

Section 3. Implementation

Putting the Plan Into Action: Setting Targets and Tracking Performance

The Strategic Plan provides a framework for achieving the Department's mission. To fulfill that purpose, however, we must turn these ambitious commitments into an actionable plan that will guide implementation. This implementation plan will be carried out through a number of inter-linked mechanisms requiring departmentwide engagement.

The first step in this implementation plan is to align the strategies and programs that contribute to the achievement of each key outcome measure described in this Strategic Plan. For purposes of both the Strategic Plan and the Department's Annual Performance Plans, HUD will set annual national fiscal year targets for these outcome measures, based on the budgeted activities of contributing programs. The Department will also set annual place-based fiscal year targets for these same outcome measures, where applicable.

With outcome targets in place, HUD will develop an annual Management Action Plan (MAP), which will replace the agency's current management plan and become the tool by which we track and monitor the activities that support the outcome measures in the Strategic Plan and Annual Performance Plans. For each outcome measure, contributing programs will identify both supporting performance measures and activity milestones, with corresponding targets and completion dates. Having identified these measures and milestones, HUD will track performance by HUD organizational unit, customer, or place.

Where appropriate, the Department will conduct place-based target-setting and tracking, using these MAP activity and measurement templates, with executive-level reporting and monitoring at the HUD region level. Regional field directors will drill this down to the state and local levels. After the MAP is established, regular reports containing measures and milestones for each goal will be developed and reviewed at regular goal-specific management meetings with the Secretary and Deputy Secretary.

Delivering Solutions: Implementing HUD Programs

The following tables detail which HUD programs contribute and will contribute to achieving each goal.

Implementing HUD’s Programs: Goal 1. Strengthen the Nation’s Housing Market To Bolster the Economy and Protect Consumers

	1A. Stem the foreclosure crisis	1B. Protect and educate consumers when they buy, refinance, or rent a home	1C. Create financially sustainable homeownership opportunities	1D. Establish an accountable and sustainable housing finance system
Brownfields Economic Development Initiative				
Community Development Block Grant (CDBG) (Catalytic Competition)				
CDBG (Disaster Recovery Assistance)			●	
CDBG (Entitlement)			●	
CDBG (Section 108 Loan Guarantee)				
CDBG (University Community Fund)	●	●		
Empowerment Zones				
Homeless Assistance Grants (HAG)				
HOME Investment Partnerships Program			●	
Housing Opportunities for Persons with AIDS (HOPWA)				
Housing Trust Fund			*	
Neighborhood Stabilization Program (NSP)	●		●	
Rural Housing and Economic Development Program			●	
Section 4 Capacity Building				
Self-Help Homeownership and Opportunity Program (SHOP)			●	
Fair Housing (Enforcement and Compliance)	●	●	●	●
Fair Housing Assistance Program (FHAP)	●	●	●	●
Fair Housing Initiatives Program (FHIP)	●	●	●	●
Section 3 Program				
FHA Multifamily Housing				
FHA Single Family Forward Mortgage Program	●	●	●	●
Home Equity Conversion Mortgage (HECM) Program (Section 255)		●	●	●
Hospitals and Nursing Homes				
Housing Counseling Assistance	●	●	●	●
Multifamily Housing Service Coordinators				
Real Estate Settlement Procedures Act (RESPA)		●		●
Section 8 Project-Based Rental Assistance (PBRA)				
Secure and Fair Enforcement		●		●
Manufactured Housing Programs		●		
Supportive Housing for the Elderly (Section 202)				
Supportive Housing for Persons with Disabilities (Section 811)				
Guarantees of Mortgage-Backed Securities	●		●	●
Targeted Lending Initiative	●		●	●
Lead-Based Paint Hazard Reduction		●		
Healthy Homes		●		
Early Childhood Education Facilities				
Family Self-Sufficiency (FSS) Program		●		
Federal Guarantees for Financing for Tribal Housing Activities (Title VI)			●	
HUD-Veterans Affairs Supportive Housing (VASH)				
Indian Community Development Block Grant (CDBG)				
Indian Housing Loan Guarantee Fund (Section 184)		●	●	●
Native American Housing Block Grants		●	●	
Native Hawaiian Loan Guarantee Fund (Section 184A)		●	●	
Native Hawaiian Housing Block Grants			●	
Public Housing Capital Fund				
Public Housing Operating Fund				
Resident Opportunity and Self-Sufficiency (ROSS) Program		●		
Revitalization of Severely Distressed Public Housing (Hope VI)			●	
Tenant-Based Rental Assistance (TBRA)/Housing Choice Vouchers			●	
Analysis of Impediments				
Consolidated Plan	●	●	●	
Choice Neighborhoods			●	
Sustainable Communities Initiative		*	●	*
Transforming Rental Assistance Initiative				

