

Finally, in conjunction with continuing to serve those in need, HUD has been given the responsibility to administer substantial supplemental disaster funding to assist the hundreds of thousands of Gulf Coast residents displaced by 2005 Hurricanes Katrina, Rita, and Wilma. The funds are being used in a wide range of recovery activities, such as rebuilding of infrastructure and housing, delivery of essential public services, and economic development. HUD is committed to achieving real results in its Gulf Coast recovery efforts and recognizes that the rebuilding of lives and communities is a national priority.

The Department is proud to work with the Congress and HUD's state, local, non-profit, and for-profit partners to meet the greatest housing and community development challenges facing the nation. I look forward to building on past accomplishments and contributing to new and expanded opportunities for citizens and communities in need.

A handwritten signature in black ink, appearing to read "Alphonso Jackson", with a long horizontal flourish extending to the right.

Alphonso Jackson

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HUD'S STRATEGIC FRAMEWORK

HUD's FY 2006–2011 Strategic Framework

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INTRODUCTION

The FY 2007 Annual Performance Plan reflects HUD's continuing commitment to inform the American people, the Congress, its partners and its employees about the mission, goals, and work we seek to accomplish, as well as the ways that we will measure performance and implement improvements in FY 2007. The Annual Performance Plan is fully integrated with the Department's revised Strategic Plan for fiscal years 2006–2011 that was submitted to the Congress on March 30, 2006. In both documents, the Department has made every effort to present its plans in a clear manner and to establish goals and individual performance indicators that capture the real results of the Department's efforts, both outputs and significant outcomes. In addition, HUD is committed to improving its data and measurements to provide a clearer picture of the performance of HUD's programs.

The mission statement and the six Strategic Goals of the Department are integral parts of both the Strategic Plan and this Annual Performance Plan, reflecting and helping to ensure the continuity of HUD's policies and operations. The mission statement and Strategic Goals have not changed; however, the Department has made modest adjustments to several strategic objectives, as described below, to better capture the current performance goals, operations and policies of the Department.

Included in this Quick Reference section is a table displaying budget resources divided by strategic goal. The next section explains the general means and strategies that enable the Department to accomplish the goals in this plan. The final section of the Plan details the performance indicators, with explanations, by strategic goal. The document includes appendices that describe revisions to the FY 2006 Annual Performance Plan, brief descriptions of selected HUD programs, and a discussion of data issues related to the Plan. The overall discussions and individual performance indicators also address the ways that HUD works with other federal agencies to achieve important outcomes, as well as the external factors that impact the degree of control that the Department has in attaining outcomes. These external factors can vary greatly from indicator to indicator.

The Department welcomes any comments or questions that may arise and these can be addressed to the Department's Office of the Chief Financial Officer, Mr. James Martin, at (202) 708-1946.

Goal A: Increase Homeownership Opportunities

Strategic Objectives:

A.1. Expand national homeownership opportunities.

HUD has many programs that all actively help increase homeownership opportunities. HUD's Federal Housing Administration, which is the largest insurer of mortgages in the world and a key HUD program for advancing homeownership, has insured, since its inception in 1934, more than 33 million single-family mortgages. The Department is proposing important legislative reforms for the FHA program to enhance its impact.

A.2. Increase minority homeownership.

The homeownership rate for minorities remains 25 percentage points below the homeownership rate for non-minority households. This objective reflects HUD's specific commitment to reducing this imbalance over the long term, particularly through the presidential and secretarial initiative to increase the number of minority homeowners by at least 5.5 million by the end of the decade.

A.3. Make the home-buying process less complicated and less expensive.

Under this strategic objective, HUD will work with the housing community and federal and state agencies to further consumer-friendly efforts to improve the settlement process.

A.4. Reduce predatory lending through reform, education and enforcement.

