http://www.energystar.gov/changealight).

## Public Housing Energy Performance Contracting and Partnerships Gain Momentum in Region IX

In 2006, the Housing Authorities for the Counties of San Bernardino and Upland awarded their first Energy Performance Contracts that leverages \$ 800,000 in projected annual energy savings and utility incentives to finance over \$12 million in capital improvements for over public housing 1,800 units. Public housing authorities in Honolulu, Los Angeles, Phoenix, and San Francisco have also conducted preliminary assessments of potential energy savings of comprehensive energy retrofits. These efforts could leverage over \$50 million for additional capital investment in public housing and reduce energy consumption for low-income households.



These efforts have been supported through HUD partnerships with Strategic Energy Innovations, a non-profit organization currently assisting public housing authorities and multifamily properties with aggregated energy projects in Southern California through funding provided by Southern California Electric and California Public Utilities Commission.

### Multifamily Housing Launches Partnerships to Improve Energy Efficiency

The San Francisco Office of Multifamily Housing launched a pilot program to assist housing sponsors and managers implement energy efficiency improvements in conjunction with FHA refinancing transactions and the renewal of HUD project rental subsidies.

Supported by partnerships with utility companies in 3 states to provide energy audits and technical assistance from Region IX's Energy Representative, project sponsors and managers are able to identify and include cost effective energy efficiency. Energy audits typically identify improvements for reducing energy consumption

Participating Housing Providers	
<i>Christian Church Homes</i>	<i>Mercy Housing</i>
<i>Eden Housing</i>	<i>National Church Residences</i>
<i>John Stewart</i>	<i>NV Rural Housing Authority</i>
<i>Maricopa Co. Housing Authority</i>	<i>Satellite Housing</i>

by 20 percent or more. In 2006, 14 HUD-assisted properties with approximately 1,100 units requested energy audits. Based on Region IX's efforts, other multifamily hubs are exploring similar program to promote energy efficiency.

### Arizona and Nevada Leaders in Energy Efficient Affordable Housing Development

Arizona and Nevada are among a few states that may boast that the affordable housing developed using Federal housing tax credits and HUD housing programs routinely meet or exceed EPA ENERGY STAR standards for new construction. Both states have established model programs that ensure all of the affordable housing built with Federal resources achieve the highest energy standards and remain affordable to low income households.



Arizona's Department of Housing, using energy performance criteria developed and monitored by the Arizona Energy Office, develops approximately 2,000 tax credit units per year that produce over \$170,000 per year in energy savings over similar buildings built to local energy code. To date, this initiative generates nearly \$1 million in annual

energy savings having a present value of over \$17 million.

Vintage at Seven Hills in Henderson, NV was the first affordable senior's apartment project built to Energy Star® efficiency levels. Nevada's Housing Division includes an ENERGY STAR building requirement, a detailed inspection and verification regimes, and builder training for all housing financed by low income housing tax credit and tax-exempt bonds. Nevada's program develops nearly 2,000 tax credit and bond finances housing units per year with 20 - 30 percent greater energy saving that units built to local code.

**How To Make Your Home More Energy Efficient:**

In order to increase awareness of energy efficiency measures to assist program partners in reducing energy costs of low-income households, the Region IX Web Manager expanded energy information on the HUD.gov California, Arizona, Nevada and Hawaii state pages.

Information can be found on each of the following pages:

**California:**

<http://www.hud.gov/local/ca/homeownership/energy.cfm>

**Arizona:**

<http://www.hud.gov/local/az/homeownership/energy.cfm>

**Nevada:**

<http://www.hud.gov/local/nv/homeownership/energy.cfm>

**Hawaii:**

<http://www.hud.gov/local/hi/homeownership/energy.cfm>

## Affordable Housing Developments

**Phoenix HOPE VI Project Grand Opening:** On February 21, 2006, Rebecca Flanagan, HUD Field Office Director gave opening remarks at the grand opening of the Henson Village HOPE VI Project in South Central Phoenix. More than 200 residents, former residents and citizens attended the event.

Ms. Flanagan's remarks focused on Brady Fairly, a public housing resident since 2001, who has benefited greatly from the various service programs offered to him through the HOPE VI program including Family Self Sufficiency, On the Job Training Program with the City of Phoenix Housing Department, and most recently the Section 3 program which has helped him gain full time employment as a groundskeeper with the Henson Village's on-site management company. Mr. Fairly is a prime example of HOPE VI's primary purpose to upgrade the lives of public housing and other residents who make their home in Henson Village.



The new homes feature high-quality 2, 3 and 4 bedroom Townhouses and Garden Style apartments, with air conditioning, wall-to-wall carpet, new appliances including washers and dryers, spacious bedrooms, wood cabinets, tiled kitchens and plenty of family open-space. Residents will also have the use of a fitness center, swimming pool, tot-lots and youth center. Total Development Cost for the project was \$15,198,000 with HUD providing \$4,560,000 in FHA Mortgage Insurance. Low Income Housing Tax Credits, City of Phoenix loans, and HOPE VI grants provided the necessary additional funds needed to complete the construction.



