



Management Plan Accomplishments

The delivery of HUD’s housing and community development programs and services is guided by the strategic goals and objectives set out in HUD’s *Strategic Framework*, shown below.

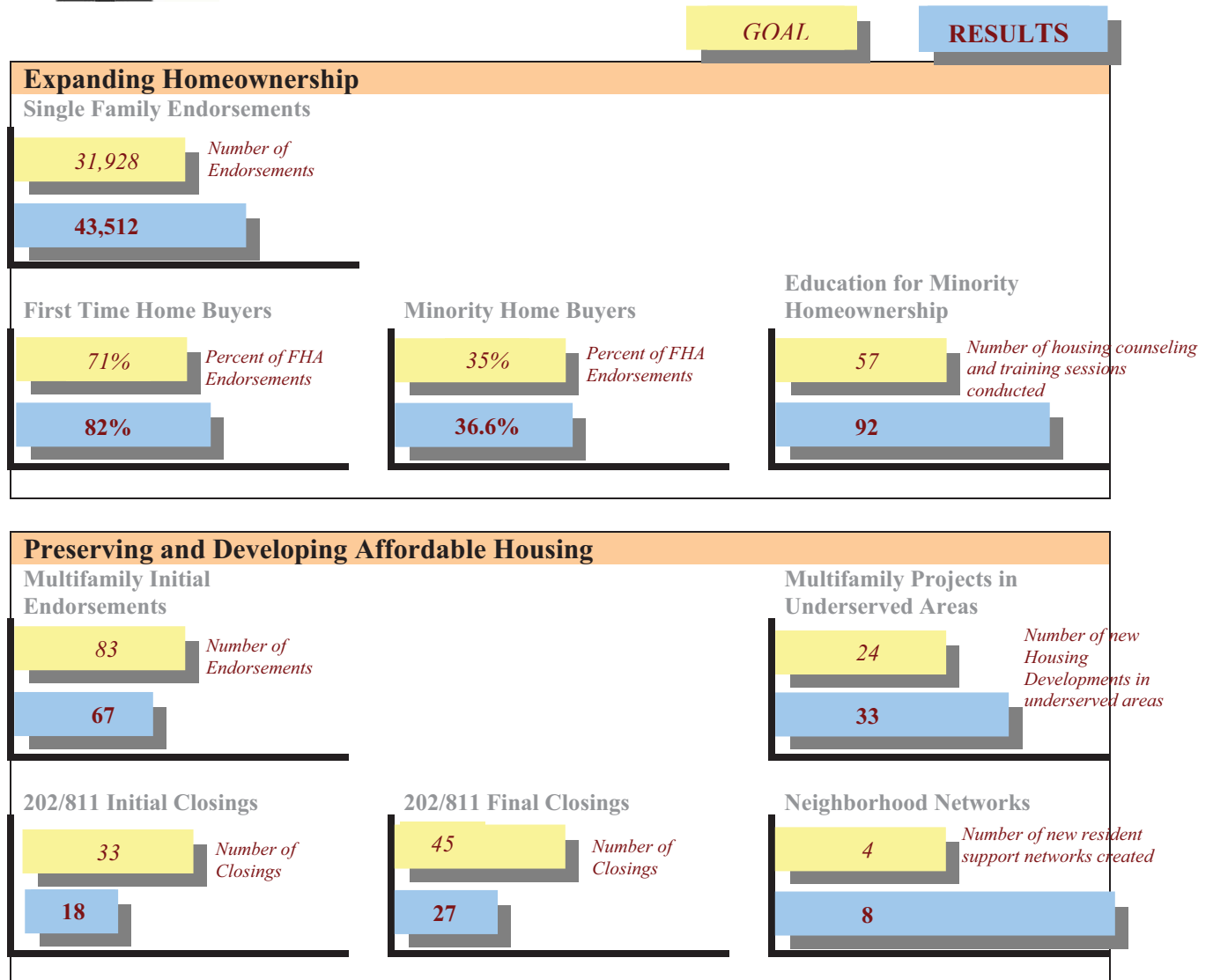
HUD STRATEGIC FRAMEWORK			
	A: Increase homeownership opportunities	B: Promote decent affordable housing	C: Strengthen communities
Programmatic Strategic Goals	A1: Expand national homeownership opportunities.	B1: Expand access to and availability of decent, affordable rental housing.	C1: Assist disaster recovery in the Gulf Coast region.
	A2: Increase minority homeownership.	B2: Improve the management accountability and physical quality of public and assisted housing.	C2: Enhance sustainability of communities by expanding economic opportunities.
	A3: Make the home buying process less complicated and less expensive.	B3: Improve housing opportunities for the elderly and persons with disabilities.	C3: Foster a suitable living environment in communities by improving physical conditions and quality of life.
	A4: Reduce predatory lending through reform, education, and enforcement.	B4: Promote housing self-sufficiency.	C4: End chronic homelessness and move homeless families and individuals to permanent housing.
	A5: Help HUD-assisted renters become homeowners.	B5: Facilitate more effective delivery of affordable housing by reforming public housing and the Housing Choice Voucher program.	C5: Address housing conditions that threaten health.
	A6: Keep existing homeowners from losing their homes.		
Cross-Cutting Strategic Goals	D: Ensure equal opportunity in housing		
	D1: Ensure access to a fair and effective administrative process to investigate and resolve complaints of discrimination.		
	D2: Improve public awareness of rights and responsibilities under fair housing laws.		
	D3: Improve housing accessibility for persons with disabilities.		
	D4: Ensure that HUD-funded entities comply with fair housing and other civil rights laws.		
	E: Embrace high standards of ethics, management, and accountability		
E1: Strategically manage HUD’s human capital to increase employee satisfaction and improve HUD performance.			
E2: Improve HUD’s management and internal controls to ensure program compliance and resolve audit issues.			
E3: Improve accountability, service delivery, and customer service of HUD and its partners.			
E4: Capitalize on modernized technology to improve the delivery of HUD’s core business functions.			
F: Promote participation of faith-based and community organizations			
F1: Reduce barriers to faith-based and community organizations’ participation in HUD-sponsored programs.			
F2: Conduct outreach and provide technical assistance to strengthen the capacity of faith-based and community organizations to attract partners and secure resources.			
F3: Encourage partnerships between faith-based/community organizations and HUD grantees and subgrantees.			

