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II-C - H Provide indirect and direct income assistance so that economically disadvantaged families can obtain decent, safe, and sanitary housing.

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 78	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<ul style="list-style-type: none"> ● Issue final regulations for traditional public housing. 1. Regulations redrafted 2. Publication of draft regulations 3. Redraft regulations based on public comment 4. Departmental clearances completed 5. Approval by Secretary 6. Publish final regulations for effect 	Sherman	▲	△	△	△	△									<p>**SECRETARIAL PRIORITY**</p> <p>9/30/76</p> <p>1/13/76</p>

△ PROJECTED COMPLETION	◇ REVISED PROJECTED COMPLETION	▲ ACHIEVED PER PROJECTION	◆ ACHIEVED PER REVISED PROJECTION
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APPROVED: _____

PART B - NEGOTIATED OBJECTIVES WITH NUMERICAL VALUES.

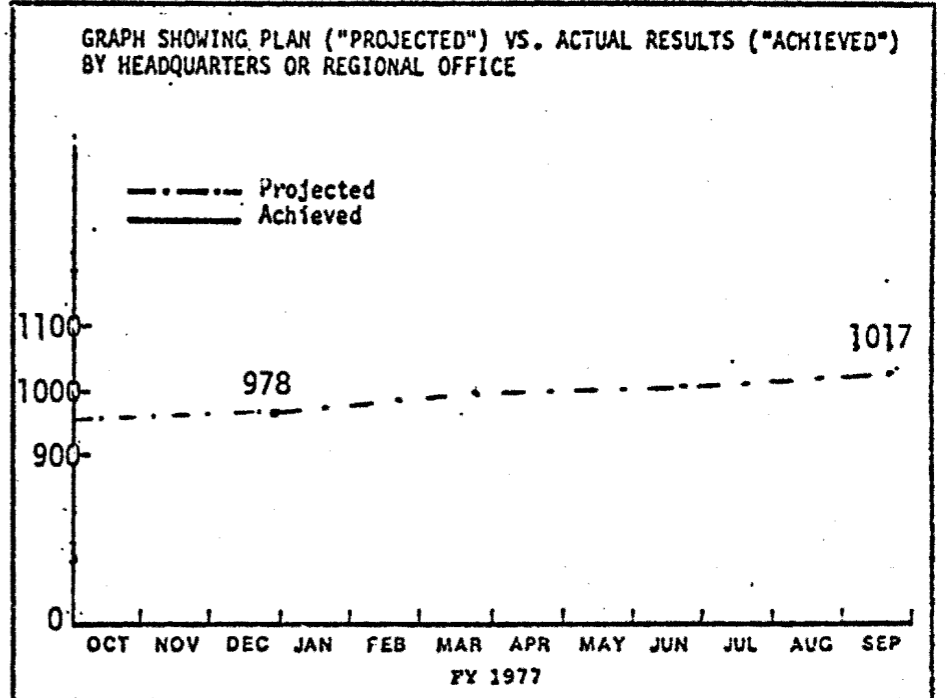
Program Area: HM

GOAL: II - PROVIDE DECENT HOUSING

SUB-GOAL: D - Assure the effective management, preservation and utilization of existing housing.

OBJECTIVE: Hold to 1017 (43%) or below, the number (1977) of HUD-Held Project Mortgages in default. (SECRETARIAL PRIORITY)

Region/Field Office	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
REGION I Proj. Ach.			58			56			54			52 (42%)
REGION II Proj. Ach.			100			106			112			115 (46%)
REGION III Proj. Ach.			91			89			87			85 (45%)
REGION IV Proj. Ach.			130			128			127			125 (46%)
REGION V Proj. Ach.			274			282			290			299 (43%)
REGION VI Proj. Ach.			123			130			136			143 (45%)
REGION VII Proj. Ach.			52			50			47			45 (45%)
REGION VIII Proj. Ach.			18			17			16			16 (35%)
REGION IX Proj. Ach.			102			101			100			100 (40%)
REGION X Proj. Ach.			30			32			35			37 (37%)
NATIONAL Proj. Ach.			978			991			1004			1017 (43%)
Proj. Ach.												
Proj. Ach.												



NOTE: Both Regional and Field Office Operating Plans use this form showing a Regional graph above and a Field Office split at the left.

PART B - NEGOTIATED OBJECTIVES WITH NUMERICAL VALUES

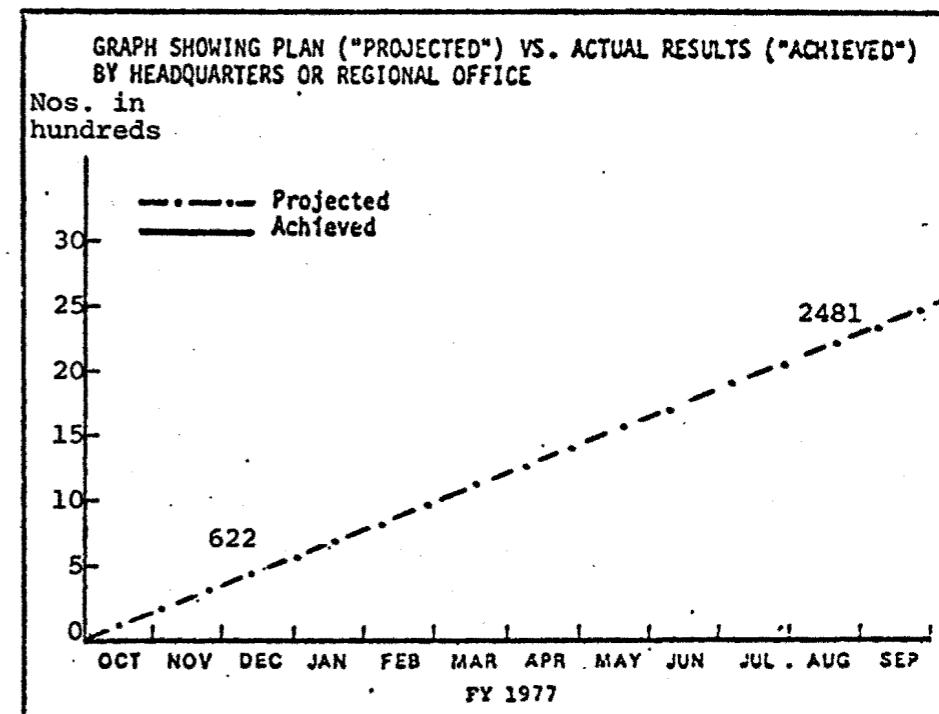
Program Area: HM

GOAL: II - PROVIDE DECENT HOUSING

SUB-GOAL: D - Assure the effective management, preservative and utilization of existing housing.

OBJECTIVE: Reduce servicing abuses by conducting in-depth (1977) performance reviews of a minimum of 2481 single family mortgagees.
(SECRETARIAL PRIORITY)

Region/Field Office	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
REGION I Proj. Ach.			44			88			132			175
REGION II Proj. Ach.			69			138			207			275
REGION III Proj. Ach.			79			158			237			315
REGION IV Proj. Ach.			95			190			285			380
REGION V Proj. Ach.			135			270			405			540
REGION VI Proj. Ach.			72			144			216			287
REGION VII Proj. Ach.			45			90			135			180
REGION VIII Proj. Ach.			39			78			115			154
REGION IX Proj. Ach.			18			36			53			70
REGION X Proj. Ach.			26			52			78			105
NATIONAL Proj. Ach.			622			1244			1863			2481
Proj. Ach.												
Proj. Ach.												



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PART B - NEGOTIATED OBJECTIVES WITH NUMERICAL VALUES

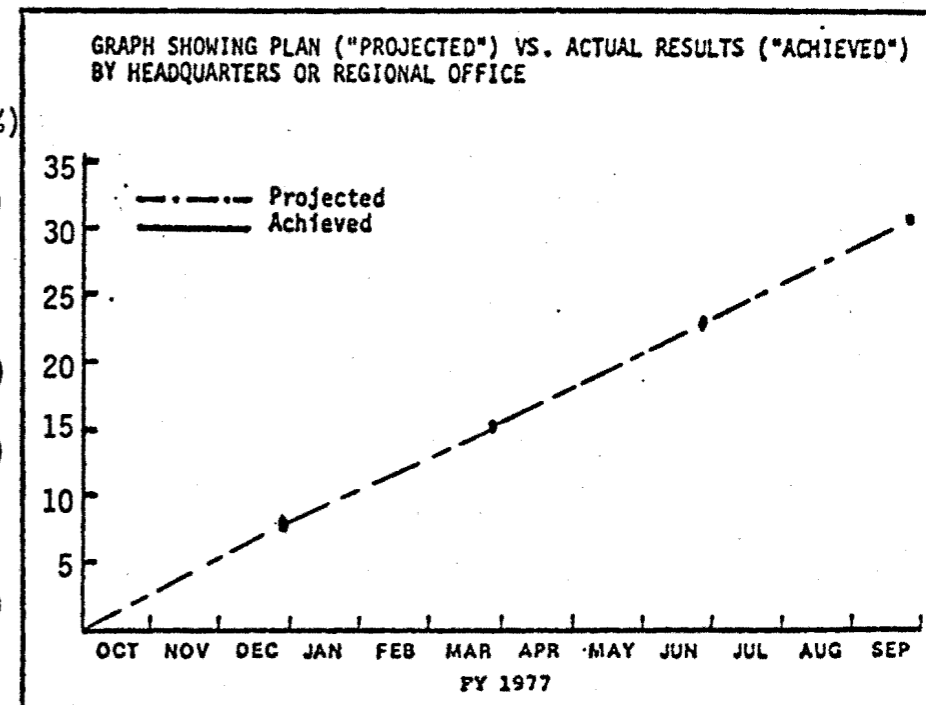
Program Area: HM

GOAL: II - PROVIDE DECENT HOUSING

SUB-GOAL: D - Assure the effective management, preservation and utilization of existing housing.