● Community Planning and Development	● Healthy Homes and Lead Hazard Control	● Programs that currently support a subgoal
● Fair Housing and Equal Opportunity	● Public and Indian Housing	* Programs that will support a subgoal in the future
● FHA/Housing	● Planning Tools and Signature Initiatives	
● Ginnie Mae		

Implementing HUD’s Programs: Goal 2. Meet the Need for Quality Affordable Rental Homes

	2A. End homelessness and substantially reduce the number of families and individuals with severe housing needs	2B. Expand the supply of affordable rental homes where they are most needed	2C. Preserve the affordability and improve the quality of federally assisted and private unassisted affordable rental homes	2D. Expand families’ choices of affordable rental homes located in a broad range of communities
Brownfields Economic Development Initiative				
Community Development Block Grant (CDBG) (Catalytic Competition)				
CDBG (Disaster Recovery Assistance)		●		
CDBG (Entitlement)		●	●	
CDBG (Section 108 Loan Guarantee)		●		
CDBG (University Community Fund)				
Empowerment Zones				
Homeless Assistance Grants (HAG)	●	●		
HOME Investment Partnerships Program	●	●	●	
Housing Opportunities for Persons with AIDS (HOPWA)	●			
Housing Trust Fund	*	*	*	
Neighborhood Stabilization Program (NSP)	*	●	●	
Rural Housing and Economic Development Program		●		
Section 4 Capacity Building				
Self-Help Homeownership and Opportunity Program (SHOP)				
Fair Housing (Enforcement and Compliance)				●
Fair Housing Assistance Program (FHAP)				●
Fair Housing Initiatives Program (FHIP)				●
Section 3 Program				
FHA Multifamily Housing		●	●	●
FHA Single Family Forward Mortgage Program				
Home Equity Conversion Mortgage (HECM) Program (Section 255)				
Hospitals and Nursing Homes				
Housing Counseling Assistance	●			*
Multifamily Housing Service Coordinators				
Real Estate Settlement Procedures Act (RESPA)				
Section 8 Project-Based Rental Assistance (PBRA)	●	●	●	●
Secure and Fair Enforcement				
Manufactured Housing Programs				
Supportive Housing for the Elderly (Section 202)	●	●	●	●
Supportive Housing for Persons with Disabilities (Section 811)	●	●	●	●
Guarantees of Mortgage-Backed Securities		●	●	
Targeted Lending Initiative		●		
Lead-Based Paint Hazard Reduction			●	
Healthy Homes			●	
Early Childhood Education Facilities				
Family Self-Sufficiency (FSS) Program				●
Federal Guarantees for Financing for Tribal Housing Activities (Title VI)				
HUD-Veterans Affairs Supportive Housing (VASH)	●			
Indian Community Development Block Grant (CDBG)	●	●	●	
Indian Housing Loan Guarantee Fund (Section 184)				
Native American Housing Block Grants	●	●	●	●
Native Hawaiian Loan Guarantee Fund (Section 184A)				
Native Hawaiian Housing Block Grants	●	●	●	
Public Housing Capital Fund	●	●	●	●
Public Housing Operating Fund	●	●	●	●
Resident Opportunity and Self-Sufficiency (ROSS) Program				●
Revitalization of Severely Distressed Public Housing (Hope VI)	●	●	●	●
Tenant-Based Rental Assistance (TBRA)/Housing Choice Vouchers	●	●		●
Analysis of Impediments	*	*	*	*
Consolidated Plan	●	●	●	●
Choice Neighborhoods	●	●	●	●
Sustainable Communities Initiative		●	●	●
Transforming Rental Assistance Initiative	●	●	●	●