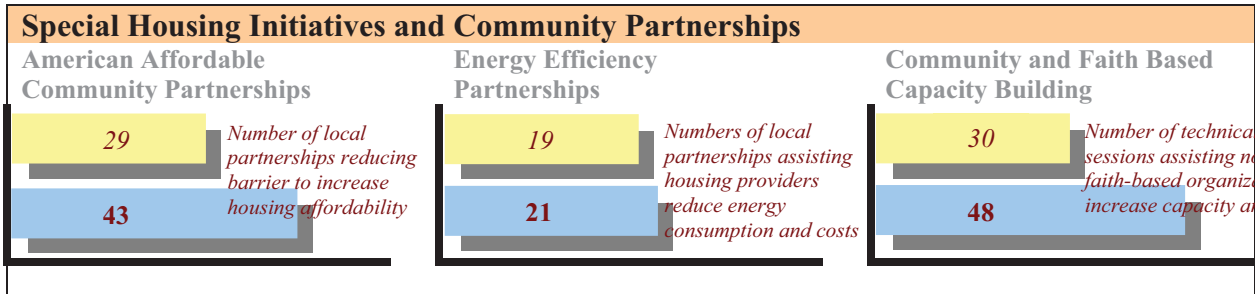
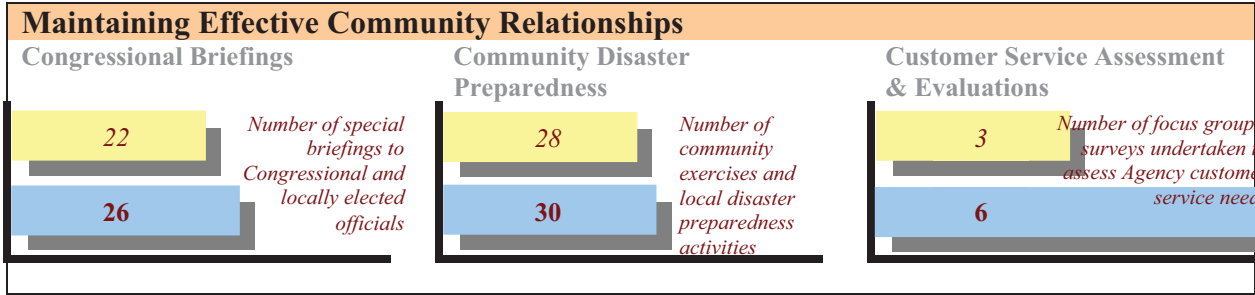
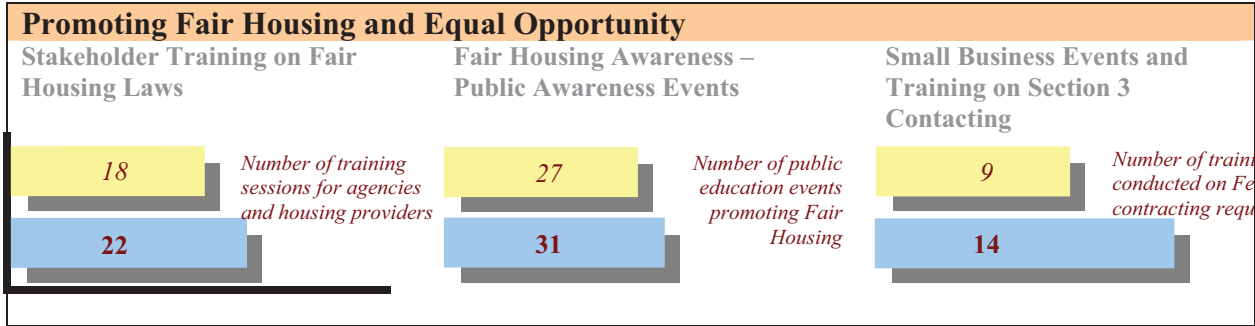
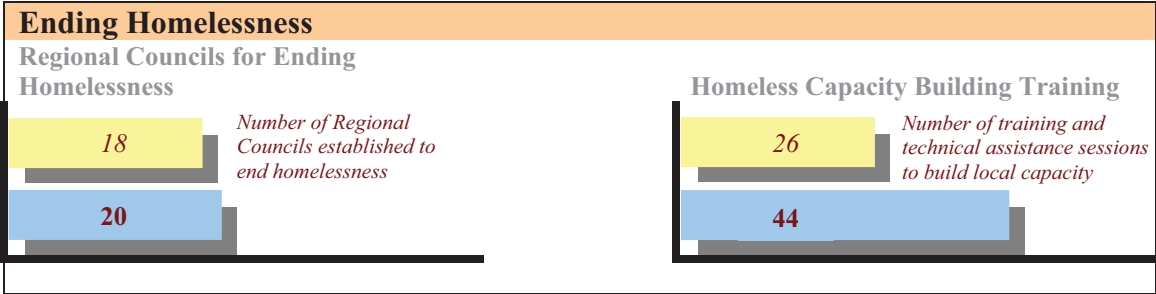
Region’s IX’s Management Plans prescribe specific actions undertaken by program and field offices in support of HUD’s Strategic Goals. These actions are results-driven and aimed at achieving specific *Performance Objectives* established for each Strategic Goal.