**Pacific Housing Development:** Grand Opening of this project to house mentally, disabled adults occurred on July 10. The project consists of five units, plus a three-bedroom group home. HUD funds in the project include \$400,000 in HOME funding (via the City of Monterey Park) and Section 811 funds totaling \$969,100. Other funding resources came from the State of CA's Department of Housing and Community Development. Little Tokyo Service Center provided technical assistance to the Asian Pacific Family Center, a division of Pacific Clinics as the lead service provider and impetus for the project. The LTSC has indicated that this project would not have been possible without support from HUD on multiple fronts (Multifamily HUB for Section 811 and CPD for HOME funds and technical assistance funds).



## **Western Housing Summit 2006 Was A Success:**

Western Regional Housing Summit in Las Vegas to promote the America's Affordable Communities Initiative. Although the Los Angeles and Las Vegas office took the lead in developing the conference, with assistance from CPD and the Enterprise Foundation, this was a regional summit and all field offices in the region were involved. Over 650

attended the conference and trainings at the March 15 -16 Summit. The conference was the result of a CPD process that included all of the Region IX Field Office Directors, FPM staff, and the lead technical assistance provider, Enterprise Community Partners. Thirty breakout sessions were delivered over the two days with welcoming remarks provided by Regional Director Richard Rainey, followed by Assistant Deputy Secretary for Field Policy and Management, A. Jo Baylor, who also provided welcoming remarks at the opening general session.



*Richard K. Rainey, Regional IX HUD Director, Mayor of Las Vegas, Nevada, Oscar Goodman, and Ken LoBene, Di-*

Participants also participated in a networking session held at the end of the first day. They were able to meet, greet, and get to know one another to share common interests. The conference presenters focused on presenting successful models from other communities and developing the political will to develop affordable housing using HUD funding and tools. The participants came from all over Region IX, including California, Arizona, Nevada and Hawaii. Region IX Mayors/County Administrators, Council Members, State Administrators, Policy Makers, City/County Community Development Staff, Planners, Affordable Housing Developers, Lending Institutions, Faith-Based and Non-Profit Organizations were invited. Topics included Housing Development, Project Financing, Supportive Housing, CHDO, Faith-Based Housing Development, and Energy Efficiency/Green Building.

See story: <http://www.hud.gov/local/nv/library/archives/features/2006-03-16.cfm>



## STRATEGIC GOAL: STRENGTHEN COMMUNITIES

The four objectives in support of this goal were: 1) Provide capital and resources to improve economic conditions in distressed communities; 2) Help organizations access the resources they need to make their communities more livable; 3) End chronic homelessness and move homeless families and individuals to permanent housing; and 4) Mitigate housing conditions that threaten health.

### Small Business Events

In collaboration with program offices, FPM staff organized six (6) small business conferences/events to make government market –based with competition, innovation, and choice.

#### Small Business Development

**Conference:** On July 13, the Fresno Field Office hosted a Small Business Development Conference. Designed in partnership with a host of business and economic development agencies, programs, and resources, the event is a "One Day, One Stop" conference that will offer persons interested in starting a new small business or expanding an existing small business, access to the support they need to accomplish these two goals. The conference featured a full day of speakers and information on business loans, capital access, government contracts, selling to large companies, exporting, business planning, and many other topics.

#### Small Business Opportunity And Procurement Fair

The San Francisco Regional Office participated in a Small Business Opportunity and Procurement Fair on July 14, 2006. Pacific Gas & Electric, (PG&E), sponsored this event that was held at the Marriot Hotel in Oakland, CA. Along with help from Lillie Zinnerman, Celia Roberts was able to provide outreach to the small business community, women owned and the underrepresented by

disseminating information on conducting business with HUD. More than 300 people participated in this event. Some of the companies represented at the Fair were, East Bay Municipal District, (EBMUD), Bay Area Rapid Transit, (BART), Comcast, Port of Oakland, Kaiser Permanente, Alameda County and Wells Fargo.

#### County of Riverside Celebration of Minorities 2006, 2nd Annual Small Business Expo

**Expo:** On May 12, 2006, Santa Ana FPM staffed a booth and provided information on conducting business with HUD in the 2nd Annual Small Business Expo held in Riverside. The event was sponsored by CHARO Community Development Corporation. There were over seventy exhibitors from the City and County of Riverside, several financial institutions, small business groups and private business sectors. Also present were Congressional Representatives and State and local elected Representatives. There were over 350 people who attended the event.



*Ed Flores provided information on conducting business with HUD*

## **Multi-Family Projects and Neighborhood Networks**

During FY 2006, Multi-Family staff initially endorsed seventy-one (71) multi-family projects in underserved areas. As a result of staff efforts, ten (10) neighborhood networks were established to continue Multi-Family Housing's efforts to provide pre-employment and job-readiness training and to serve elderly tenants and their communities.

**Neighborhood Networks Week 2006:** The Los Angeles HUD Office hosted a national kickoff event to launch Neighborhood Networks Week as well as a series of national events designed to increase awareness of the Neighborhood Networks initiative across the country. "Uniting Neighbors, Strengthening Communities" was the theme for the event that took place during the week of July 31 through August 5 in Pasadena. Events and activities focused on the vital role that the Neighborhood Networks program plays in building strong, safe, and productive communities. This year's kick-off event included a live webcast from NASA entitled, "Building Communities on Mars and Earth: HUD Neighborhood Networks and NASA Partner for Exploration!" Grants Coordinator, Donald Freeman, from the Los Angeles Multi-family Hub Office was a panelist.