Community Planning and Development	Healthy Homes and Lead Hazard Control	● Programs that currently support a subgoal
Fair Housing and Equal Opportunity	Public and Indian Housing	* Programs that will support a subgoal in the future
FHA/Housing	Planning Tools and Signature Initiatives	
Ginnie Mae		

Implementing HUD's Programs: Goal 3. Utilize Housing as a Platform for Improving Quality of Life

	3A. Utilize HUD assistance to improve educational outcomes and early learning and development	3B. Utilize HUD assistance to improve health outcomes	3C. Utilize HUD assistance to increase economic security and self-sufficiency	3D. Utilize HUD assistance to improve housing stability through supportive services for vulnerable populations, including the elderly, people with disabilities, homeless people, and those individuals and families at risk of becoming homeless	3E. Utilize HUD assistance to improve public safety
Brownfields Economic Development Initiative					
Community Development Block Grant (CDBG) (Catalytic Competition)			*		
CDBG (Disaster Recovery Assistance)					
CDBG (Entitlement)		*	*		*
CDBG (Section 108 Loan Guarantee)					
CDBG (University Community Fund)					
Empowerment Zones			●		
Homeless Assistance Grants (HAG)	●	●	●	●	*
HOME Investment Partnerships Program					
Housing Opportunities for Persons with AIDS (HOPWA)		*	●	●	*
Housing Trust Fund					
Neighborhood Stabilization Program (NSP)					
Rural Housing and Economic Development Program					
Section 4 Capacity Building					
Self-Help Homeownership and Opportunity Program (SHOP)					
Fair Housing (Enforcement and Compliance)				●	
Fair Housing Assistance Program (FHAP)				●	
Fair Housing Initiatives Program (FHIP)			●	●	
Section 3 Program			●		
FHA Multifamily Housing					
FHA Single Family Forward Mortgage Program			*		
Home Equity Conversion Mortgage (HECM) Program (Section 255)			●	●	
Hospitals and Nursing Homes	*				
Housing Counseling Assistance			●	*	
Multifamily Housing Service Coordinators	*	●	*	●	*
Real Estate Settlement Procedures Act (RESPA)			●		
Section 8 Project-Based Rental Assistance (PBRA)		*	*	*	
Secure and Fair Enforcement					
Manufactured Housing Programs					
Supportive Housing for the Elderly (Section 202)		*	*	●	*
Supportive Housing for Persons with Disabilities (Section 811)	*	*	*	●	*
Guarantees of Mortgage-Backed Securities					
Targeted Lending Initiative					
Lead-Based Paint Hazard Reduction		●			
Healthy Homes		●			●
Early Childhood Education Facilities	●				
Family Self-Sufficiency (FSS) Program	●	●	●	●	●
Federal Guarantees for Financing for Tribal Housing Activities (Title VI)					
HUD-Veterans Affairs Supportive Housing (VASH)		*	●	●	*
Indian Community Development Block Grant (CDBG)	●	●	●	●	●
Indian Housing Loan Guarantee Fund (Section 184)					
Native American Housing Block Grants	●	●	●	●	●
Native Hawaiian Loan Guarantee Fund (Section 184A)					
Native Hawaiian Housing Block Grants	●	●	●	●	●
Public Housing Capital Fund		●	●	●	●
Public Housing Operating Fund		●	●	●	●
Resident Opportunity and Self-Sufficiency (ROSS) Program	●	●	●	●	●
Revitalization of Severely Distressed Public Housing (Hope VI)	*	*	●	*	●
Tenant-Based Rental Assistance (TBRA)/Housing Choice Vouchers	*	*	●	●	*
Analysis of Impediments	*	*	*	*	
Consolidated Plan	●	●	●	●	●
Choice Neighborhoods	●	●	●	●	●
Sustainable Communities Initiative	*		*	*	*
Transforming Rental Assistance Initiative					