OBJECTIVE: Maintain SF acquisitions at a level not to exceed (1977) 31,587 acquisitions, .633%.
(SECRETARIAL PRIORITY)

Region/Field Office	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
REGION I Proj. Ach.			93			186			279			370 (.308%)
REGION II Proj. Ach.			523			1046			1569			2090 (.406%)
REGION III Proj. Ach.			360			720			1080			1441 (.368%)
REGION IV Proj. Ach.			1620			3240			4860			6480 (.733%)
REGION V Proj. Ach.			2475			4950			7425			9901 (1.155%)
REGION VI Proj. Ach.			1230			2460			3690			4920 (.702%)
REGION VII Proj. Ach.			330			660			990			1320 (.66%)
REGION VIII Proj. Ach.			34			68			102			136 (.089%)
REGION IX Proj. Ach.			1045			2090			3135			4276 (.464%)
REGION X Proj. Ach.			148			296			444			653 (.234%)
NATIONAL Proj. Ach.			7858			15716			23574			31587 (.633%)
Proj. Ach.												
Proj. Ach.												



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PART B - NEGOTIATED OBJECTIVES WITH NUMERICAL VALUES

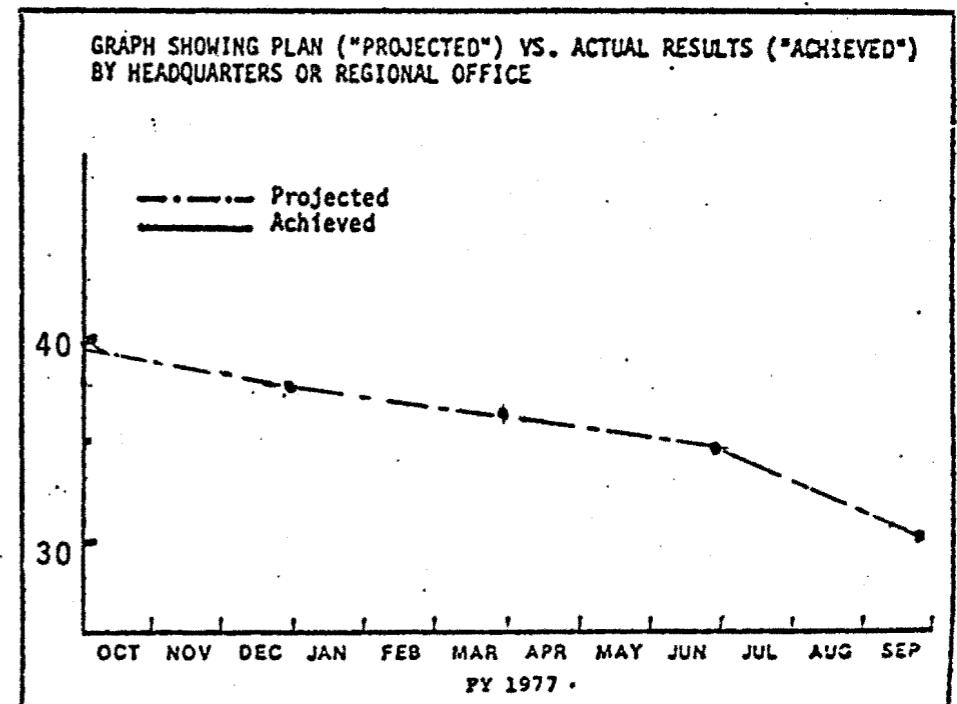
Program Area: HM

GOAL: II - PROVIDE DECENT HOUSING

SUB-GOAL: D - Assure the effective management, preservation and utilization of existing housing.

OBJECTIVE: Reduce the acquired single family property (1977) inventory below 31,775 properties.
(SECRETARIAL PRIORITY)

Region/Field Office	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
REGION I Proj. Ach.			658			492			425			359
REGION II Proj. Ach.			4,665			4,305			3,945			3,585
REGION III Proj. Ach.			2,870			2,640			2,410			2,180
REGION IV Proj. Ach.			8,332			7,855			7,377			6,900
REGION V Proj. Ach.			16,254			15,282			14,309			13,337
REGION VI Proj. Ach.			2,842			2,685			2,527			2,370
REGION VII Proj. Ach.			971			974			956			931
REGION VIII Proj. Ach.			55			52			49			46
REGION IX Proj. Ach.			1,710			1,820			1,802			1,786
REGION X Proj. Ach.			359			355			322			281
NATIONAL Proj. Ach.			38,761			36,460			34,122			31,775
Proj. Ach.												
Proj. Ach.												



PART B - NEGOTIATED OBJECTIVES WITH NUMERICAL VALUES

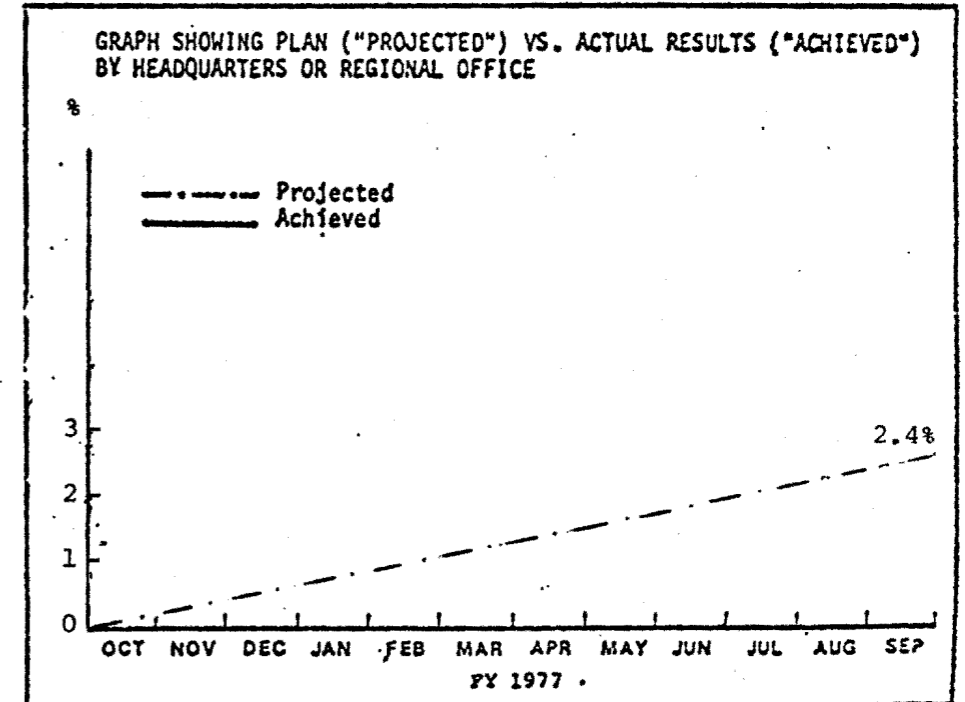
Program Area: HM

GOAL: II - PROVIDE DECENT HOUSING

SUB-GOAL: D - Assure the effective management, preservation and utilization of existing housing.

OBJECTIVE: Reduce the acquired single family property (1977) inventory below 31,775 properties. Reduce by 2.4% nationally the percentage of average M&O costs to the average sales price. (SECRETARIAL PRIORITY)

Region/Field Office	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
REGION I Proj. Ach.												3%
REGION II Proj. Ach.												4%
REGION III Proj. Ach.												5%
REGION IV Proj. Ach.												1%
REGION V Proj. Ach.												3%
REGION VI Proj. Ach.												1%
REGION VII Proj. Ach.												1.8%
REGION VIII Proj. Ach.												0%
REGION IX Proj. Ach.												1%
REGION X Proj. Ach.												3%
NATIONAL Proj. Ach.												2.4%
Proj. Ach.												
Proj. Ach.												



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PART B - NEGOTIATED OBJECTIVES WITH NUMERICAL VALUES.

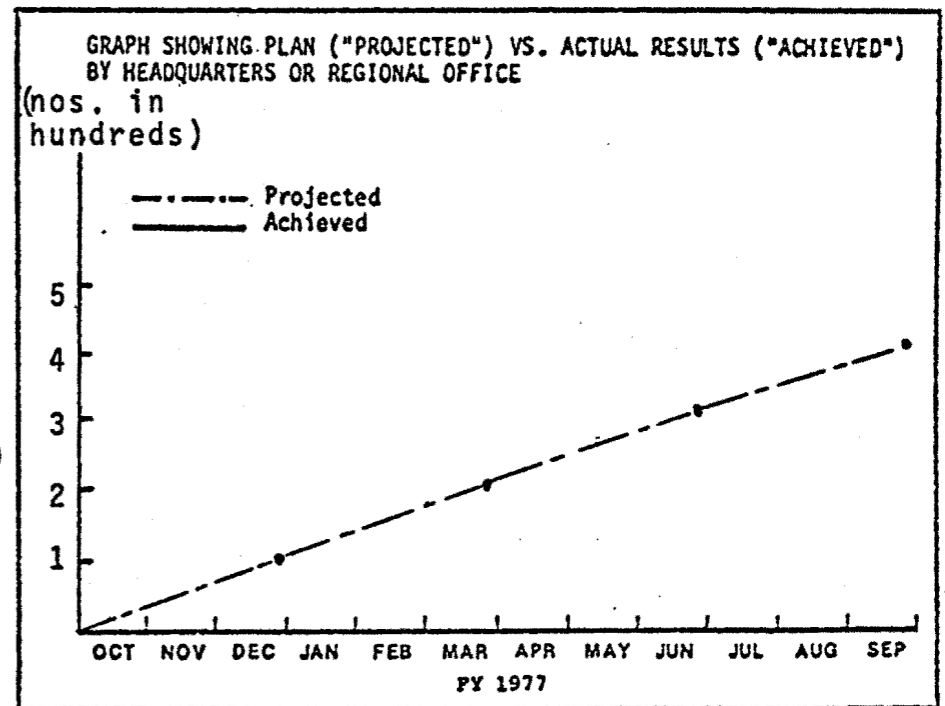
Program Area: HM

GOAL: II - PROVIDE DECENT HOUSING

SUB-GOAL: D - Assure the effective management, preservation and utilization of existing housing.