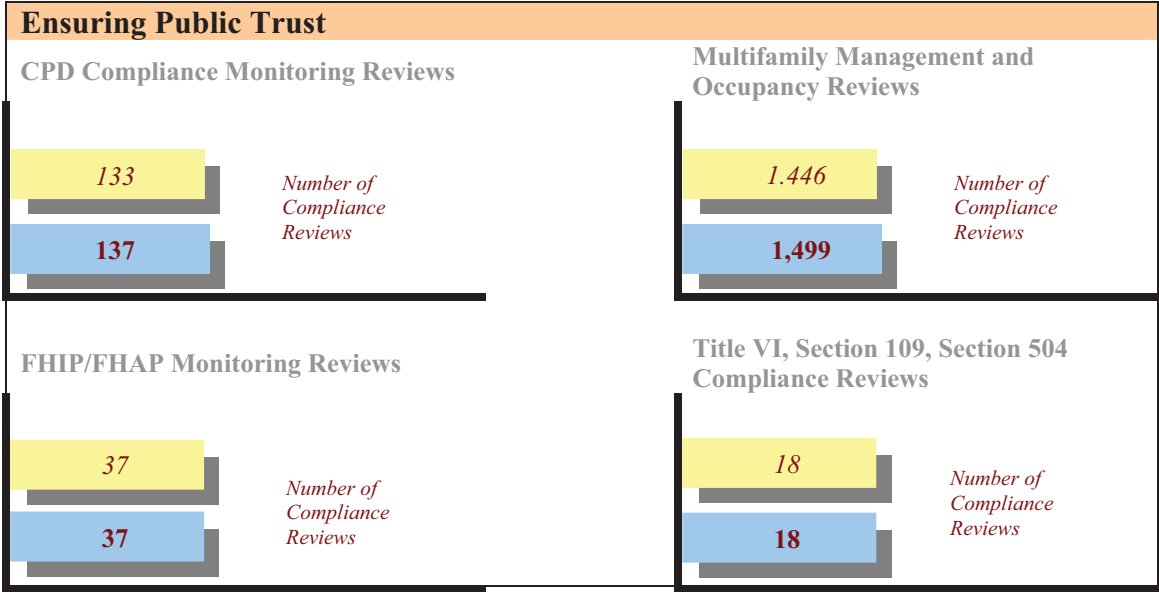
The following provides a statement of management plan accomplishments and a descriptive summary of significant activities accomplished in support of HUD’s Strategic Goals and Objectives.



2007 Performance Scorecard









2007 Management Plan Success Stories

Strategic Goal A: Increase Homeownership Opportunities

Making Home Buying Less Complicated



Photo of Homeownership Event sponsored by Santa Ana Field Office and Homeownership Center on June 10, 2007

The diversity of financial products and services in today's housing market give added importance to educating consumers about the homeownership process. Each year HUD conducts a number of events during National Homeownership Month to inform consumers about the opportunities for homeownership and the accompanying responsibilities of owning a home.

In Region 9, nearly 50 events were held during June 2007 to advance HUD's Homeownership objectives and ensure that the dream of homeownership is both an available and successful experience.

Building A Cornerstone For Successful Homeownership

Housing Counseling is an essential element to HUD's efforts to expand and preserve homeownership, especially for populations as yet unfamiliar with or underserved by lending practices, programs, and services. A particular challenge in delivering counseling services is increasing the capacities and services of counseling service providers. In Region IX this issue was effectively addressed through an innovative partnership between HUD's Field Offices, Santa Ana Homeownership Center, Program Hubs, and local counseling agencies in Northern California.

Northern California Housing Counseling Network (Fresno, Sacramento, San Francisco)

Since 2004 HUD's Field Offices in Fresno, Sacramento and San Francisco have been engaged in an unprecedented effort to build capacity and coordinate counseling services over large geographic area in northern California. The crux of the effort is the establishment of a multi-jurisdictional Housing Counseling Network directed at promoting professional development, education, collaboration, and advocacy among homeownership and housing counseling agencies. This objective is accomplished through quarterly meetings supported by HUD's Field Offices, Santa Ana Homeownership Center, and the regional program Hubs for the Offices of Community Planning and Development and Fair Housing and Equal Opportunity. Quarterly meetings provide training and technical assistance and facilitate organizational collaboration and coordination in delivering services. To date more than 300 professionals have joined the members of the Housing Counseling Network including HUD-designated and non-designated housing counseling agencies from urban and rural areas, Fannie Mae, Housing California, Rural Community Assistance Corporation, housing providers, and local government agencies. As a result of this initiative, each HUD Field Office jurisdiction has had an increase in the number of housing counseling agencies seeking and obtaining HUD designation as an approved counseling agency and applying for and being awarded a counseling grant through HUD's SuperNOFA.

Preserving Homeownership Preserves Communities

Communities throughout the Pacific Hawaii Region, and indeed the Country, have faced mounting foreclosures and abuses in sub prime lending practices. In response, several of Region 9's Field Offices launched community efforts to identify strategies for mitigating housing foreclosures and the effects of rising foreclosure rates. Of note are the efforts undertaken by HUD's Los Angeles and San Diego Field Offices to assist communities and homeowners.