## **Ten-Year Plans To End Homelessness**

During FY 2006, fifteen (15) additional jurisdictions committed to the development of a 10-year plan, while twelve (12) additional jurisdictions issued 10-year plans. In addition, seventeen FPM staff and the Regional Homeless Coordinator made seventeen (17) technical assistance/consultation visits with program staff to jurisdictions that are implementing their 1-year plans.

**Las Vegas City Council Adopts 10 Year Plan:** Las Vegas Field Office Director Ken LoBene attended with Phillip Mangano the presentation of the 10-year plan to end chronic homelessness at the Las Vegas City Council meeting. Mr. Mangano made a 15-minute presentation at the council meeting prior to the council unanimously accepting the plan. The Mayor mentioned the role the local Field Office Director had in assisting with the plan and the role of the department in providing \$5.3 million in funding.

**CPD Staff Partners with Regional Homeless Coordinator:** CPD staff continued to work closely with the In-

teragency Council on Homelessness Regional Homeless Coordinator to assist Continuum of Care in Region IX to develop and implement a ten-year plan to end chronic homelessness. On March 28, 2006, officials in San Mateo County held a ceremony to formally endorse and unveil the Housing Our People Effectively (HOPE) Plan. The HOPE Plan focuses on housing and prevention as two significant strategies for ending homelessness. Over 150 representatives from the private and public sector, including a San Francisco CPD Program Manager, worked for over a year to develop the HOPE Plan.

## ***Project Homeless Connect***

**Bay Area Communities, Cities Across the Country Replicate San Francisco's Project Homeless Connect:** On June 10, during a workshop during the 2006 National Health Care for the Homeless Conference in Portland, Oregon, Eduardo Cabrera gave a presentation on San Francisco's Project Homeless Connect. This is the latest in his ongoing effort to encourage communities to adopt the innovation as an important tool for both providing direct health care services to homeless persons and for generating new energy and commitment in the community for ending homelessness.

**San Francisco Project Homeless Connect:** The City and County of San Francisco held its eleventh and most recent bimonthly Project Homeless Connect on Friday, June 9. This volunteer driven, one-stop center has been an effective way to connect homeless people to the services and housing resources they need. A record 2,300 homeless persons received assistance that included 2,000 pairs of shoes, with the help of more than 2,100 volunteers including 500 employees of Deloitte Touche.

**San Jose Connection:** On April 27, 180 volunteers turned out to connect 300 people experiencing homelessness to a variety of services that were all located under one roof for the day at Parkside Hall in Downtown San Jose. The event featured 10 service areas and access to 34 different agencies for clients, including food, personal hygiene kits, childcare, employment, federal benefits, county social services, haircuts, a medical clinic, a dental clinic, housing and transportation resources, and legal resources. Following is a link to photo of Eduardo with Council Member Nora Campos and Mayor Ron Gonzales: [http://www.sjmayor.org/event\\_library/new\\_website/April06/images/pj5.jpg](http://www.sjmayor.org/event_library/new_website/April06/images/pj5.jpg)

**Berkeley's Project Homeless Connect:** On April 3, Mayor Tom Bates, State Assemblywoman Loni Hancock, and Alameda County Supervisor Keith Carson hosted the City's inaugural Berkeley Youth Connect. The purpose of the event was to engage youth between the ages of 18 and 25 who are experiencing homelessness and connect them to a wide variety of services, shelter, and housing referral resources. Through this daylong one-stop event inspired by Project Homeless Connect, about 60 homeless youth were engaged and brought together with over 40 agencies and 40 volunteers at the Lutheran Church of the Cross. Six individuals left the streets that day as a result.

## ***Project Homeless Connect***

### **Los Angeles Connects with the Homeless on Project YIMBY (Yes! In My Backyard) Connect Day in Hollywood:**

On December 8, Philip Mangano, Executive Director of the Interagency Council on Homelessness, the Regional Homeless Coordinator, San Francisco Regional Office, and Los Angeles FPM staff joined PATH (People Assisting the Homeless) in mobilizing neighborhoods throughout Los Angeles County with a new, concentrated outreach to provide housing, care and other vital services to



*A host of volunteers made the day a success.*

the homeless population of Los Angeles and West Hollywood. Among the services offered were medical, educational, legal, jobs and housing. Outreach teams of social services staff, law enforcement and volunteers who were connecting with people on the streets, and encouraged them to come to the event for food, medical attention, counseling, and the many other services that were provided. Transportation was also provided to those who needed it.

### **San Jose Hosts Its Second Project Homeless Connect Event:**

On April 27, 2006, 180 volunteers turned out to connect 300 people experiencing homelessness to a variety of services that were all located under one roof for the day at Parkside Hall in Downtown San Jose. The event featured 10 service areas and access to 34 different agencies for clients, including food, personal hygiene kits, childcare, employment, federal benefits, county social services, haircuts, a medical clinic, a dental clinic, housing and transportation resources, and legal resources.



*United States Interagency Regional Homeless Coordinator Ed Cabrera joined Mayor Ron Gonzales and City Council Members in welcoming volunteers.*



### **Project Homeless Connect Debuts In San Diego:**

San Diego joined over 22 communities in the United States for the inaugural National Project Homeless Connect Day on December 8, 2005. Over forty faith based groups, community organizations and public agencies (including the San Diego HUD Office, San Diego Housing Commission and the County of San Diego Housing



Authority) gathered in downtown San Diego to conduct a one-day, one-stop service center for the homeless. The organizations saved the City/County thousands of dollars by helping people immediately instead of having to go through a long referral or appointment process. Over 100 volunteers assisted over 300 homeless individuals. Twenty-one individuals were immediately placed in some type of housing. Many more individuals were offered appointments for case management to obtain temporary and permanent housing. Many of the attendees received medical attention, legal assistance, and social service referrals.