OBJECTIVE: Maintain MF claims at a level not to exceed (1977) 412 claims, 3.0%.
(SECRETARIAL PRIORITY)

Region/Field Office	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
REGION I Proj. Ach.			7			14			21			27 (3.97%)
REGION II Proj. Ach.			5			10			15			21 (1.37%)
REGION III Proj. Ach.			10			20			30			41 (3.19%)
REGION IV Proj. Ach.			16			32			48			63 (2.88%)
REGION V Proj. Ach.			36			72			108			145 (5.23%)
REGION VI Proj. Ach.			12			25			37			50 (3.98%)
REGION VII Proj. Ach.			5			10			15			21 (3.03%)
REGION VIII Proj. Ach.			2			4			6			9 (1.83%)
REGION IX Proj. Ach.			7			14			21			28 (1.28%)
REGION X Proj. Ach.			2			4			5			7 (1.0%)
NATIONAL Proj. Ach.			102			205			306			412 (3.0%)
Proj. Ach.												
Proj. Ach.												



NOTE: Both Regional and Field Office Operating Plans use this form showing a Regional graph above and a Field Office split at the left.

PART B - NEGOTIATED OBJECTIVES WITH NUMERICAL VALUES

Program Area: HM

GOAL: II - PROVIDE DECENT HOUSING

SUB-GOAL: D - Assure the effective management, preservation and utilization of existing housing.

Region/Field Office	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
REGION I Proj. Ach.			3,363			2,850			2,338			1,827
REGION II Proj. Ach.			2,464			2,088			1,713			1,338
REGION III Proj. Ach.			2,038			1,728			1,417			1,106
REGION IV Proj. Ach.			3,270			2,772			2,273			1,776
REGION V Proj. Ach.			7,648			6,482			5,316			4,152
REGION VI Proj. Ach.			5,350			4,535			3,719			2,905
REGION VII Proj. Ach.			1,123			952			781			610
REGION VIII Proj. Ach.			899			762			625			488
REGION IX Proj. Ach.			4,832			4,095			3,359			2,624
REGION X Proj. Ach.			1,011			857			703			549
NATIONAL Proj. Ach.			31,998			27,121			22,244			17,375

Proj.

(14)

OBJECTIVE: Reduce the acquired multifamily property inventor, (11)(1977) below 17,375 units (136 projects).
(SECRETARIAL PRIORITY)

(9)

(14)

(32)

(25)

(5)

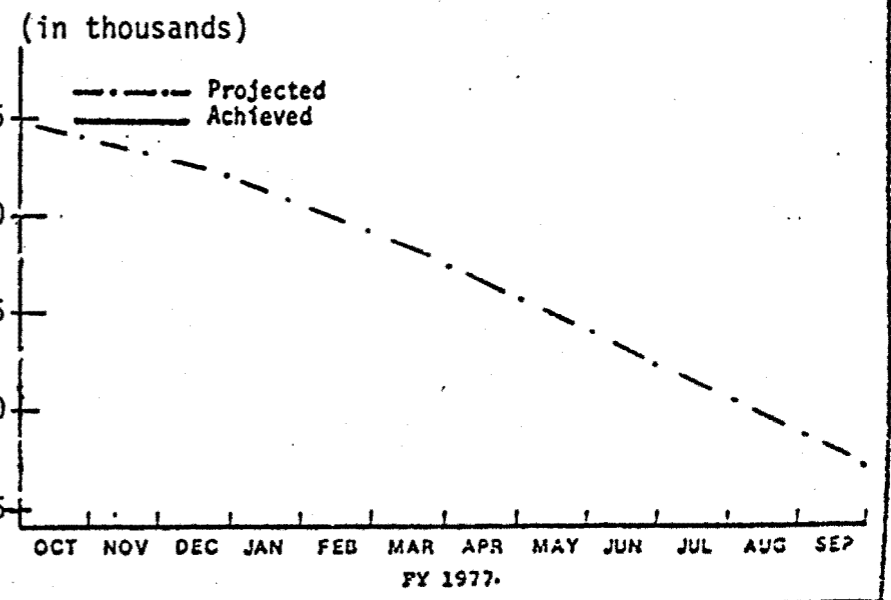
(3)

(19)

(4)

(136)

GRAPH SHOWING PLAN ("PROJECTED") VS. ACTUAL RESULTS ("ACHIEVED") BY HEADQUARTERS OR REGIONAL OFFICE



NOTE: Both Regional and Field Office Operating Plans use this form showing a Regional graph above and a Field Office split at the left.

GOAL/SUB-GOAL:

VI-A - H Strengthen the Department's management planning, performance, control and evaluation capabilities.



FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7—	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<ul style="list-style-type: none"> ● Develop plan to consolidate sub-units. <ul style="list-style-type: none"> 1. Decision to consolidate Housing Production and Housing Management <ul style="list-style-type: none"> a. Secretary issues Official Order 2. Task Force report on Central Office consolidation. <ul style="list-style-type: none"> a. Recommendations presented to the Secretary and Under Secretary for approval. 3. Task Force report on field consolidation. <ul style="list-style-type: none"> a. Recommendations presented to Secretary and Under Secretary for approval. 4. Staff the new organization <ul style="list-style-type: none"> a. Mass change of employees b. Reassignment of employees c. Announce and fill vacant positions 5. CSC approval and staffing of Executive positions. <ul style="list-style-type: none"> a. CSC approval of Executive Positions 6. Field merger of ARA for Housing Production and Housing Management in Regional Offices 															<p>Completed - June 11, 1976</p> <p>Approved - July 29, 1976</p> <p>Report submitted August 23, 1976</p> <p>Completed - August 30, 1976</p> <p>10 and 19 approved as of Oct. 15, 1976</p>

△ PROJECTED COMPLETION	◇ REVISED PROJECTED COMPLETION	▲ ACHIEVED PER PROJECTION	◆ ACHIEVED PER REVISED PROJECTION
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APPROVED: _____

GOAL/SUB-GOAL:

VI-A - H Strengthen the Department's management planning, performance, control and evaluation capabilities.

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7__	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
a. Completion of merger in the field 7. Attain end of Fiscal Year 1977 Employment Ceilings a. Final determination of end of FY 1977 ceiling and skills requirements 8. Achieve end of year target reduction of 70 PFT's a. PFT's on-board at end of year					△		△						△		

△ PROJECTED COMPLETION ◇ REVISED PROJECTED COMPLETION ▲ ACHIEVED PER PROJECTION ◆ ACHIEVED PER REVISED PROJECTION

APPROVED: _____

GOAL/SUB-GOAL :

II-A - GNMA Assure that adequate financing is available at the lowest reasonable cost for the production, rehabilitation, and acquisition of both single family and multi-family housing.

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY7__	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<ul style="list-style-type: none"> Support housing production and stimulate economic recovery by providing financing for up to 20,000 units of single and multi-family housing through the purchase of conventional and FHA/VA unassisted and assisted mortgages with a value of up to \$.6 billion during FY '77. <p>(cumulative)</p> <ol style="list-style-type: none"> 5,000 units; \$.15 billion 10,000 units; \$.30 billion 15,000 units; \$.45 billion 20,000 units; \$.60 billion 	deWilde			△			△			△			△		**SECRETARIAL PRIORITY**
<ul style="list-style-type: none"> Stimulate economic recovery by supporting the production of up to 300,000 units of single family and multi-family housing through guarantees of up to \$10 billion of mortgage-backed securities during FY '77. <p>(cumulative)</p> <ol style="list-style-type: none"> 69,000 units; \$2.3 billion 141,000 units; \$4.7 billion 219,000 units; \$7.3 billion 300,000 units; \$10.0 billion 	deWilde			△			△			△			△		**SECRETARIAL PRIORITY**

△ PROJECTED COMPLETION ◆ REVISED PROJECTED COMPLETION ▲ ACHIEVED PER PROJECTION ◆ ACHIEVED PER REVISED PROJECTION

APPROVED: _____

GNMA2
GOAL/SUB-GOAL:

II-A - GNMA

Assure that adequate financing is available at the lowest reasonable cost for the production, rehabilitation, and acquisition of both single family and multifamily housing.