Los Angeles FHA Summit on Promoting and Preserving Homeownership (Los Angeles, California)

HUD's Los Angeles Field Office and Santa Ana Homeownership Center partnered with the Federal Reserve Bank of San Francisco and convened an FHA Industry Summit on Promoting and Preserving Homeownership. The Industry Summit, held on June, 25, 2007 in Los Angeles, facilitated an industry-wide dialogue on Foreclosure Prevention between HUD, various government regulators, housing counseling agencies, the California Mortgage Brokers Association, the California Mortgage Bankers Association, the State of California, and the Center for Responsible Lending. An important objective of the Industry Summit was to identify effective approaches for local groups to work with government agencies to develop foreclosure prevention strategies. The Industry Summit features keynote remark by HUD Secretary Alphonso Jackson and was also attended by Assistant Secretary for Public and Indian Housing, Orlando Cabrera and staff from the offices of Congresspersons Linda Sanchez, Brad Sherman, and Diane Watson.

[Shown are participants at FHA Industry Summit]



SAN DIEGO – H.O.M.E. Clinic for Troubled Mortgage Borrowers (San Diego, California)

Often the question "Where can I go for assistance?" is asked too late in the foreclosure process to preserve homeownership and avoid foreclosure. To provide early assistance to troubled homeowners, HUD's San Diego Field Office and Santa Ana homeownership Center, in partnership with local housing agencies, conducted a series of "Clinics" involving attorneys, real estate and mortgage industry professionals, housing counseling agencies, and other public agencies. The first clinic launched on June 30, 2007, counseled forty one (41) families at the Tubman Chavez Multicultural Center in Southeast San Diego. Each distressed homeowners received a review of their mortgage documents, and consulted with attorneys and with HUD-approved housing counseling agencies. To date, H.O.M.E. Clinics has logged 396 volunteer hours performed by 61 volunteers. Assisted by HUD-approved housing counselors, more clinics are scheduled throughout San Diego County, and the HOC's Legal Enforcement Committee is having meetings with local law enforcement agencies (private attorneys, CA Attorney General, District Attorney, City Attorney, and DRE). Local partners include the Housing Opportunities Collaborative, Legal Aid Society of San Diego Pro Bono Program, Ethnic Relations Diversity Committee of the San Diego County Bar Association, local HUD-approved housing counseling agencies, local branches of National Hispanic Real Estate Professionals, local branches of California Mortgage Brokers Association

Land Trusts Offer Solution to Affordability

Another challenge for affordable housing is rising development cost. Among the promising strategies being examined and tested in Region IX is Community Land Trusts that subsidize land acquisition costs enabling affordable housing developers to reduce affordable housing costs.

Newtown Community Development Corporation Creates First Successful Community Land Trust Model in Arizona

Newtown Community Development Corporation has created the first successful Community Land Trust (CLT) model in Arizona and currently has 34 permanently affordable homes in its portfolio. The homes are scattered across Tempe, AZ and include a combination of acquisition / rehabilitation (23), new construction (5), a Habitat for Humanity / Community Land Trust home (1) and Deed-Restricted Townhouses/Condos (5). Subsidy for land and development costs was funded through HUD's CDBG and HOME programs (\$1,737,386), land from the City of Tempe that was acquired with CDBG funds, and State Housing Funds from the Arizona Department of Housing (\$140,000 in Housing Trust Funds and \$140,000 in HOME). Total appraised value of homes at time of development was \$6,815,500.

The CLT homes were sold to first time homebuyers with annual household incomes at or below 80% of the Area Median Income. The buyers purchase the improvements only (the home) and enter into a 99-year renewable ground lease for the land, and Newtown holds the land in perpetuity. The ground lease requires that if the homes are sold they must be sold to another income eligible buyer. Permanent affordability is maintained through a shared equity provision that limits the amount of appreciation the sellers may take if the homes are sold. The shared equity provision ensures the initial subsidies stay with the properties and ensures an affordable sales price for future buyers.

Demonstrating that the CLT model works in Arizona, Newtown CDC recently completed its first CLT resale. The 1100 square foot single-family home located near downtown Tempe was originally developed through Newtown's acquisition / rehabilitation program in June 2005. The home appraised for \$120,800 at the initial sale and was sold to an income-eligible family for \$90,000. Subsidy in the amount of \$54,393 for land and development costs was provided through HUD's CDBG program and a sub-recipient agreement between Newtown and the City of Tempe.

The family outgrew the home and decided to sell in June 2007 (they received 25% of the appreciation which allowed them to buy a larger market rate home). Newtown exercised its right of first refusal and purchased the home, completed about \$20,000 in rehabilitation and then sold the home to another family for \$145,000. The appraised value of the home at that time was \$225,000. The family's household income was 65% of the Area Median Income. No additional subsidy was needed to keep the home affordable. The initial subsidy actually grew in value to \$80,000.

Special thanks to Katherine Blodgett of the Arizona Department of Housing and Allen Carlson of Newtown CDC for submitting this success story.



[Pictured is a family who participated in Newtown's CLT Program.]

Native American Homeownership

HUD Section 184 program has proved to be an excellent tool for supporting the development of affordable housing and advancing homeownership in Indian Country.

Yavapai-Apache Nation Tribal Housing Section 184 Loans

In a triumph of perseverance over a six-year time period, the tribe was able to acquire 1,169 additional acres that have now officially been added to the Yavapai-Apache Nation's reservation lands. This provides the space they need to develop housing for the present and future goals of the Nation.