## ***Homeless Veteran's Stand Down***

**Veterans Stand Down Held in San Diego:** On July 14, 15, and 16, the 19th annual Stand Down for homeless veterans took place in San Diego. Veterans Village of San Diego, which is partially funded by a HUD Continuum of Care grant, organized the event, which brought in over 850 homeless veterans over the three days. Those who attended took advantage of the free medical, dentals and optical services, as well as assistance with social services, housing, and employment referrals. On Saturday July 15, Eduardo Cabrera, Regional Coordinator - Western States of the United States Interagency Council on Homelessness, shared some comments on the work on the Council. Frank Riley, Field Office Director also participated in Saturday's events.

### **Las Vegas/Clark County Nevada 'Standdown For Homeless' Serves 2200 Clients:**

A \$5.3 million 10-Year Plan to Reduce Homelessness was approved by the Las Vegas City Council in March 2006. Later in the year, Las Vegas and Clark County held their 14th annual "Standdown for the Homeless". In keeping with their 10-year planning efforts, more than 300 volunteers were on hand to assist the more than 2200 homeless consumers with medical services including flu shots, immunizations, HIV screenings and mammograms; dental services; vision testing; benefits application assistance for housing and veterans services; mental health counseling; legal services; wheelchair and walker repair; employment-related ser-

**Phoenix Homeless Veterans Stand Down:** On Oct. 28-30, several Phoenix HUD staff volunteered at the Homeless Veterans' Standdown in Phoenix. Debbie Blevins of SWONAP and Susan Marcel of Single Family have been co-coordinators of the event this year. Approximately 350 homeless veterans participated in the event that included shelter, meals, and medical services from the V.A., haircuts, clothing, social services, and housing referrals. Field Office Rebecca Flanagan spoke at the opening event and Phoenix City Councilman Greg Stanton spoke at the closing ceremonies.



*Las Vegas Mayor Goodman with Dan Goulet of United Way of Southern Nevada receiving a check for the Southern Nevada Homeless Trust Fund from Sky Las Vegas.*

vices; pet care; and a variety of family and youth services. Twenty detox beds were immediately available with vans providing transportation. Catholic Charities provided 200 shelter and transitional beds. Homelessness Regional Coordinator Ed Cabrera participated in the event.

## Homeless Assistance Centers

**Grand Opening of Reno Area Assistance Center for the Homeless, November 8:** FPM staff members joined elected officials and members of the community for the Grand Opening of the Reno Assistance Center for the Homeless. The Assistance center includes the Saint Vincent dining hall, and the Reno-Sparks Gospel Mission's 150-bed men's drop in center. The \$3.5 million dollar project includes \$1.1 million dollars in HUD - CDBG funds allocated through the cities of Reno and Sparks, NV.

**Grand Opening Of First Customer Service Skills Center In CA:** Lillie Zinnerman and former HUD employee, Jimmy Prater, are members of the Business Roundtable of the Regional Technical Training Center (RTTC) -- a non-profit organization located in Oakland, CA. During the last several years, Lillie and provided technical assistance and helped build capacity of RTTC, along with other public and private partners. One of RTTC's major visions came to fruition with the Grand Opening of the Bay Area Customer Service Skills Center -- the first such Center in California. Lillie and Jimmy participated in the Grand Opening on December 9, 2005. The University of Phoenix not only hosted the event, but also provided classrooms and its administrative offices for the Retail Center. Retail training is provided for 6 weeks. On January 27, 2006 Lillie learned that one of the students was

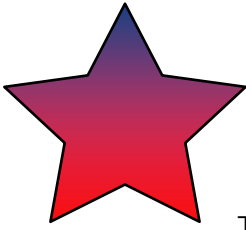
offered a retail job starting at \$75,000/year--this is a student who was working part-time at \$10/hour.

**CPD Director Speaks At Graduation Ceremony:** On May 24, Steve Sachs was the keynote speaker at the Mather Community Campus SHP Transitional Housing graduation ceremony for over 20 formerly homeless individuals and families that had successfully completed the program and moved into permanent housing. Many of the graduates obtained their GED, completed vocational training, and secured jobs. The Mather Community Campus Transitional Housing program is located on the closed Mather Air Force Base in Rancho Cordova, CA. The program serves over 300 homeless individuals and families each year.

**Phoenix Opens Homeless Campus:** The \$24 million, 14-acre, three building (150,000 sq. ft.) Day Resource Center, commonly referred to as the "Human Services Campus", opened on November 7. This state of the art Center brings together five agencies that help the homeless, as well as mental health therapists, job counselors, veterans' benefits advisers, housing advisers, doctors and dentists from state, county, city and private agencies. The Center is one of very few in the country that provide a comprehensive group of services to the homeless in one place.

**Following is a popular website regarding homelessness:**

<http://www.hud.gov/homeless/index.cfm>



## STRATEGIC GOAL: ENSURE EQUAL OPPORTUNITY IN HOUSING

The objectives for this goal were: 1) resolve discrimination complaints on a timely basis; 2) promote public awareness of fair housing laws; and 3) improve housing accessibility for persons with disabilities.