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7—	COMMENTS (Significant Progress; Problems; Solutions; Decisions)																								
<ul style="list-style-type: none"> Issue \$2.0 billion in multifamily Tandem commitments by September 30, 1977. 	deWilde														**SECRETARIAL PRIORITY**																								
<table border="0"> <tr> <td></td> <td style="text-align: center;"><u>ACTUAL</u></td> <td style="text-align: center;"><u>GOAL</u></td> <td></td> </tr> <tr> <td>1. 1st Quarter</td> <td>_____</td> <td>_____</td> <td style="text-align: center;">△</td> </tr> <tr> <td>2. 2nd Quarter</td> <td>_____</td> <td>_____</td> <td style="text-align: center;">△</td> </tr> <tr> <td>3. 3rd Quarter</td> <td>_____</td> <td>_____</td> <td style="text-align: center;">△</td> </tr> <tr> <td>4. 4th Quarter</td> <td>_____</td> <td style="text-align: center;">\$2.0 bil.</td> <td style="text-align: center;">△</td> </tr> <tr> <td></td> <td style="text-align: center;">(cumulative)</td> <td></td> <td></td> </tr> </table>		<u>ACTUAL</u>	<u>GOAL</u>		1. 1st Quarter	_____	_____	△	2. 2nd Quarter	_____	_____	△	3. 3rd Quarter	_____	_____	△	4. 4th Quarter	_____	\$2.0 bil.	△		(cumulative)																	
	<u>ACTUAL</u>	<u>GOAL</u>																																					
1. 1st Quarter	_____	_____	△																																				
2. 2nd Quarter	_____	_____	△																																				
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APPROVED: _____

I-C - PDR Enhance the development of viable communities through the delivery of federal grants and related assistance that work to promote decent housing, expand economic opportunities, and provide a suitable living environment for all.

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7___	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<ul style="list-style-type: none"> ● Evaluate the national impact of CDBG. -- Circulate for comment an analysis of the block grant formula. -- Submit to the Secretary an analysis of the block grant formula. -- Submit report to Secretary on impact of CDBG on the redevelopment of urban areas. -- Receive interim program monitoring report from Brookings Institute. -- Submit report to Secretary on net fiscal effects of CDBG. -- Submit report to Secretary summarizing and evaluating the findings of items b, c, d & e above. -- Prepare study of various theories of community development need and submit report to Secretary on appropriate scope of activities funded by CDBG program. -- Expand redevelopment analysis (c) to incorporate rehabilitation and update report to Secretary. -- Receive final report from Brookings Institute. 1. Issue RFP to evaluate rehabilitation as an urban strategy and assess Section 312 and CDBG funded rehabilitation projects. 	Carl/Eggers	▲		△	△		△	△			△		△	1/78	<p>**SECRETARIAL PRIORITY** CPD Support</p> <p>CPD Support</p>

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APPROVED: _____

I-C - PDR Enhance the development of viable communities through the delivery of federal grants and related assistance that work to promote decent housing, expand economic opportunities, and provide a suitable living environment for all.

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7—	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<p>2. Prepare a preliminary issues paper tying together existing studies on residential neighborhood decline and the most promising public responses, with a particular emphasis on the role of neighborhood organizations.</p> <p>3. Prepare preliminary issues paper on strategies to maximize flexibility and coordination of federal programs at the State, regional and local level.</p> <p>4. Undertake a comprehensive review of present federal aid formulas to determine their impact on declining cities and the States in which they are located.</p> <p>a. Provide recommendations on revisions to the CDBG formula.</p> <p>b. Prepare a work plan for a broader study of federal grant-in-aid formulas in cooperation with the Department of Commerce and other affected agencies.</p> <p>5. Prepare a work plan, in cooperation with the Department of Treasury, to study the impact on central cities of; (1) tax provisions governing depreciation; (2) new tax policies to encourage homeowners to invest in the preservation and improvement of older housing; and (3) tax incentives for business investment in areas of chronically high unemployment.</p>	<p>Carl/ O'Connor/ Eggers</p> <p>Carl/ Weicher</p>			<p>△</p>		<p>△</p>	<p>△</p>								
<p>△ PROJECTED COMPLETION</p>	<p>◇ REVISED PROJECTED COMPLETION</p>	<p>▲ ACHIEVED PER PROJECTION</p>	<p>◆ ACHIEVED PER REVISED PROJECTION</p>	<p>APPROVED: _____</p>											

GOAL/SUB-GOAL:

I-C - PDR Enhance the development of viable communities through the delivery of federal grants and related assistance that work to promote decent housing, expand economic opportunities, and provide a suitable living environment for all.

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<p>6. Prepare a preliminary issues paper assessing potential state roles in HUD housing and urban development programs.</p> <p>7. Prepare preliminary issues paper on the causes and implications of regional economic shifts for older declining urban areas and appropriate federal responses.</p>	<p>Carl/ O'Connor</p>							△							

PROJECTED COMPLETION	REVISED PROJECTED COMPLETION	ACHIEVED PER PROJECTION	ACHIEVED PER REVISED PROJECTION
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APPROVED: _____

GOAL/SUB-GOAL:

II-A - PDR Assure that adequate financing is available at the lowest reasonable cost for the production, rehabilitation, and acquisition of both single family and multifamily housing.

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7—	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<ul style="list-style-type: none"> ● Study the costs and benefits to the housing industry and the consumer that can be attributed to housing production cycles; based upon study results, evaluate techniques for stimulating the housing industry during "down" periods of the production cycle. <ol style="list-style-type: none"> 1. Receive contractor report on applicability of cost-benefit techniques. 2. Submit to Secretary summary of report results and plans, if any, for additional study. 	Clemmer		△												**SECRETARIAL PRIORITY**
<ul style="list-style-type: none"> ● Evaluate federal support to the secondary market. <ol style="list-style-type: none"> 1. Conduct analysis of GNMA counter cyclical programs. <ol style="list-style-type: none"> a. Coordinate with GNMA President on inhouse analyses of the GNMA counter cyclical programs; these analyses will provide input needed for Senate hearings on the GNMA role in the secondary mortgage market. 	Buckley				△										**SECRETARIAL PRIORITY**
<ul style="list-style-type: none"> ● Identify effective uses of data generated by the Home Mortgage Disclosure Act by local governments in neighborhood preservation efforts. <ol style="list-style-type: none"> 1. Prepare statement of work and RFP. 2. Deadline for submission of proposals. 3. Contract work begins. 4. Review of final report; decision on further research and demonstration or policy studies. 	Carl/ O'Connor/ Karadbil	▲		△		△	△			△					**SECRETARIAL PRIORITY**

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APPROVED: _____

II-B - PDR Develop and evaluate new concepts for providing an adequate flow of credit for the housing industry.

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7—	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<ul style="list-style-type: none"> Complete and deliver Future of FHA Paper to the Secretary. 	Carl/Eggers			△											**SECRETARIAL PRIORITY**
<ul style="list-style-type: none"> Study alternative non-level payment mortgage instruments, including an update of work performed by the San Francisco Area Office on experiences in California with variable rate mortgages. 	Buckley														**SECRETARIAL PRIORITY** Coordinate with Housing
<ol style="list-style-type: none"> Process and analyze existing data on borrowers of variable rate mortgages in California, developed from work performed by the San Francisco Area Office. 				△											
<ol style="list-style-type: none"> Compile and analyze characteristics of borrowers of graduated payment mortgages under the Section 245 program of FHA and write report based on that analysis. 									△						
<ol style="list-style-type: none"> Receive, review and evaluate results of work performed under contract concerning the impact of alternative mortgage instruments on the cycle in residential housing finance. 												△			
<ul style="list-style-type: none"> Prepare recommendations for the reform of federal regulations that govern the investment decisions of private financial institutions, to improve the efficiency of mortgage credit flow. 	Buckley														**SECRETARIAL PRIORITY**
<ol style="list-style-type: none"> Prepare an in-house paper on portfolio shifts by savings and loan associations that must precede the removal of interest rate ceilings. 					△										

△ PROJECTED COMPLETION	◇ REVISED PROJECTED COMPLETION	▲ ACHIEVED PER PROJECTION	◆ ACHIEVED PER REVISED PROJECTION
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APPROVED: _____

GOAL/SUB-GOAL:

II-B - PDR Develop and evaluate new concepts for providing an adequate flow of credit for the housing industry.

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<p>2. Complete in-house paper analyzing the efficiency of alternatives for subsidizing mortgagees, such as mortgage interest rate risk insurance.</p> <p>3. Receive from contractor the re-estimation of a flow-of-funds financial model to take account of any structural changes in the U.S. economy.</p> <p>4. Submit to Secretary a recommended financial reform package based on Financial Institutions Act and any modifications to it suggested by above analyses.</p>					△		△		△						

△ PROJECTED COMPLETION ◊ REVISED PROJECTED COMPLETION ▲ ACHIEVED PER PROJECTION ◆ ACHIEVED PER REVISED PROJECTION

APPROVED: _____

II-C - PDR Provide indirect and direct income assistance so that economically disadvantaged families can obtain decent, safe and sanitary housing.