The Section 184 Indian Home Loan Guarantee Program provides numerous loan options for members of Native American families of federally recognized tribes including loans for purchasing an existing home, rehabilitation, and refinancing.



The Yavapai-Apache Reservation has several communities including Camp Verde, Middle Verde, Clarkdale, Rimrock, and Tunlii. The first five Section 184 loans for land located in Clarkdale will close in December 2007. The Yavapai-Apache Nation Tribal Housing Department will be the borrower for these loans and will execute lease-purchase agreements with its tribal members. The loans will be fully assumable at the time the tribal members credit-qualify. The tribe was able to find the most favorable terms for the construction financing through the Arizona Tribal Community Development Finance Institution. The Section 184 Loans will be financed through Key Bank. The tribe is also working on acquiring and placing into trust 42 more acres in the Clarkdale area.

A second Section 184 project is planned for the Tunlii Community that will consist of 15 Section 184 homes, scheduled to begin construction in May 2008. Over time and throughout the communities, at least 300 new homes are being planned.

Yavapai-Apache Nation Tribal Housing has also developed a "One-Stop Housing Office." The staff members have been trained as certified counselors through the Pathways Home Native American Indian Housing Counseling program. The services provided include homebuyer education, credit counseling, credit repair, money management, house keeping, and loan application and documentation processing. Future plans are in creating IDA accounts and mortgage processing. The office has successfully worked with the Bureau of Indian Affairs for timely title status reports to add all of the necessary services in guaranteeing the future of housing both on and off the reservation for members of all income levels.



[Pictured is housing developed by the Yavapai-Apache Nation Tribal Housing.]

Strategic Goal B: Promote Decent Affordable Housing

Many metropolitan areas in Region 9 are challenged by an inadequate supply of affordable rental housing units, demographic and economic trends contributing to increased demands for affordable housing and public services, and pervasive funding constraints that limit the capabilities of our communities and housing providers to construct new housing developments. Accordingly, in Region 9 preservation and rehabilitation of affordable housing assets remain a core business activity requiring the joint efforts of Field Offices and Regional Program Hub Offices.

Removing Regulatory Barriers to Increase Affordable Housing

Regulatory barriers that increase housing costs and constrain housing supply affect affordable housing. In 2003, HUD launched "America's Affordable Communities Initiative," a Department-wide effort to help communities to identify and overcome barriers to affordable housing. Several Field Offices in Region 9 have made notable efforts assisting local communities assess potential regulatory barriers and develop plans of action to make housing more affordable and available.

Maricopa County Affordable Housing Strategy (Phoenix, Arizona).

The Maricopa Affordable Housing Initiative began in September 2001 with the leadership trip organized and facilitated by HUD's Phoenix Field Office with assistance from HUD's Community Planning and Development Hub. This action was instrumental in securing private funding to undertake a comprehensive community wide effort to develop strategies to address Regional affordable housing issues involving elected officials, business leaders, housing developers and local non-profit and faith-based organizations. In March 2006, Arizona Governor Napolitano endorsed the recommendations of the task force and implementation strategies are under way including proposed legislation to further expand support for affordable housing.

San Joaquin Valley Affordable Communities Initiative (Fresno, California).

In the 8 county San Joaquin Valley, HUD's Fresno Field Office played a leadership role in facilitating local and regional efforts to develop a comprehensive regional strategy for housing affordability. Key objectives of the efforts were to provide greater incentives to developers and jurisdictions developing affordable housing, reform regulations that inhibits affordable housing, and linked the development of affordable housing with broader land use and transportation issues. This was accomplished by undertaking stakeholder "listening sessions" to identify and research area housing issues, assisting in the drafting of a regional housing strategy, and organizing and convening implementation group meetings to follow up local recommendations.

America's Affordable Communities Initiative – Call To Action (City of Brea, City of Chino, City of Upland, County of Riverside).

Building on HUD's national initiative to address regulatory barriers, HUD's Santa Ana Field Office worked with the City of Brea, City of Upland, City of Chino, and Riverside County to convene a two-day National Call to Action Roundtable Discussion on Regulatory Barriers. The "Call to Action" event, held on July 9-10, was attended by Bryant Applegate, HUD Director of American's Affordable Communities Initiative and facilitated public discussions on the impact that regulatory barriers have on housing markets and helped identify local solutions to these barriers.

Increasing Energy Efficiency To Tackle the Hidden Costs of Housing

Affordability and the long-term financial viability of housing are directly affected by operating costs, particularly energy expenses. Rising energy expenses also have a significant affect on HUD's national housing budget – we spend over \$4 billion a year on energy costs – as well as the rent burden of low income households. Several initiatives in Region 9's have assisted our constituent's lower energy consumption and costs.

California "Change A Light" Partnership Assists PHA's and HUD-Assisted Properties Achieve Significant Energy Savings

In celebration of national Energy Awareness Month, PG&E and U.S. Department of Housing and Urban Development launched an innovative partnership with affordable housing providers throughout northern California to replace their traditional light bulbs with ENERGY STAR compact fluorescent lights (CFLs).



As part of the partnership, PG&E provide CFLs to over 9,800 households at 168 participating public housing and HUD-assisted properties throughout PG&E's service area during October. In all, over 21,000 light bulbs will be replaced with ENERGY STAR qualified CFLs. Using ENERGY STAR's energy savings calculator, replacing standard incandescent bulbs with ENERGY STAR certified lighting at the 168 properties will reduce electric consumption by an estimated 11.7 million kWh and approximately \$1.4 million over the lifetime of the bulbs. In addition, replacing the lighting will reduce CO2 green house gas emissions by over 18.7 million pounds, the equivalent of taking 1,577 cars off the road. The change-out will also

save property maintenance staffs time since the lights will not need to be changed as often.