To meet these objectives, FPM staff, in coordination with FHEO staff, participated in three-four (34) technical assistance events and other activities that furthered fair housing obligations of external partners (apartment owners, realtors, lenders, etc.). FPM staff, in coordination with FHEO staff participated in thirty (30) events designed to increase awareness of fair housing rights. Special emphasis was focused on activities during April, Fair Housing month. FHEO staff conducted nine (9) Section 504 compliance reviews of HUD recipients.

**Speaking-Up for Disability Rights:** Fair Housing violations for persons with disabilities are the number one complaint in Hawaii. By pushing the envelope with a special outreach effort to inform and educate the disabilities community on Fair Housing discrimination, HUD is bringing them closer to the American dream of equal housing opportunities. HUD has formed a dynamic partnership with 'Olelo Community Television. 'Olelo is the cable access station which promotes citizen dialogue on vital issues of the day, and reaches 400,000 subscribers. HUD and 'Olelo have initiated an annual series of televised panel discussions with Fair Housing experts that make disability rights intelligible. The program is broadcast several times in April - to highlight Fair Housing Month. As a result, there has been a significant increase in inquiries on disability rights and complaints filed with HUD program partners - the Legal Aid Society of Hawaii and the Hawaii Civil Rights Commission.



*Jelani Madaraka, HUD FHEO Analyst moderates a panel on Fair Housing issues to Launch Fair Housing Month*

**2006 National Fair Housing Policy Conference:** On June 26-29, the Office of Fair Housing and Equal Opportunity sponsored a National Housing Policy Conference in Anaheim, California. The Policy Conference provided guidance to Fair Housing Initiatives Program and Fair Housing Assistance Program participants through General Sessions and Focus Groups that discussed policy issues specific to HUD Fair Housing Equal Opportunity programs.



*DeAndra Johnson, Executive Assistant for the FHEO Assistant Secretary, Kim Kendrick, Assistant Secretary for FHEO, and David Quezada, FHEO Center Director*

Kim Kendrick, Assistant Secretary for Fair Housing and Equal Opportunity, Richard K. Rainey, Region IX Regional Director, Chuck Hauptman, FHEO Hub Director, David Quezada, FHEO Center Director and staff participated in the event. New Orleans Mayor Ray Nagin concluded the conference with an address on efforts to curb housing discrimination



following last year's hurricanes. Over eight hundred participants registered during this four-day conference.

**Limited English Proficiency (LEP) Technical Assistance Training for Southern California Public Housing Authorities:** The Santa Ana Field Office, the Los Angeles Office of Public Housing, and the Office of Fair Housing and Equal Opportunity hosted technical assistance training on LEP Guidance on March 29, 2006 to fifty-two Housing Authorities in Southern California. The purpose of the training was to review the fundamentals of the Notice of Guidance to Federal Assistance Recipients Regarding Title IV Prohibition Against National Origin Discrimination Affecting Limited English Proficient Persons published in the Federal Register on December 19, 2003. The Public Housing Director, along with the Field Office Director and FPM staff, hosted a Roundtable Meeting for Housing Authorities under the Santa Ana Field Office jurisdiction prior to the LEP training session as part of ongoing discussions to increase Section 8 Homeownership and to discuss other Housing Authority issues.

**Settlement of Hurricane Katrina Complaints:** FHEO staff in Southern California settled the below-captioned complaints on December 5, 2005. The complaints were filed on October 31 by three women who evacuated to Southern California following the Katrina disaster.

The women had been informed that an apartment in Redondo Beach, CA was available, but after the landlord met two of the women (who are African-American) she commented that she

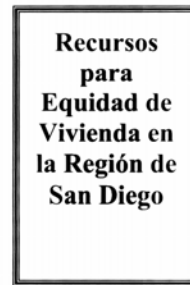
didn't know when the unit would be available. The three evacuees submitted their applications for the apartment and were subsequently told that the landlord would not be making a decision right away regarding the unit so they should look for another place to live. The Complainants sought monetary relief from the respondents in the amount of \$600 each and the Respondents agreed. The Respondents also agreed to attend fair housing training.

***Harding v Stefan, et al. - HUD Case Number 09-06-0128-8***  
***Sibley v Stefan, et al. - HUD Case Number 09-06-0234-8***  
***Patel v Stefan, et al. - HUD Case Number 09-06-0235-8***

## Distribution of Brochure - Fair Housing Resources in the San Diego Region:

April, Fair Housing month, started off in the San Diego region with the distribution of the brochure Fair Housing Resources in the San Diego Region, which is a publication of the San Diego Regional Fair Housing Resource Board (FHRB). As a member of the FHRB, the San Diego Field Office staff was instrumental in the development of the brochure. In addition to editing the draft brochure, the HUD staff provided reference material and translation services. While the purpose of the brochure is to be handout of information, the FHRB hopes it will be a bridge to the Board's website at <http://www.fhrb.net/>. The website will be an ongoing, updated source for fair housing resources in the area. The brochure and the website are the results of the efforts of the members of the FHRB to work together as a region in a more effective way. The brochure is available through the San Diego HUD Office.