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7—	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<p>● 1. Develop and implement a comprehensive ongoing program for assessing the Section 8 Housing Assistance Program and recommend program improvements.</p> <p>a. Provide short term assessments and recommended changes to H and PHAs on current operating problems.</p> <p>(1) Receive initial contractor reports assessing the effects of PHA administrative techniques on program performance.</p> <p>(2) Receive contractor report on impact of Fair Market Rents on program effectiveness.</p> <p>(3) Receive contractor report summarizing major findings to date.</p> <p>(4) Transmit paper to Secretary on major study findings.</p> <p>b. Develop statement of work for longer term research, based upon results to date and discussions with H.</p> <p>2. Evaluate the impact of the Section 8 Existing Program through field reconnaissance of Regional Offices, Area Offices, and PHA administrators as well as participating landlords and tenants.</p>	Fitts														<p>**SECRETARIAL PRIORITY**</p>
	Carl/Wye														

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  REVISED PROJECTED COMPLETION
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  ACHIEVED PER REVISED PROJECTION

APPROVED: _____

II-C - PDR Provide indirect and direct income assistance so that economically disadvantaged families can obtain decent, safe and sanitary housing.
FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7—	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<ul style="list-style-type: none"> Develop proposal for a Housing Assistance Block Grant Program (HABG). <ol style="list-style-type: none"> Develop basic HABG proposal. Develop alternative funding formulas. Prepare policy paper. 	Carl/ O'Connor/ Evans	▲		△	△										**SECRETARIAL PRIORITY**
<ul style="list-style-type: none"> Continue the Housing Allowance Experimental Program. <ol style="list-style-type: none"> Receive from Abt Associates last of a series of draft reports on Management Experiment. Prepare an updated status report on the Experimental Housing Allowance Program. Receive from Rand Corporation the Third Annual Report on the Supply Experiment. Receive from Abt Associates a final draft report on the Demand Experiment. 	Fitts			△				△		△				3/78	**SECRETARIAL PRIORITY**
<ul style="list-style-type: none"> Assess early program experience with the revised Section 235 subsidized homeownership program through field reconnaissance of Regional Offices, Area Offices, public officials, private developers, and subsidized mortgagors. <ol style="list-style-type: none"> Identify possible issues. 	Carl/Wye				△										**SECRETARIAL PRIORITY**



PROJECTED COMPLETION



REVISED PROJECTED COMPLETION



ACHIEVED PER PROJECTION



ACHIEVED PER REVISED PROJECTION

APPROVED:

II-C - PDR Provide indirect and direct income assistance so that economically disadvantaged families can obtain decent, safe and sanitary housing.
 FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7—	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
2. Prepare discussion guides, data collection instruments, and field assignments. 3. Complete field visits. 4. Prepare field notes and analysis of quantitative data. 5. Present major findings and summary field study report. 6. Prepare policy paper outlining Departmental responses to issues raised in the field study. 7. Distribute printed copies of final study and accompanying policy paper to central and field office staff, interest groups and Congress. 8. Complete follow-up report on Departmental progress on implementing initiatives outlined in policy paper.						△		△	△	△	△				

△ PROJECTED COMPLETION	◇ REVISED PROJECTED COMPLETION	▲ ACHIEVED PER PROJECTION	◆ ACHIEVED PER REVISED PROJECTION
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APPROVED: _____

II-D - PDR Assure the effective management, preservation and utilization of existing housing.

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<ul style="list-style-type: none"> ● Evaluate operational components of LRPB. 1. Review LRPB rent system and determine feasibility of implementing alternate systems as proposed in 1977 Departmental budget submission. <ul style="list-style-type: none"> a. Complete survey of tenant income and rents b. Complete data analysis and evaluation and submit policy options and recommendations to Secretary. 2. Conduct an interim evaluation of existing mechanisms for distributing public housing operating subsidies--Performance Funding System. <ul style="list-style-type: none"> a. Complete RFP. b. Commence contract study. c. Receive interim contractor report. d. Receive final contractor report. e. Report to the Secretary 	Carl/Evans			△		△									<p style="text-align: center;">**SECRETARIAL PRIORITY**</p>
<ul style="list-style-type: none"> ● Conduct and evaluate the urban homesteading demonstration project. <ul style="list-style-type: none"> 1. Contractor initiates data collection activities. 	Phillips		▲										10/77	11/77	

PROJECTED COMPLETION
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APPROVED: _____

II-D - PDR Assure the effective management, preservation and utilization of existing housing.

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7—	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<p>2. Allocate additional 810 & 312 funds to participating cities.</p> <p>3. Announce second round competition in Federal Register.</p> <p>4. Announce cities selected for second round.</p> <p>5. Publish a catalog for field office use which describes urban homesteading mechanisms.</p> <p>6. Receive contractor report on initial assessment of demonstration activities; transmit copies to H and CPD.</p> <p>7. Send report on demonstration to Secretary for approval and transmittal to Congress, as required by PL 93-0383.</p> <p>0 Conduct an indepth evaluation of Urban Reinvestment Task Force activities.</p> <p>1. Submit RFP to Administration for award of contract.</p> <p>2. Award contract.</p> <p>3. Develop additional GMS milestones, based upon evaluation plan negotiated with contractor.</p>	Phillips		▲		△				△	△			△		<p>**SECRETARIAL PRIORITY**</p>

△ PROJECTED COMPLETION ◆ REVISED PROJECTED COMPLETION ▲ ACHIEVED PER PROJECTION ◆ ACHIEVED PER REVISED PROJECTION

APPROVED: _____

GOAL/SUB-GOAL:

II-D - PDR Assure the effective management, preservation and utilization of existing housing.

FY: 1977

OBJECTIVE	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7—	COMMENTS	
Milestones															(Significant Progress; Problems; Solutions; Decisions)	
<ul style="list-style-type: none"> ● Evaluate the effectiveness of the Section 8 loan management program through field reconnaissance of Regional and Area Offices, PHAs, public officials, property owners, managers, and tenants and propose appropriate program improvements. 1. Prepare discussion guides, data collection instruments, and field assignments. 2. Complete field visits to cities. 3. Prepare field notes and analysis of quantitative data. 4. Present major findings in summary field study report. 5. Prepare policy paper outlining Departmental responses to issues raised in the field study. 6. Distribute printed copies of field study and accompanying policy paper to central and field office staff, interest groups, and Congress. 7. Complete follow-up report on Departmental progress in implementing initiatives outlined in policy paper. 	Carl/Wye		▲													<p>**SECRETARIAL PRIORITY** H Support</p>

△ PROJECTED COMPLETION

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APPROVED: _____

II-E - PDR Develop, demonstrate and transfer new building techniques for the housing industry.

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7—	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<ul style="list-style-type: none"> ● Work with the National Institute of Building Sciences (NIBS) to develop a meaningful research program. 1. Receive first program plan from NIBS Board. 2. Complete review of first program plan. 3. Submit to NIBS Board HUD proposed joint HUD/NIBS research program. 	Newburg		△	△	△										**SECRETARIAL PRIORITY**
<ul style="list-style-type: none"> ● Implement the initial design and site planning phases for the Solar Energy Demonstration Program 1. Award second cycle hot water and heating system demonstration grants. 2. Issue intermediate minimum property standards for solar heating and domestic water systems. 3. Determine requirements of, and issue solicitation for third cycle demonstration grants. 4. Award third cycle demonstration grants. 	Sherman	▲		△	△				△						**SECRETARIAL PRIORITY**

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  ACHIEVED PER PROJECTION
  ACHIEVED PER REVISED PROJECTION

APPROVED: _____

IV-A - PDR Develop, promulgate, and to the extent appropriate, assist in the enforcement of meaningful guidelines, standards, and regulations that are aimed at protecting the consumer against abuse in housing and community development.

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7—	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<ul style="list-style-type: none"> ● Develop and implement Thermal Performance Standards. 1. Complete design and implementation plan (and formulate additional milestones). 	Sherman							△							<p>**SECRETARIAL PRIORITY** Coordinated with CARF</p>

PROJECTED COMPLETION
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PDR-18
GOAL/SUB-GOAL:

VI-B - PDR Improve the Department's ability to anticipate and respond to industry trends by developing data systems that will facilitate timely management decisions.

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7—	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<ul style="list-style-type: none"> ● Implement a comprehensive program that will identify the needs and provide data required by the Secretary to assess trends in housing and community development and take effective federal action as appropriate. <ol style="list-style-type: none"> 1. Submit interim report on analysis of Folk and Census data. 2. Submit paper and final recommendations to Secretary. 	Weicher			△											**SECRETARIAL PRIORITY**
<ul style="list-style-type: none"> ● Prepare the Annual Report on National Housing Goals. <ol style="list-style-type: none"> 1. Submit draft report for clearance. 2. Transmit final report to President for signature; immediately deliver signed report to Congress. 	Weicher				△										**SECRETARIAL PRIORITY**

△ PROJECTED COMPLETION ◊ REVISED PROJECTED COMPLETION ▲ ACHIEVED PER PROJECTION ◆ ACHIEVED PER REVISED PROJECTION

APPROVED: _____

GOAL/SUB-GOAL:

III-A - FHEO Assure that housing and related equal opportunity statutes and Executive Orders are enforced by developing effective procedures and taking appropriate action against those entities found to be out of compliance.