● Community Planning and Development	● Healthy Homes and Lead Hazard Control	● Programs that currently support a subgoal
● Fair Housing and Equal Opportunity	● Public and Indian Housing	* Programs that will support a subgoal in the future
● FHA/Housing	● Planning Tools and Signature Initiatives	
● Ginnie Mae		

Implementing HUD’s Programs: Goal 4. Build Inclusive and Sustainable Communities Free From Discrimination

	4A. Catalyze economic development and job creation, while enhancing and preserving community assets	4B. Promote energy-efficient buildings and location-efficient communities that are healthy, affordable, and diverse	4C. Ensure open, diverse, and equitable communities	4D. Facilitate disaster preparedness, recovery, and resiliency	4E. Build the capacity of local, state, and regional public and private organizations
Brownfields Economic Development Initiative	●	●	●		●
Community Development Block Grant (CDBG) (Catalytic Competition)	●	*			
CDBG (Disaster Recovery Assistance)	●	*		●	
CDBG (Entitlement)	●	●	●	●	
CDBG (Section 108 Loan Guarantee)	●				
CDBG (University Community Fund)	●	●			
Empowerment Zones	●	●	●		●
Homeless Assistance Grants (HAG)					
HOME Investment Partnerships Program		●			●
Housing Opportunities for Persons with AIDS (HOPWA)					
Housing Trust Fund		*		*	*
Neighborhood Stabilization Program (NSP)		●			●
Rural Housing and Economic Development Program	●	●	●		●
Section 4 Capacity Building					●
Self-Help Homeownership and Opportunity Program (SHOP)					●
Fair Housing (Enforcement and Compliance)	●		●		●
Fair Housing Assistance Program (FHAP)			●		●
Fair Housing Initiatives Program (FHIP)	●	●	●		●
Section 3 Program	●		●		●
FHA Multifamily Housing		●	●	●	
FHA Single Family Forward Mortgage Program		●	●	*	
Home Equity Conversion Mortgage (HECM) Program (Section 255)		*	●	*	
Hospitals and Nursing Homes	●	●		*	
Housing Counseling Assistance			●		*
Multifamily Housing Service Coordinators					
Real Estate Settlement Procedures Act (RESPA)			●		
Section 8 Project-Based Rental Assistance (PBRA)		●	●	●	
Secure and Fair Enforcement					
Manufactured Housing Programs					
Supportive Housing for the Elderly (Section 202)		●	●	*	
Supportive Housing for Persons with Disabilities (Section 811)		●	●	*	
Guarantees of Mortgage-Backed Securities					
Targeted Lending Initiative					
Lead-Based Paint Hazard Reduction		●			●
Healthy Homes	●	●			●
Early Childhood Education Facilities					
Family Self-Sufficiency (FSS) Program	●				
Federal Guarantees for Financing for Tribal Housing Activities (Title VI)					
HUD-Veterans Affairs Supportive Housing (VAISH)				●	
Indian Community Development Block Grant (CDBG)	●	●	●	●	●
Indian Housing Loan Guarantee Fund (Section 184)			●	●	
Native American Housing Block Grants		●		●	●
Native Hawaiian Loan Guarantee Fund (Section 184A)				●	
Native Hawaiian Housing Block Grants		●		●	●
Public Housing Capital Fund		●	●	●	
Public Housing Operating Fund		●	●	●	●
Resident Opportunity and Self-Sufficiency (ROSS) Program	●				●
Revitalization of Severely Distressed Public Housing (Hope VI)		●		●	
Tenant-Based Rental Assistance (TBRA)/Housing Choice Vouchers			●	●	●
Analysis of Impediments	*		*		*
Consolidated Plan	●	●	●	●	●
Choice Neighborhoods	●	●	●	●	●
Sustainable Communities Initiative	●	●	●	●	●
Transforming Rental Assistance Initiative		●			*

● Community Planning and Development	● Healthy Homes and Lead Hazard Control	● Programs that currently support a subgoal
● Fair Housing and Equal Opportunity	● Public and Indian Housing	* Programs that will support a subgoal in the future
● FHA/Housing	● Planning Tools and Signature Initiatives	
● Ginnie Mae		