The California Partnership was the largest coordinated Change A Light initiative involving HUD-assisted and public housing in the country during the national 2007 Federal Change A Light Campaign.

The conclusion of this successful partnership between PGE, HUD, affordable housing providers, and residents will be celebrated by volunteer lighting change out events in Stockton and Oakland, California on October 26 and 31 respectively. In partnership with the San Joaquin County Housing Authority, Oakland Housing Authority and the John Stewart Management Company, volunteers from PGE and HUD will provide and assist residents install energy efficient lighting at Franco Center Apartments, a 110 unit senior housing facility located in revitalized downtown Stockton, and Oak Grove Plaza North and South Apartments, two a neighboring senior housing complexes located in Oakland with 152 housing units.

The ENERGY STAR Change a Light, Change the World Campaign, which is the corner stone to National Energy Month, is a national call to action from the U.S. Environmental Protection Agency (EPA), U.S. Department of Energy (DOE), and U.S. Department of Housing and Urban Development (HUD) to encourage every individual to help change the world, one light — one energy-saving step — at a time.

San Francisco Multifamily Launches Pilot Energy Audit Initiative for Multifamily Refinancing Transactions

The Multifamily Energy Audit Initiative is designed to provide energy audits and technical assistance to subsidized multifamily properties as part of FHA refinancing transactions to effect greater attention and investments in cost effective energy efficiency measures. The pilot program, which began in June 2006 and continued through FY 2007, is support through a partnership with PGE, SMUD, Nevada Power, LISC, and other energy program providers. The partnership initiative targeted FHA transactions involving: (i) requests for long-term Section 8 contract renewal and project refinancing; or (ii) refinancing requests from Section 202 project sponsors and selected HUD-assisted properties.

Partnership participants recognize that investments in energy efficiency improvements can significantly lower operating costs and, in the case of supportive housing, enable housing sponsors to enhance services to

Participating Properties

- Bennett House (70 units)*
- Dorothy Day*
- Junipero Serra House (26 units)*
- Monsignor Lyne (20 units)*
- St. Andrews (49 units)*
- Villa Columba (70 units)*
- Mercy Riverside Manor (24 units)*

- Sojourner Truth Manor (88 units)*
- Westlake Christian terrace West (200 units)*

- Joseph Lum lodge (150 units)*

- St Andrews (66 units)*

- Ammel Park Coop Homes (120 units)*

- Summerfield Plaza (40 units)*

- Southgate Plaza (100 units)*

- Norton Circle (46 units)*

residents. Such improvements can also improve indoor environmental quality and increase resident comfort and affordability and, potentially, the viability and marketability of the project, which are important aspects that are examined in refinancing deals. HUD believes that refinancing transactions provide a significant opportunity to improve the efficiency of existing housing in that such transactions provide sufficient financing capacity to accomplish a comprehensive menu of energy retrofits.

During FY 2007 15 energy audits were completed by PGE, SMUD, and Sierra Pacific and provide to multifamily property owners. Thereafter, HUD encouraged and worked with properties owners to include energy efficiency measures identified in the energy audit in project recapitalization plans and/or project replacement and maintenance schedules.

Participating organizations included Mercy Housing, Christian Church Homes, Eden Housing, Satellite Housing, John Stewart Company, National Church Residences,

Nevada Rural Housing Authority, and the Maricopa Housing Authority.

The energy audits enabled participants to include a wider range of energy improvements in the projects than initially contemplated, and also provide a means for accessing energy program resources to offset some of the added costs. While the scope of each project varied, each of the participating properties included ENERGY STAR appliances, lighting, and other improvements in their project plans.

The energy partnership successfully demonstrated that where energy audits are included at an early state of development, particularly when completed in conjunction with Physical Needs Assessments, substantial energy efficiency can be made to existing housing.

Strategic Goal C: Strengthen Communities

Ending Homelessness

Never before has there been more of a need for communities to collaborate with one another. With an unprecedented number of individuals living in poverty, scores of homeless people on the streets and an overwhelmed homeless delivery system, collaboration has become a necessity. Each of HUD's Field Offices and Regional Program Office Hub is engaged in joint efforts to develop local Continuum of Care strategies providing the required supportive services and housing. Ongoing efforts in Los Angeles, Fresno and Reno, Nevada offer examples of how HUD's efforts can benefit both large metropolitan areas and small communities.

Northern /Central Valley Homeless Roundtable

(Sacramento and Fresno)

In 2004, HUD's Sacramento and Fresno Field Offices established Homeless Roundtables as a means to facilitate greater collaboration among housing and service providers supporting local Continuum of Care networks and increase access to information on federal and state funding opportunities and initiatives. Homeless Roundtable participants include the State of California's Office of Housing and Community Development Department, numerous city and county government agencies, housing authorities, and faith-based and community organizations. Participants meet quarterly to exchange information and undertake planning activities. HomeBase, HUD's Continuum of Care technical assistance provider supports ongoing Housing Roundtable activities. Through this effort, Continuum of Care participants in Sacramento and Fresno increased the level of funding to support local efforts.

Rural Coordination of 10-year Plans to End Chronic Homelessness

(Reno, Nevada)

Outside of the Las Vegas and Reno metropolitan areas, Nevada is sparsely populated and has a distinctly rural character with limited capacity to develop "stand alone" infrastructures to meet special housing needs. To ensure that Continuum of Care services and planning efforts extended to all parts of Nevada, HUD Reno Office in partnership with housing nonprofit service providers, housing authorities, local governments, state governmental agencies, launched an outreach program to engage underserved rural communities in developing a joint Continuum of Care. The "One Continuum" approach has been successful in increasing funding for special needs housing and services in rural communities and facilitating a rotating application strategy among the counties.