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
3. Conduct informal discussions as requested with States seeking a reconsideration of their equivalency based on application of the criteria and material referenced in 115.3 and Performance Standards set forth in 115.8 (to be targeted when scheduled).	Holbert														
4. Complete notification process of States/localities receiving equivalency.	Trevino/ Wilson/ Gaines/ Flanagan														
a. 25 largest localities (cumulative) <u>ACTUAL</u> _____															
b. 50 largest localities " _____															
c. 75 largest localities " _____															
d. 90 largest localities " _____															
5. Analyze returns from questionnaires of small fair housing agencies and develop a program.	Trevino														
a. Complete preliminary review															
b. Develop format for study															
c. Draft plan															
d. Complete plan															



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PART B - NEGOTIATED OBJECTIVES WITH NUMERICAL VALUES

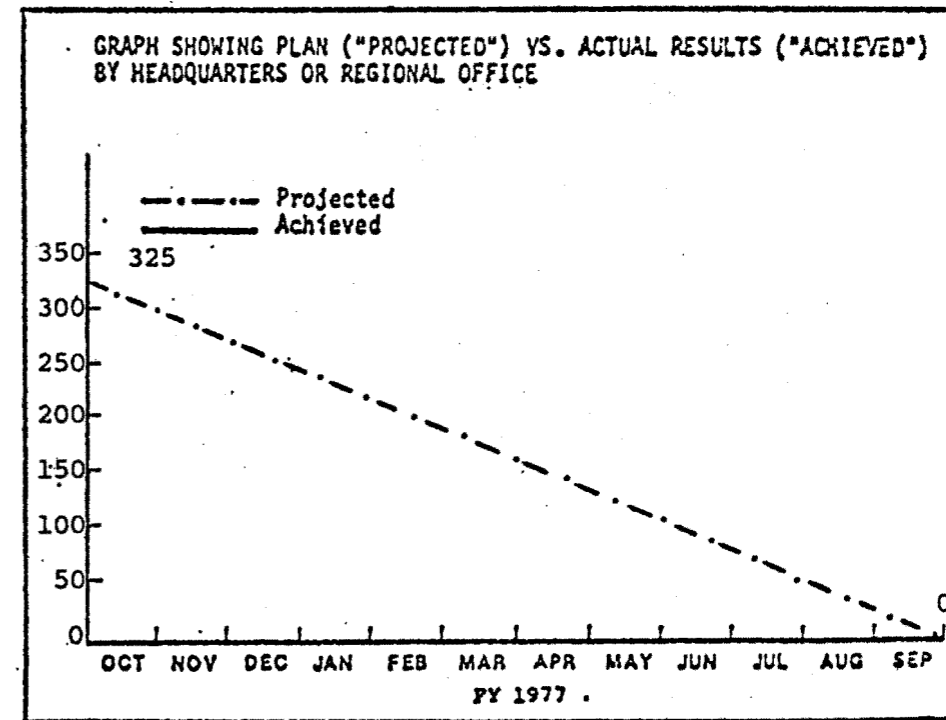
Program Area: FHEO

GOAL: III - ACHIEVE EQUAL OPPORTUNITY

SUB-GOAL: A - Assure that housing and related equal opportunity statutes and Executive Orders are enforced by developing effective procedures and taking appropriate action against those entities found to be out of compliance.

OBJECTIVE: Reduce the inventory of Title VIII cases over 120 (1977) days old from 325 to 0.
(10/1/76 inventory is starting point).
(SECRETARIAL PRIORITY)

Region/Field Office	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
REGION I Proj. Ach.	14		10			6			2			0
REGION II Proj. Ach.	2		2			0						0
REGION III Proj. Ach.	25		18			12			6			0
REGION IV Proj. Ach.	25		18			9			4			0
REGION V Proj. Ach.	60		50			30			10			0
REGION VI Proj. Ach.	0		0									0
REGION VII Proj. Ach.	70		52			34			17			0
REGION VIII Proj. Ach.	0		0									0
REGION IX Proj. Ach.	129		94			59			24			0
REGION X Proj. Ach.	0		0									0
NATIONAL Proj. Ach.	325		244			150			63			0
Proj. Ach.												
Proj. Ach.												



NOTE: Both Regional and Field Office Operating Plans use this form showing a Regional graph above and a Field Office split at the left.

PART B - NEGOTIATED OBJECTIVES WITH NUMERICAL VALUES

Program Area: FHEO

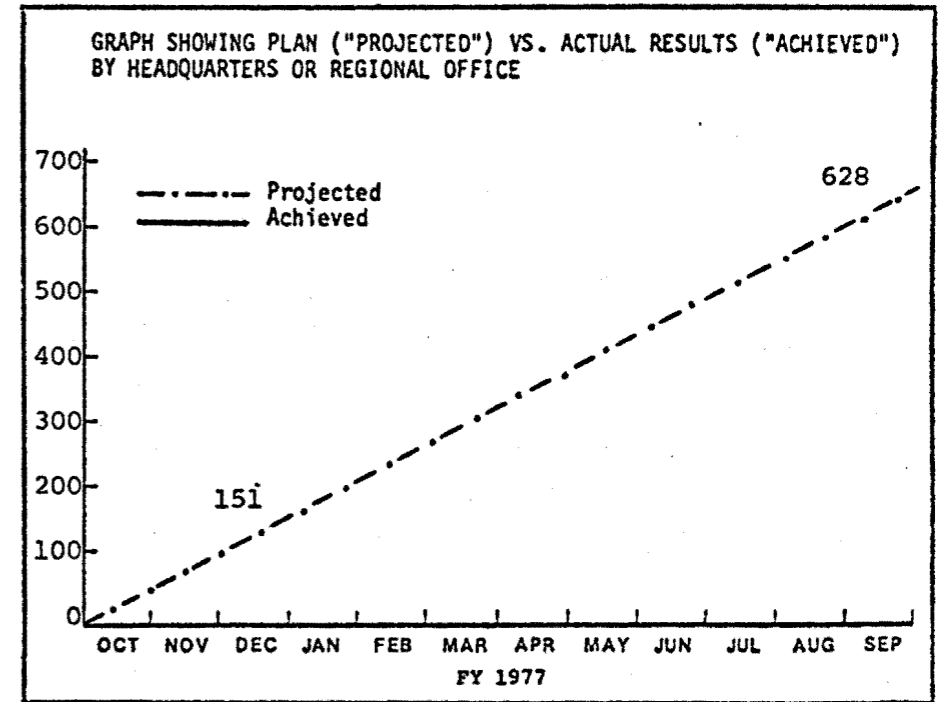
GOAL: III - ACHIEVE EQUAL OPPORTUNITY

SUB-GOAL: A - Assure that housing and related equal opportunity statutes and Executive Orders are enforced by developing effective procedures and taking appropriate action against those entities found to be out of compliance.

OBJECTIVE: Perform 628 Title I/Title VI/701 compliance (1977) reviews.

(SECRETARIAL PRIORITY)

Region/Field Office	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
REGION I Proj. Ach.			9			25			36			45
REGION II Proj. Ach.			11			22			35			47
REGION III Proj. Ach.			11			22			34			46
REGION IV Proj. Ach.			20			40			59			80
REGION V Proj. Ach.			36			72			108			144
REGION VI Proj. Ach.			18			37			56			77
REGION VII Proj. Ach.			9			20			30			40
REGION VIII Proj. Ach.			11			22			30			39
REGION IX Proj. Ach.			11			23			37			48
REGION X Proj. Ach.			15			31			47			62
NATIONAL Proj. Ach.			151			314			472			628



NOTE: Both Regional and Field Office Operating Plans use this form showing a Regional graph above and a Field Office split at the left.

PART B - NEGOTIATED OBJECTIVES WITH NUMERICAL VALUES

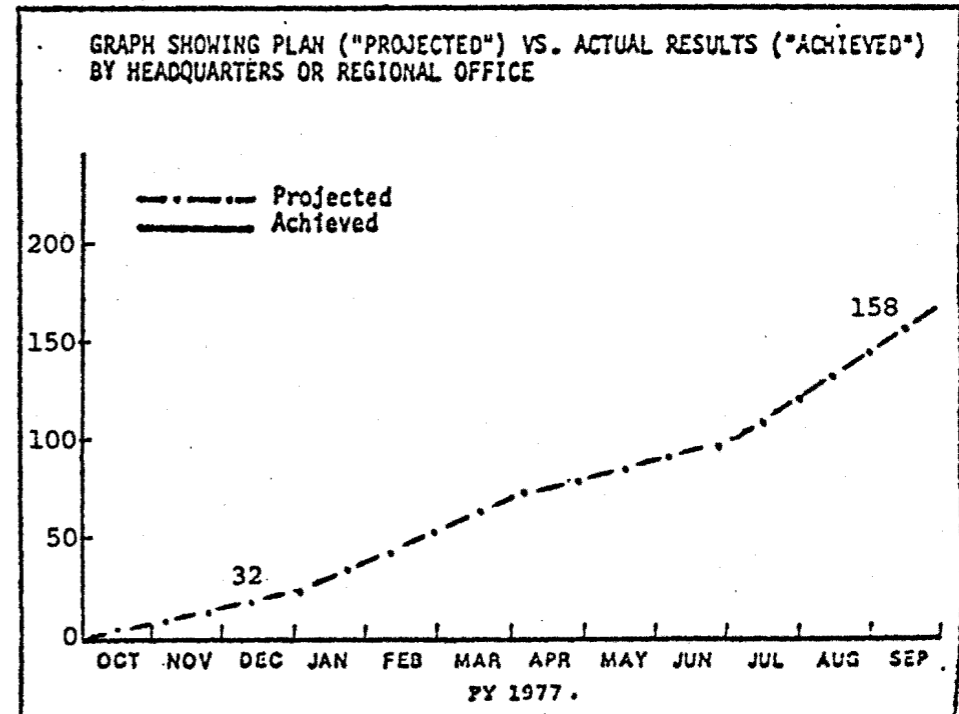
Program Area: FHEO

GOAL: III - ACHIEVE EQUAL OPPORTUNITY

SUB-GOAL: B - Promote and encourage among persons, firms and agencies in housing and related industries an awareness of civil rights laws and obtain commitments for (a) voluntary compliance with the law and HUD FHEO requirements; (b) expansion of minority training and business opportunities; and (c) the development of Affirmative Action programs.