Predatory lending in the homeownership finance market involves deception or fraud, manipulating the borrower through aggressive sales tactics, or taking unfair advantage of a borrower's lack of understanding of loan terms. HUD is committed to working with other federal and state agencies and to vigorously enforce the Real Estate Settlement Procedures Act and the Fair Housing Act in order to reduce predatory lending practices. This is a revised objective to strengthen the Department's overall effort.

A.5. Help HUD-assisted renters become homeowners.

In recent years HUD has strengthened efforts in this area because HUD programs are assisting approximately 4.8 million renter households. The Department is committed to helping more HUD-assisted renters become homeowners by providing greater flexibility for public housing agencies and by expanding use of Housing Choice Vouchers for homeownership. Several other HUD programs, including HOPE VI, further contribute to expanded homeownership opportunities.

A.6. Keep existing homeowners from losing their homes.

HUD is supporting homeowners in maintaining their homeownership status through housing counseling and foreclosure prevention activities.

Goal B: Promote Decent Affordable Housing

Strategic Objectives:

B.1. Expand access to and availability of decent, affordable rental housing.

This is a revised strategic objective that captures HUD’s efforts in maintaining over 4.8 million units of public and assisted housing, as well as increasing affordable housing opportunities through the HOME Investment Partnership, Housing Opportunities for Persons With AIDS, FHA multifamily, and other HUD rental assistance programs. The objective also recognizes the importance of targeting HUD assistance to persons and families with very low, low and moderate incomes.

B.2. Improve the management accountability and physical quality of public and assisted housing.

This objective continues to stress improving the quality of HUD’s public and assisted housing and also focuses on management accountability. These efforts will increase the availability of affordable rental units.

B.3. Improve housing opportunities for the elderly and persons with disabilities.

This is a revised strategic objective that focuses on HUD’s efforts to promote community-based living opportunities, where appropriate, and to make supportive services available to residents of rental housing to enable them to live as independently as possible. The Section 202 and Section 811 programs support these efforts, as does additional assistance provided through HUD’s public housing and voucher programs.

B.4. Promote housing self-sufficiency.

This objective coordinates with Objective A.5: “Help HUD-assisted renters become homeowners.” It reflects the Department’s efforts to maximize the role of public and assisted housing as a springboard to advance families who are ready to move on toward self-sufficiency, new affordable rental housing and homeownership opportunities. Achieving this objective accomplishes important outcomes for families and stretches limited budget resources.

B.5. Facilitate more effective delivery of affordable housing by reforming public housing and the Housing Choice Voucher program.

This new objective focuses on proposed regulatory and statutory changes that will improve the efficiency, effectiveness, and long-term sustainability of public housing and the Housing Choice Voucher program. It includes a transition to asset-based management for Public Housing Agencies (PHAs) and proposed legislative reforms. These reforms would simplify housing delivery, give PHAs greater flexibility while requiring more accountability, make limited budget resources more effective, lessen intrusion into families’ lives, and encourage tenant work contributions.

Goal C: Strengthen Communities

Strategic Objectives:

C.1. Assist disaster recovery in the Gulf Coast region.

This new strategic objective reflects the unprecedented impact of the hurricanes in the Gulf Coast region last summer. Congress has provided substantial supplemental HUD disaster funding to aid in the reconstruction of affected communities. HUD will ensure that families have equal opportunity in housing.

C.2. Enhance sustainability of communities by expanding economic opportunities.

This is a revised strategic objective relating to how HUD's community and economic development programs help improve economic conditions in distressed communities and help strengthen America's communities. A key focus is the Department's largest community development program, the Community Development Block Grant program. Reforms are proposed for this program to better target resources and increase the measurable impact of the program.

C.3. Foster a suitable living environment in communities by improving physical conditions and quality of life.

This is a revised strategic objective that involves a range of HUD programs that target funds to address quality-of-life issues in low-income communities and households. Efforts are focused on improving public services and amenities, providing safe, clean streets and adequate infrastructure, and eliminating blight.

C.4. End chronic homelessness and move homeless families and individuals to permanent housing.