The Mall Network Summit: "Culmination of Our Vision"

(Los Angeles, California)

During the year HUD's Los Angeles Field Office assisted twelve cities and three counties in Southern California develop plans to integrate services and facilitate information exchange and partnerships with Mall Network members across the country. The Mall Network Summit, Co-chaired by Mayor Antonio Villaraigosa (City of Los Angeles) and Alan Kingston (CEO, Century Housing), with support from Enterprise Community Partners and the Corporation for Supportive Housing provided informational workshops and technical assistance on establishing "multi-service" centers.

Disaster Leadership

When tragedies occur our housing agencies are frequently called on to provide housing and supportive services to those who cannot remain in or return to their homes. Working with local governmental entities, PHA and other housing providers is a HUD Management Plan priority to prepare for the unthinkable in order to mitigate the fear, anxiety, and losses that accompany disasters.

HUD Provides Leadership in Southern California Wildfire Disaster Response and Relief Efforts

(Los Angeles, Santa Ana, and San Diego)



On October 21 a series of wildfires began burning across Southern California involving an area over 500,000 acres in seven counties from Santa Barbara County to the U.S.–Mexico border. Within days, several hundred thousand persons were evacuated, at least 1,500 homes were destroyed and 9 people died as a direct result of the fire and 85 others were injured, including at least 61 fire fighters.

The fires affected three HUD Field Office jurisdictions.

On October 23 President George W. Bush declared a national disaster for the seven affected counties in Southern California. HUD staff was deployed to Disaster Centers established by Federal Emergency Management Agency (FEMA). The Centers were closed in December 2007. HUD's Region VI Disaster Recovery Coordinator and Field Office Directors in Los Angeles, Santa Ana, and San Diego coordinated staffing the Centers. HUD staff worked with the Federal Emergency Management Agency (FEMA), local relief agencies, state and local government representatives/leaders, Congressional Offices, various Federal Agencies, nonprofit organizations, local housing partners including housing counseling agencies etc. Housing assistance was provided to families affected by the Southern California wildfires. Efforts resulted in increased interagency coordination, and enhanced HUD policies and procedures for future field disaster efforts by identifying HUD's procedures and policies that worked well and those that needed additional improvements.



Disaster shelter for evacuated households.

Strategic Goal D: Ensure Equal Opportunities in Housing

Improve Awareness of Fair Housing Rights and Responsibilities

Don't Borrow Trouble® (Reno, Nevada)

The Don't Borrow Trouble ®Northern Nevada Campaign, with original support from Freddie Mac, it is a coalition of government, nonprofit, and private sector organizations that works to combat predatory lending in Northern Nevada and to assist homeowners recover financial stability. The coalition has come together to educate the community on financial literacy and predatory lending and to provide counseling and financial assistance to those on the brink of loosing their homes due to unscrupulous lending practices. The campaign was kicked off in April 2006 in Reno, with a ceremony emceed by the Mayors of Reno and Sparks. The campaign has since expanded to Carson City and continues to gain support throughout several northern Nevada counties. With the rise of foreclosures in recent months, the Campaign is working to establish a rescue fund to be used to restructure loans in terms that borrowers can afford.



Carson City Mayor, Marv Teixeira addressing participants at the Don't Borrow Trouble one-year anniversary luncheon.

Fair Housing Month Training Series (Honolulu, Hawaii)

Fair Housing violations for persons with disabilities are the number one complaint in Hawaii. Working with the Hawaii Civil Rights Commission, Legal Aid Society of Hawaii, and representative from the disabilities community, HUD's Honolulu Field Office and Fair Housing & Equal Opportunity Program Office Hub, prepared a series video training programs on various fair housing issues. Students from the Communications Program at Chaminade University assisted with the production of the video training segments. The most recent training video, "Animals as Accommodations", was taped and broadcasted six times on the 'Olelo Community Television cable access station for Oahu, which reaches 400,000 subscribers.



FHEO Civil Rights Analyst Jelani Madaraka moderates discussion on reasonable accommodations

Fair Housing Clinic (City of Corona, California)

Through a collaborative effort involving the City of Corona, the Corona Veteran Center and Veterans Administration, HUD's Santa Ana Field Office and Fair Housing & Equal Opportunity Program Office Hub, assisted in providing a clinic to assist veterans to better understand their respective fair housing rights and their rights and responsibilities under the Soldier's Relief Act. The Housing Clinic was held on June 13, 2007 at the Veteran Administration's Center in the City of Corona provided veterans an opportunity for one-on-one counseling. Some veterans reported housing discrimination and instances in which creditors put them in default while on duty overseas.

Strategic Goal E: Ethic, Management, and Accountability

To achieve HUD's goal of improving its management and accountability HUD's actions have been directed at rebuilding its human capital and diversifying its workforce, improving internal controls, enhancing service delivery and customer service, ensuring program compliance, and improving internal communications and employee involvement. Below are examples of acknowledgements of HUD's contributions to local communities during the 2007 fiscal year.