*The brochure has Spanish and English ver-*



*¡Conozca sus derechos! No sea víctima de la discriminación cuando quieras rentar o comprar una casa. Proteja tu inversión, de préstamos de hipoteca ilegales, conocidos como Préstamos Abusivos.*



Este folleto es una publicación del Fair Housing Resource Board (FHRB). Colaboramos conjunto con varias jurisdicciones subsidiadas por el programa de CDBG de HUD y por agencias sin fines de lucro para promover viviendas de precio razonable e igualdad de oportunidades en la región de San Diego. Para mayores informes, visite nuestra página web:

[www.FHRB.net](http://www.FHRB.net)



*Know your rights! Don't be a victim of discrimination when you rent or buy a home. Protect your investment from unlawful mortgage lending practices, known as Predatory Lending*



This brochure is a publication of the San Diego Regional Fair Housing Resource Board (FHRB). We are a collaboration of jurisdictions funded by HUD's CDBG program and non-profit agencies promoting fair housing and equal opportunity in the San Diego region. For more information, please visit our website at:

[www.FHRB.net](http://www.FHRB.net)

**Additional information regarding various fair housing issues can be found at:**

<http://www.hud.gov/offices/fheo/index.cfm>



## **STRATEGIC GOAL: EMBRACE HIGH STANDARDS OF ETHICS, MANAGEMENT, AND ACCOUNTABILITY**

The objectives for this goal were: 1) Rebuild HUD's human capital and further diversify its workforce; 2) Improve HUD's management, internal controls, and systems and resolve audit issues; 3) Improve accountability, service delivery, and customer service of HUD and its partners; 4) Ensure Program Compliance; 5) improve internal communications and employee involvement.

To meet these objectives, FPM staff, in cooperation with program staff, completed thirty-four (34) assessments to determine the quality of customer service as it relates to HUD's external partners.

To ensure program integrity Multi-Family staff completed 1,938 Management and Occupancy Reviews (MORs). The purpose of the reviews was to assure proper payments of Section 8 assisted units.

FHEO staff completed eight (8) Title VI/Section 109 reviews, twenty (20) monitoring reviews of FHIP grants and four (4) reviews of FHAP agencies.

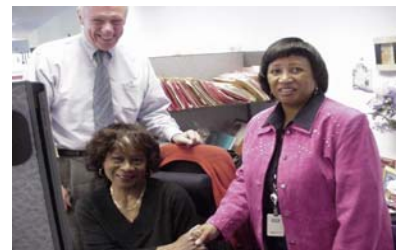
CPD staff monitored 132 active CPD formula and competitive program grantees on site or remotely for compliance with statutory and regulatory requirements.

Below are examples of acknowledgements of HUD's contributions to local communities during the 2006 fiscal year

### **HUD Customer Service Rewarded**

**Job Well Done:** Los Angeles Multi-family Hub Project Manager Denise Allison received a Letter of Appreciation February 28, 2006 from Ms. Shawne Wilson who had been displaced as a result of Hurricane Katrina. Ms. Wilson wrote the following: "I Shawne Wilson would like to thank you for going to great lengths to do your job and to see to my family finding housing after being displaced due to Hurricane Katrina.

Los Angeles Multifamily Hub Director William F. Bolton and Supervisor



Edith Lyons are shown in the photograph below while stopping by Ms. Allison's (seated) workstation to congratulate her on a job well done.

**National Housing Conference Honors HUD for Public Service:** HUD and several HUD staff were honored on October 11, 2006, at the American Association of Service Coordinators (AASC) 10th national conference in San Diego. The Public Service Award was presented to HUD for its contributions to the growth and expansion of the service coordinator program and for its leadership in setting effective and practical administrative program policies. On behalf of HUD, William Bolton accepted this award at the Awards Luncheon before a crowd of over 1,000 service coordinators from all over the country. For their exemplary cooperation, guidance, and leadership, AASC gave special recognition to Donald Freeman (Los Angeles HUD Field Office), Bill Miecuna (New York City HUD Field Office), Carissa Janis (HUD Headquarters), and Ronald Ashford (HUD Headquarters). William Miecuna, Donald Freeman and Myrna Pascual (San Diego HUD Field Office) were on the Conference Committee that planned this 10th year Annual Conference with the theme "Sailing Into the Future Together -- Charting Our Course for Tomorrow."

**CPD Honored for Affordable Housing Role:** The Community and Planning Development, Los Angeles Office received honors and a plaque for its participation in the development of Tyrol Plaza Senior Apartments. The 60-unit, affordable apartment-rental community that opened during the summer of 2004 is located at 891 South State College Boulevard, Anaheim, CA and was built for Anaheim Supportive Housing for Senior Adults, A Community of Friends and Acacia Housing Advisors. HUD Supportive Housing Program grant funds that

were used to build this 60 units affordable, supportive housing will help address Anaheim's city-wide housing shortage for senior citizens.



*Kids represented at the event*

**Los Angeles HUD Field Office Receives Awards For Financial Education Efforts:** The Los Angeles HUD Office received Certificate of Awards from the City of Los Angeles and Los Angeles Unified School Board, as well as receiving a Proclamation from Governor's Office, State of California, proclaiming April as "Financial Literacy Month." The awards were given on April 25th, for the field office's financial education efforts and being part of the 10th annual National Teach Children to Save Day at a local elementary school, sponsored by the American Bankers Association's Education Foundation. More than 200 4th and 5th grade elementary school students participated in this national month-long event and were introduced to the concept of saving money and developing smart financial skills using Wells Fargo Bank's on-line financial education program, 'Hands on Banking'.