HUD is committed, through its Continuum of Care programs, to ending chronic homelessness and reducing overall homelessness. The Department is proposing legislative reforms to increase its impact in this area. HUD's emphasis on chronic homelessness will ultimately free up resources for broader homeless reduction efforts.

C.5. Address housing conditions that threaten health.

This is a revised strategic objective that continues the focus on safe housing stock as a critical precondition for safe, livable communities. The Department is committed to eliminating the poisoning of children by lead-based paint and has achieved notable successes to date. This objective addresses health and hazard issues that exist in housing, and covers research to improve housing construction and resist natural disasters. This objective also includes outcomes of the Housing Opportunities for Persons With AIDS program, which will be aided by a HUD-proposed legislative formula improvement for this program.

Goal D: Ensure Equal Opportunity in Housing

Strategic Objectives:

D.1. Ensure access to a fair and effective administrative process to investigate and resolve complaints of discrimination.

HUD is responsible for enforcement of the Fair Housing Act and for ensuring that HUD programs promote fair housing and comply with civil rights laws.

D.2. Improve public awareness of rights and responsibilities under fair housing laws.

Heightened public awareness is key to accomplishing greater compliance with fair housing laws. It can also result in increased willingness of victims to report discrimination and expanded availability of housing to all.

D.3. Improve housing accessibility for persons with disabilities.

This strategic objective reflects a concerted effort by HUD to reduce barriers that limit the housing options for persons with disabilities and create more accessible units.

D.4. Ensure that HUD-funded entities comply with fair housing and other civil rights laws.

Title VI of the Fair Housing Act requires federal agencies to ensure that their programs provide equal opportunity in housing. This new strategic objective focuses on the cross-cutting nature of fair housing issues and invigorates the Department's compliance enforcement activities, including accessibility of housing for persons with disabilities under Section 504.

Goal E: Embrace High Standards of Ethics, Management, and Accountability

Strategic Objectives:

E.1. Strategically manage HUD's human capital to increase employee satisfaction and improve HUD performance.

This revised strategic objective highlights the opportunity to invest in and make HUD's workforce even more effective and valuable. The Government Accountability Office has recognized human resource issues as a government-wide challenge. HUD views it as an opportunity to address issues such as retention, training and recruitment. The effort reflects HUD's implementation of its Strategic Human Capital Management Plan.

E.2. Improve HUD’s management and internal controls to ensure program compliance and resolve audit issues.

This revised strategic objective remains centered on continuous improvement of the organization and its functions, with a focus on financial systems and financial performance, as well as program operations and compliance. The objective strengthens HUD’s ability to prevent fraud, waste and abuse, to solve remaining audit findings, and to further improve overall Departmental performance.

E.3. Improve accountability, service delivery, and customer service of HUD and its partners.

This strategic objective reflects HUD’s extensive use of the partnership model as a fundamental aspect of the Department’s operations. HUD’s partners include state and local governments, non-profit and for profit organizations, and other federal agencies, as well as Congress, for developing the course of Departmental policies and providing budget resources. Desired management improvements and accountable, measurable performance improvements must both be developed in conjunction with and accomplished through the actions of our partners.

E.4. Capitalize on modernized technology to improve the delivery of HUD’s core business functions.

This is a revised strategic objective that better captures the importance of information technology in our modern society and in improving government operations and results. The objective aims to continue modernization improvements that are reflected in operational improvements by the Department and in quantifiable benefits tied to specific strategic investments.

Goal F: Promote Participation of Faith-Based and Community Organizations

Strategic Objectives:

F.1. Reduce barriers to faith-based and community organizations’ participation in HUD-sponsored programs.

This revised objective continues the successful work in recent years to “open doors” to advance and maximize the participation of faith-based and community organizations in HUD-sponsored programs. HUD has essentially removed existing regulatory barriers to participation and will continue to identify and eliminate any remaining barriers that might influence further participation.