Field Office Teambuilding (Phoenix Arizona)

To boost overall employee morale, increase cross-program employee awareness, and further the concept of "one HUD," each year the Phoenix Field Office holds seasonal contests amongst employee teams to support different community causes such as food to the food banks in the Winter, supplies for our troops in the Spring, water for the homeless during Arizona's searing Summer months, and back-to-school supplies for needy children in the Fall. Employees are randomly selected into one of four employee teams that have been created to include representatives from different HUD programs, including the IG, that create interaction amongst employees that do not routinely work together on day-to-day assignments. Teams select their own unique names, such as "Can Do'ers", "Latte Libre" (Free Flowing Cans), the Patriots, and Operation HUD Gives Back. Winners are announced at all-employee meetings, given a plaque, and each winning team determines which non-profit organization will receive the donation. A traveling trophy (a lava lamp) called the Groovy Group Award is passed to each winning team to hold until the next contest. The contests are quite competitive, but always fun and the donations have been quite extensive during the first three contests. This initiative demonstrates how HUD offices can promote employee morale and teambuilding at a nominal cost to HUD, as well as providing assistance to overall community.



Los Angeles PIH Proactive Exchange (Los Angeles)

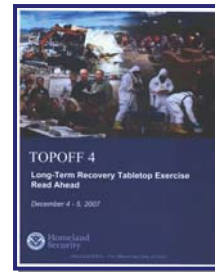
The First Quarterly "Proactive Exchange" between the Public Housing Authorities (PHAs) and the Los Angeles Office of Public Housing (LAOPH) took place on Tuesday, August 14, 2007 at the Los Angeles Field Office. Proactive Exchanges address two goals: 1) NO MORE TROUBLED PHAs, and 2) Moving from REACTIVE TO PROACTIVE. This innovative practice enables PHA and PIH to address operational and management issues in "real time" and ensure that the public housing agencies are financially stable and that the housing stock remains in good condition.

Emergency Preparedness TOPOFF Event (Phoenix, AZ)

On October 18, 2007, Rebecca Flanagan, Phoenix Field Office Director, Caroline Krewson, Region IX Deputy Director, and Gary Deyulia, Region IX Disaster Coordinator, attended a VIP tour of the TOPOFF IV (TOPOFF stands for “Top Officials”) event in Phoenix which simulated the detonation of a dirty bomb device at the cross-section of two major freeways in the east valley of the Phoenix metropolitan area. The next day, Ken Einbinder, Operations Specialist, and Gary Deyulia attended the short and long term recovery strategic planning for the TOPOFF IV event. The four hour session included a breakout session with committees focusing on emergency support services, public information and communication, medical, and emergency services. The scenarios focused on exploring issues that could occur up to 60 days following the simulated disaster event.

TOPOFF IV is the most comprehensive terrorism response exercise ever conducted in the United States. Sponsored by the U.S. Department of Homeland Security’s Office of State and Local Government Coordination and Preparedness, TOPOFF IV is the fourth exercise in the TOPOFF Exercise Series, a congressionally mandated exercise program. The exercise was designed to strengthen the nation’s capacity to prevent, protect against, respond to, and recover from terrorist attacks involving weapons of mass destruction.

Joining the Department of Homeland Security and other federal agencies in this important effort are the states of Arizona and Oregon and the U.S. Territory of Guam. Exercises such as TOPOFF are an important component of national preparedness, helping to build an integrated federal, state, local, tribal, and private sector capability to prevent terrorist attacks on the homeland, and rapidly and effectively respond to and recover from any terrorist attack or major disaster that may occur.



TOPOFF Report

TOPOFF IV is the most comprehensive terrorism response exercise ever conducted in the United States.

Strategic Goal F: Build Capacity of Community and Faith-based Organizations

Building the capacity of community-based organizations is essential to building strong and health communities. To do this, HUD's efforts have been focused on reducing regulatory barriers prevent faith-based and community organizations from participating in federal programs, conducting outreach to inform potential partners of funding HUD at opportunities, expanding technical assistance resources deployed to faith-based and community organizations, and encouraging 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.

Phoenix Office Hosts White House Conference on Faith-Based and Community Initiatives

David Carradini, Senior Advisor, Center for Faith-Based and Community Initiatives, Rebecca Flanagan, Field Office Director, and Ken Einbinder, Operations Specialist participated in the White House Conference on Faith-Based and Community Initiatives held on May 15 and 16, 2007. Rebecca Flanagan served as a presenter during the conference track titled Community and Economic Development Strategies: Urban Focus. David Carradini served as a presenter, while Ken Einbinder served as the moderator during the Homelessness Initiatives: Transforming Lives track on Wednesday, May 16, 2007. Conference goals included strengthening communities through faith-based and community initiatives and partnering with the federal government. The conference attracted 1400 attendees representing communities from throughout the state and focused on topics such as Asset/Capacity Building, Homelessness Initiatives, Workforce, Community and Economic Development, Families/Children and Elders, as well as Veterans, Substance Abuse and HIV/AIDS.



Multifamily Project Manager, Rosie Ortega, and Multifamily Supervisory Project Manager, Marilyn Yazzie, were just a few HUD employees who assisted with staffing the booth.

Faith Based Community Initiatives Conference (Honolulu, Hawaii).

HUD's Honolulu Field Office assisted in the planning and organization of workshops on "Sheltering the Homeless and Feeding the Hungry" for the Hawaii's Faith Based Community Initiatives Conference sponsored by the White House Office of Faith Based Community Initiatives, Federal, state and local government agencies, U.S. Substance Abuse and Mental Health Services, The Corporation for National and Community Services, The Na Lei Aloha Foundation, Hawaiian Island Ministries and KWHE TV-14. The event, held in Honolulu on October 17 was attended by over 400 persons and featured keynote presentations by Hawaii Governor Linda Lingle and Jeremy White, formerly with the White House Office of Faith Based Community Initiatives, and highlighted contributions that Faith Based organizations make in transforming community.