**Phoenix Field Office Director Receives National Award:** On May 17, Rebecca Flanagan was one of the speakers at the opening of the 34th Annual National Training Image Conference in Phoenix. IMAGE is a national association dedicated to enhancing the education and civil rights of Hispanic employees. At a later awards ceremony Rebecca, on behalf of HUD, received the Chairman's Award For Excellence "For providing Continuing Exceptional Support To The Mission of National Image, Inc." Over 270 participants attended the Conference.

**San Francisco CPD Office Receives Award:** The San Francisco CPD Office received an award for "Best Field Office Support" at the 2006 National Homeless Management Information System (HMIS) Conference on September 18-19 in Denver, Colorado. Over the last two years, CPD has facilitated numerous conference calls, one-on-one technical assistance, and training sessions to assist Continuums in Region IX to develop and implement an HMIS. The San Francisco Office was one of three field offices across the country recognized for outstanding support. The Deputy Director for CPD was present to accept the award on behalf of the office.

## Improving Customer Service

**Region IX Management Meeting:** A. Jo Baylor, Deputy Assistant Secretary for Field Policy Management joined with the Richard Rainey, Regional IX Director, and his Field Office Directors in Las Vegas to discuss improving HUD's management, internal controls and systems, and resolve audit issues.



**CPD Focus Group On Customer Service:** On August 1, the San Diego HUD Field Office presented a Customer Assessment Focus Group discussion at the San Diego County Housing Authority. Myrna Pascual, Operations Specialist, assisted Pauline Louie, Operations Specialist from the Los Angeles Office, in discussing the communications, training resources, technical assistance, accessibility and helpfulness of CPD staff, and suggestions for meeting policy/program goals of CPD programs. Approximately 15 representatives of city jurisdictions and community-based organizations attended this CPD Focus Group session.



**Public Housing Staff and San Diego FPM Staff Conduct Round Table Discussions With PHAs:** San Diego FPM hosted a round table discussion with the Public Housing Authorities within its jurisdiction on February 8. The Los Angeles Public Housing Office provided a panel to respond to questions or concerns and do presentations on both the Enterprise Income Verification

implementation with the housing authorities and an overview of the Section 32 Homeownership Program.

**FHA Lenders Focus Group:** Reno Field Office Director Tony Ramirez and FPM Specialist Janet Levesque hosted FHA Lenders Focus Group on April 25. Representatives from ten area mortgage companies/banks participated in the FHA customer service focus group. Several key issues were identified for improving FHA product participation, including increased training and information on the "New FHA". The group also identified ways to improve HOC/Client customer service.

## Providing Information

**The Los Angeles Field Office hold Congressional Briefing in Santa Fe Springs:** Staff from the Los Angeles Field Policy & Management Office and the Labor Relations Office gave a briefing to senior staff from the Office of Congresswoman Grace Napolitano (CA-38th) on June 15th. FPM staff developed a very useful Congressional Briefing paper with relevant local/regional HUD data for the 38th Congressional District that was presented at the briefing. The HUD representatives provided a brief overview of the HUD Los Angeles Field Office, the organizational components of the Department, its main programs, competitive and non-competitive grants, the SuperNOFA process and resources, and HUD new programs/initiatives/announcements.

**Reno HUD Office Annual Congressional Briefing:** The city of Reno hosted the 2006 HUD Congressional Briefing at the McKinley Arts Center on September 15. The Reno Field Office coordinated the briefing with its Northern Nevada HUD partners. Representatives from various state and local agencies gave presentations on how they have utilized HUD programs during the past year, which highlighted HUD assisted activities as well as issues affecting delivery of HUD programs. HUD field office staff will also provided an FHA update and a briefing on Fair Housing issues and initiatives.

**Phoenix HUD Office Hosts Annual Open House and Awards Event:** On September 21, the Phoenix HUD office hosted annual open house and awards ceremony. Twelve Most Valuable Partner awards were given to outstanding community organizations that furthered HUD initiatives during the past year. More than 100 guests attended the event.

**Web Pages Promote Awareness Of HUD Programs:** Seven events and trainings were posted on the local calendars on the HUD public website at

[www.hud.gov/local/index.cfm?topic=calendar&usecache=false&state=ca](http://www.hud.gov/local/index.cfm?topic=calendar&usecache=false&state=ca).

The local web pages provided details including descriptions of the events, times, locations and contacts for further details. The events promoted improved awareness of program information regarding fair and affordable hous-

ing, homelessness, housing counseling, revitalizing communities, and Single Family loans, specifically reverse mortgages. The web notifications helped reach a broad audience and increased attendance at the events.

**HUD's Web Pages Result In Customer Self-Service:** From October 2005 to September 2006, first-time visitors to Region IX's web pages increased significantly. During the this time period, approximately 932,300 individuals visited the region's web sites more than 1, 400,000 times, viewing more than 2,350,000 pages of information. The majority of the individuals were able to find what they needed without calling, emailing or visiting our offices.

**Customer Service – Information Workshops Section 8 Conference:** The Honolulu Office of Public Housing conducted a Section 8 Conference on April 12 and 13. About 70 representatives of Public Housing Agencies from Hawaii, Guam and the Northern Marianas Islands participated. The two-day conference provided participants with updates on HUD policies and procedures, marketing issues, fair housing practices, and offered an opportunity for PHA staff to showcase their best practices.



## PROMOTE PARTICIPATION OF FAITH-BASED AND COMMUNITY ORGANIZATIONS

The objectives for this goal were: 1) Reduce regulatory barriers to participation by faith-based and community organizations; 2) Conduct outreach to inform potential partners of HUD opportunities; 3) Expand technical assistance resources deployed to faith-based and community organizations; and 4) Encourage partnership between faith-based community organization and HUD's traditional grantees.

To help meet these objectives, the Regional Director and the Regional Faith-Based Coordinator developed an inter-agency regional plan that ensured awareness of federal activities across agency lines and enhanced collaborative efforts of federal partners.

FPM staff developed and expanded the capacity of local faith-based and community-based organizations to serve the needs of the community by conducting nine (9) grant writing workshops. They also participated in sixty-one (61) capacity building events where specific focus was on increasing the ability of faith-based and community non-profit organizations to address a community need.

**Free Grant Writing Workshops:** More than 1,200 attendees participated in the free Grant Writing Workshops offered by Region IX Faith-Based Liaisons. Region IX Faith-Based Liaisons have built the capacity of faith-based and community organizations that has resulted in several such organizations receiving federal funds throughout the region. A faith-based housing counseling agency was formed by a coalition of three diverse churches. A housing alliance was created, representing a coalition of community members with the objective of increasing the availability of safe, decent, accessible, affordable housing. Region IX Faith-Based Liaisons serve as role models for other federal agencies; Region IX Faith-Based Liaisons partners with local government, lenders, housing counseling agencies, faith-based and community organizations to market HUD programs to increase minority homeownership.

**First Hawaii FBCI Conference Galvanizes Discussion on the FBCI:** The Hawaii Faith-Based Community Initiatives (FBCI) Conference held October 17, 2005 was the first major event sponsored by the interagency Hawaii FBCI Work Group. Over 450 people attended and heard Governor Lingle and speakers from Washington, D.C. and Region IX present the White House Initiative. The conference included five tracks focused on community priority issues identified by a faith-based focus group. HUD staff



*Session participants focus on grappling with the homeless*



moderated the track on "Sheltering the Homeless and Feeding the Hungry" featuring "experts" speaking on Root Causes, Best Practices/Successful Partnerships, and Networking. Over 125 people participated in the session, sharing their community stories, networking with others, and developing a list of recommendations to the Governor on how to use Hawaii's projected budget surplus to address the critical needs of the homeless and community food security issues. An expo was held as part of the event.

**Korean Churches Forum on Strengthening Communities:** The KCCD's 4th Annual "Lighting the Community" Conference was held in Los Angeles for the first time on October 20th-22nd at the Los Angeles Korean United Methodist Church, the oldest Korean church in mainland United States. More than 200 policy makers, elected officials, corporations, Asian-American pastors, media, community leaders and others committed to housing and community economic development participated in the event. During the three days of workshop topics focused on: Home Ownership; Workforce Development; Youth Intervention; Healthcare; and Family and Marriage Strengthening.

FPM staff participated as an exhibitor and a workshop speaker during the workshop. A Strengthening of Communities: Homeownership. HUD's main focus was to provide information to the participants about funding and grant opportunities. Handouts, brochures and booklets were made available on topics such as: becoming a first time homebuyer, predatory lending, FHA mortgages, and benefits of a home inspection for a healthy home.

**Korean Churches "Health & Wellness Fair & Small Business Forum":** On November 12, the Korean Churches for Community Development (KCCD) held its 2nd Annual Health and Wellness Fair, and Small Business Forum at the L.A. Young Nak Church in Los Angeles, California on Saturday. More than 200 people, including corporations, Asian-American pastors, media, community leaders and others committed to housing and community economic development participated in the event. KCCD is a non-profit faith-based organization, which serves as a bridge between the Asian American community and the greater community at large in connecting and creating private and public collaboration.

HUD staff participated as a speaker and an exhibitor during the Small Business Forum. The presentation focused on contracting and procurement opportunities with HUD, funding and grant opportunities, the SuperNOFA, and technical assistance. Staff answered questions regarding first-time homebuyer programs, predatory lending, FHA mortgages, benefits of a home inspection, and making a healthy home.



### **Francis Court Grand Opening:**

On March 1, 2006, San Francisco CPD staff and the HUD Sacramento Field Office Director attended the open house and ribbon cutting ceremony for Francis Court, a transitional housing facility in Redding, CA. The project is sponsored by FaithWORKS Community Coalition, a faith-based organization consisting of several churches of different denominations

from throughout the City of Redding and Shasta County. The development of Francis Court was a collaborative effort between FaithWORKS, Episcopal Community Services, the City of Redding, and the Redding Redevelopment Agency. Francis Court is the first project in the Redding/Shasta Continuum of Care, a rural continuum of care, to receive a grant under the Supportive Housing Program (SHP). CPD worked closely with FaithWORKS and the City of Redding to implement the SHP grant and staff continues to provide on-going assistance for administration of the project.

The project provides 12 units of transitional housing for homeless families in Redding and Shasta County. Of the 12 units, four are three-bedroom and eight are two-bedroom. Each of the 12 units is "sponsored" by a different church whose members donated furniture, cooking utensils, small appliances, linens, and other housewares to promote the success of participating families. As families graduate from the transitional housing program, they are able to take all of the donated items with them to their new home. Sponsor churches will then refurnish vacated units with a new round of donations for the next group of participants. Francis Court will provide homeless families the assistance needed to move into permanent housing and achieve self-sufficiency.

**Information about the faith-based and community initiative can be found at:**

<http://www.hud.gov/offices/fbci/>