OBJECTIVE: Receive a commitment to support voluntary area-wide affirmative marketing agreements from (1977) housing and related industry groups in 158 geographical areas. (SECRETARIAL PRIORITY)

Region/Field Office	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
REGION I Proj. Ach.			0									13
REGION II Proj. Ach.			3			6			9			14
REGION III Proj. Ach.			3			6			9			14
REGION IV Proj. Ach.			2			4			6			8
REGION V Proj. Ach.			2			5			9			10
REGION VI Proj. Ach.			0									11
REGION VII Proj. Ach.			1			3			4			5
REGION VIII Proj. Ach.			1			3			4			5
REGION IX Proj. Ach.			19			37			54			73
REGION X Proj. Ach.			1			3			4			5
NATIONAL Proj. Ach.			32			67			99			158
Proj. Ach.												
Proj. Ach.												



NOTE: Both Regional and Field Office Operating Plans use this form showing a Regional graph above and a Field Office split at the left.

PART B - NEGOTIATED OBJECTIVES WITH NUMERICAL VALUES

Program Area: FHEO

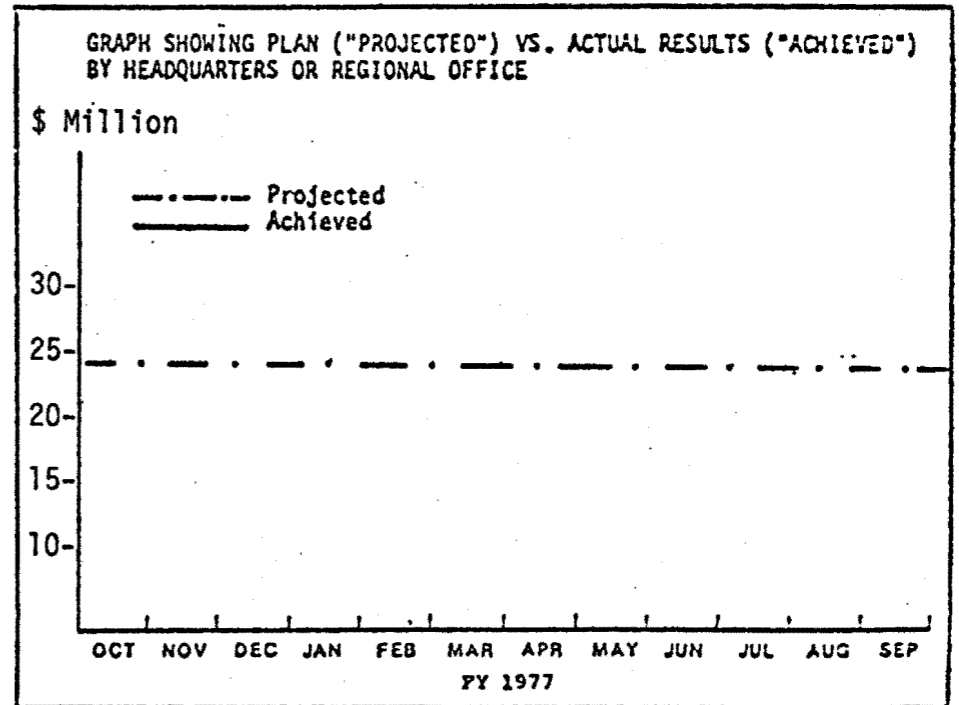


GOAL: III - ACHIEVE EQUAL OPPORTUNITY

SUB-GOAL: B - Promote and encourage among persons, firms and agencies in housing and related industries an awareness of civil rights laws and obtain commitments for (a) voluntary compliance with the law and HUD FHEO requirements; (b) expansion of minority training and business opportunities; and (c) the development of Affirmative Action programs

OBJECTIVE: Increase and maintain the amount of HUD project (1977) funds that are on deposit (average daily balance) in minority-owned banks to \$24.01 million.
(SECRETARIAL PRIORITY)

Region/Field Office	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
REGION I Proj. Ach.			.230			.230			.230			.230
REGION II Proj. Ach.			3.450			3.450			3.450			3.450
REGION III Proj. Ach.			.287			.287			.287			.287
REGION IV Proj. Ach.			3.45			3.45			3.45			3.45
REGION V Proj. Ach.			5.90			5.90			5.90			5.90
REGION VI Proj. Ach.			5.28			5.28			5.28			5.28
REGION VII Proj. Ach.			.23			.23			.23			.23
REGION VIII Proj. Ach.			0									0
REGION IX Proj. Ach.			4.73			4.73			4.73			4.73
REGION X Proj. Ach.			.46			.46			.46			.46
NATIONAL Proj. Ach.			24.017			24.017			24.017			24.017
Proj. Ach.												
Proj. Ach.												



NOTE: Both Regional and Field Office Operating Plans use this form showing a Regional graph above and a Field Office split at the left.

GOAL/SUB-GOAL:

III-B - FHEO (cont.)

FHEO-7

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7—	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<p>• Develop additional methods by which HUD program resources may best be utilized to sustain and improve HUD's involvement in the Minority Bank Deposit Program (MBDP)</p> <p>a. Review existing program and make recommendations for improved effectiveness.</p> <p>b. Convene meetings with the National Bankers Association on a quarterly basis, and keep abreast of specific concerns of the minority banking community.</p> <p>c. On a quarterly basis monitor, evaluate and report HUD's participation in the program and</p> <p>d. Coordinate with Regional, Area, and Insuring Office staff, to assure that State and local government recipients are made aware of and participate in MBDP.</p> <p>e. Evaluate community development block grant recipients relative to their efforts to deposit program funds in minority banks.</p> <p>f. Attend annual conference of the NBA.</p> <p>g. Prepare bi-annual article re: HUD/NBA MBDP efforts for publication.</p>	Payne	▲	△			△	△	△	△	△		△	△		**SECRETARIAL PRIORITY**

△ PROJECTED COMPLETION ◇ REVISED PROJECTED COMPLETION ▲ ACHIEVED PER PROJECTION ◆ ACHIEVED PER REVISED PROJECTION

APPROVED: _____

GOAL/SUB-GOAL:

IV-A - CARF Develop, promulgate, and to the extent appropriate, assist in the enforcement of meaningful regulations, standards, and guidelines that are aimed at protecting consumers against abuses in the shelter or land sales marketplace.

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7—	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<ul style="list-style-type: none"> ● Develop an outreach program for obtaining more consumer input into HUD policies and programs. 1. Develop and implement a comprehensive communication network to facilitate consumer input. <ul style="list-style-type: none"> a. Develop and implement an interim network operated by CARF/C.O. <ul style="list-style-type: none"> (1) Commence periodic open meetings with consumers to be held in Central Office (2) Hold series of Regional meetings with consumers (3) Develop format, graphics, layout for the on-going communications with network. b. Develop and implement a comprehensive field office network. <ul style="list-style-type: none"> (1) Send draft guidelines to field. (2) Send final guidelines to field, incorporating comments. 	Brodsky														<p>**SECRETARIAL PRIORITY**</p> <p>Identification of groups, development of an automated mailing list and initial communications have already taken place in TQ. Initial meeting held with A/S Newman on Sept. 7.</p>

△ PROJECTED COMPLETION	◇ REVISED PROJECTED COMPLETION	▲ ACHIEVED PER PROJECTION	◆ ACHIEVED PER REVISED PROJECTION
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APPROVED: _____

GOAL/SUB-GOAL:

IV-A - CARF Develop, promulgate, and to the extent appropriate, assist in the enforcement of meaningful regulations, standards, and guidelines that are aimed at protecting consumers against abuses in the shelter or land sales marketplace.

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<ul style="list-style-type: none"> ● Implement and enforce Title VI of Mobile Home Program. 1. Complete state exclusive inspection agency (PIA) approvals 2. Establish system for collection and analysis of fire, physical hazard and associated data. 3. Publish final guidelines for manufacturer's manual to be supplied to owners of mobile homes. 4. Begin Phase I of training and seminars for inspection and design review personnel. 5. Begin "Clearinghouse Function" for used mobile homes 6. Submit Annual Report to Congress 7. Begin Title VI PIA reviews 8. Develop booklet on used mobile homes <ul style="list-style-type: none"> a. Circulate draft for clearance b. Publish final booklet 	Dawson	△	△	△	△	△	△	△	△						**SECRETARIAL PRIORITY** <div style="text-align: right; border: 1px solid black; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 10px auto;"> PRO LIBRARY </div>

△ PROJECTED COMPLETION	◇ REVISED PROJECTED COMPLETION	▲ ACHIEVED PER PROJECTION	◆ ACHIEVED PER REVISED PROJECTION
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APPROVED: _____

CARF-
GOAL/SUB-GOAL:

IV - B - CARF To the extent appropriate, assure that effective remedies are available to consumers.

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7—	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<ul style="list-style-type: none"> ● Develop and implement an effective consumer complaint system that ensures responses of sufficient speed and quality to meet consumer need. 1. Develop and implement system <ul style="list-style-type: none"> a. Implement logging and reporting procedures. b. Receive first monthly complaint report, c. Distribute consolidated report. 2. Develop and implement procedures for evaluating system <ul style="list-style-type: none"> a. Implement evaluation procedures to determine quality of performance, response time and backlogged complaints b. Offer technical assistance to Consumer Complaint Coordinators whose initial evaluations indicate such a need. c. Track and record evaluation to determine progress during first six months of implementation. d. Conduct performance evaluation of complaints in selected field offices. 	<p>King</p>	<p>△</p>	<p>△</p>	<p>△</p>											<p>**SECRETARIAL PRIORITY** The objectives for complaint handling, draft and final guidelines for handling, training of consumer complaint coordinators, and consumer complaint handbook were developed prior to the end of the TQ</p> <p>Guidelines for performance evaluation were developed prior to end of the TQ.</p>

△ PROJECTED COMPLETION ◊ REVISED PROJECTED COMPLETION ▲ ACHIEVED PER PROJECTION ◆ ACHIEVED PER REVISED PROJECTION

APPROVED:

GOAL/SUB-GOAL:

CARF-

IV - B - CARF To the extent appropriate, assure that effective remedies are available to consumers.



FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<p>3. Develop formal and informal appeals procedures.</p> <p>a. Determine which HUD offices have written appeal procedures for programs</p> <p>b. Publish existing appeals systems, formal and informal, for use by consumers</p> <p>● Initiate internal HUD review and analysis of ways to revise current policies and procedures to insure homeowners more information regarding defects - prior to purchase.</p> <p>1. Review and analyze existing forms and procedures</p> <p>2. Draft issue paper after meeting with HUD headquarters and field staff and consumer guides; circulate for comment</p> <p>3. Prepare revised issue paper; present issue paper to HUD decision-makers</p> <p>4. Meld results of analysis in issue paper and alternatives accepted with work submitted by contractor studying feasibility of warranty program.</p> <p>5. Draft report to Congress, circulate for approval.</p> <p>6. Secretary submit report to Congress.</p>	<p>PD&R/H and GC Support</p> <p>Anderson</p> <p>CARF/PDR</p>	<p>△</p> <p>△</p>	<p>△</p>	<p>△</p>	<p>△</p>	<p>△</p> <p>△</p>	<p>△</p>								<p>Guidelines for informal appeals procedures established prior to end of TQ</p> <p>**SECRETARIAL PRIORITY**</p>


△ PROJECTED COMPLETION ◊ REVISED PROJECTED COMPLETION ▲ ACHIEVED PER PROJECTION ◆ ACHIEVED PER REVISED PROJECTION

APPROVED: _____

GOAL/SUB-GOAL:

IV-D - CARF Assure the effective delivery of services to homebuyers, homeowners, and residents of HUD-assisted and insured housing necessary to improve their environment and to preserve and utilize such housing to the fullest extent possible.

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7—	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<ul style="list-style-type: none"> ● Assure the provision of adequate counseling (pre-purchase and default) to prospective homeowners and current homeowners. 1. Develop plan for funding of counseling agencies 2. Draft and clear appropriate RFPs 3. Publish RFPs 4. Award contracts 5. Follow up and evaluate services being provided <p>Provide non-funded default counseling to at least 10% of single family defaulted mortgagors.</p> <ul style="list-style-type: none"> 1. Continue to identify agencies providing non-funded default counseling and refine reporting mechanism. 2. Identify areas for initiation or increase of counseling activity. 3. Recruit existing or new agencies to provide counseling in identified areas. 4. Analyze reports from participating agencies and implement program revisions based on analysis. <p>Develop plan for implementation of rental counseling program.</p> <ul style="list-style-type: none"> 1. Complete draft proposal and circulate for comment. 2. Complete final plan 3. Implement plan 	<p>Miles</p>	<p>△</p>	<p>△</p>	<p>△</p>	<p>△</p>	<p>△</p>	<p>△</p>	<p>△</p>	<p>△</p>						<p>**SECRETARIAL PRIORITY**</p> 


△ PROJECTED COMPLETION	◇ REVISED PROJECTED COMPLETION	▲ ACHIEVED PER PROJECTION	◆ ACHIEVED PER REVISED PROJECTION
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APPROVED: _____

GOAL/SUB-GOAL:

V-A - FDAA Refine the system for delivering federal disaster assistance to achieve greater efficiency and effectiveness.

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7—	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<ul style="list-style-type: none"> Survey the recipients of federal disaster assistance to assess program effectiveness and identify problems. <p>1. Plan of action due by 13/15/76.</p>				△											<p>**SECRETARIAL PRIORITY**</p> 

△ PROJECTED COMPLETION	◇ REVISED PROJECTED COMPLETION	▲ ACHIEVED PER PROJECTION	◆ ACHIEVED PER REVISED PROJECTION
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APPROVED: _____

GOAL/SUB-GOAL:

V-B - FIA Promote more effective disaster planning, preparedness, and hazard reduction measures.

FY: 1977

OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<p>● Increase the number of completed* flood insurance rate studies from 1,097 to 1,367.</p> <p style="text-align: right;">ACTUAL</p> <p>1. Complete 1,292 studies _____</p> <p>2. Complete 1,317 studies _____</p> <p>3. Complete 1,342 studies _____</p> <p>4. Complete 1,367 studies _____</p>	Krimm			△			△			△			△		<p>**SECRETARIAL PRIORITY**</p>

△ PROJECTED COMPLETION ◊ REVISED PROJECTED COMPLETION ▲ ACHIEVED PER PROJECTION ◆ ACHIEVED PER REVISED PROJECTION

APPROVED: _____

PART B - NEGOTIATED OBJECTIVES WITH NUMERICAL VALUES

Program Area: IG

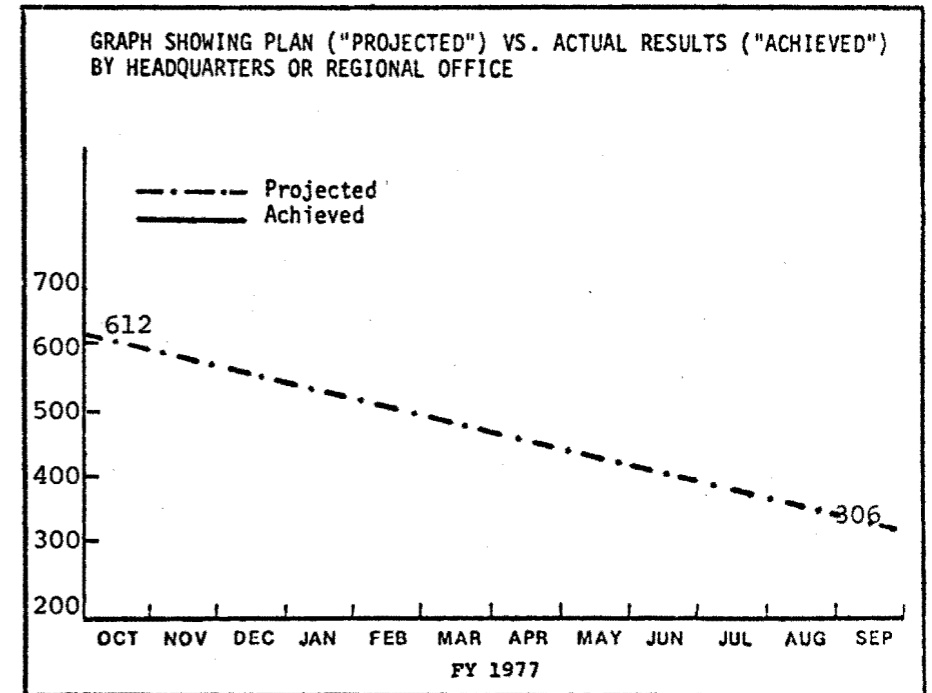
GOAL: VI - IMPROVE DEPARTMENTAL MANAGEMENT

SUB-GOAL: A - Strengthen the Department's management planning, performance, control and evaluation capabilities.

OBJECTIVE: By 9/30/77, reduce the number of open external audit findings over one year old from 612 to 306. (Goal will be set at a level 50% below the subject inventory of 9/30/76*)

(SECRETARIAL PRIORITY)

Region/Field Office	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
REGION I Proj Ach.	9		7			6			5			4
REGION II Proj Ach.	165		145			124			103			83
REGION III Proj Ach.	120		105			90			75			60
REGION IV Proj Ach.	50		43			37			31			25
REGION V Proj Ach.	55		48			41			35			28
REGION VI Proj Ach.	31		27			23			19			16
REGION VII Proj Ach.	19		16			13			11			9
REGION VIII Proj Ach.	92		80			69			58			46
REGION IX Proj Ach.	42		36			31			26			21
REGION X Proj Ach.	15		13			11			9			7
HEADQUARTERS Proj Ach.	14		12			10			8			7
NATIONAL Proj Ach.	612		532			455			380			306
Proj Ach.												



NOTE: Both Regional and Field Office Operating Plans use this form showing a Regional graph above and a Field Office split at the left.
 *Until the 9/30/76 figures are available we have used the 6/30/76 ending inventory.

GOAL/SUB-GOAL:

VI-A - REGS. & ISSUANCES Strengthen the Department's management planning, performance, control and evaluation capabilities.



OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7—	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<ul style="list-style-type: none"> ● Develop specific schedules for regular periodic review of regulations 1. Recodify Title 24 of CFR <ul style="list-style-type: none"> a. Complete preliminary draft b. Complete Departmental Clearance c. Publish in final 2. Review and revise Interstate Land Sales Regulations <ul style="list-style-type: none"> a. Stage I: All but Statement of Record and Property Report <ul style="list-style-type: none"> (1) Complete Task Force draft (2) Complete Departmental Clearance (3) Receive public comments (4) Publish in final b. Stage II: Statement of Record and Property Report <ul style="list-style-type: none"> (1) Complete Task Force draft (2) Complete Departmental Clearance (3) Receive public comments 	Chapin														

△ PROJECTED COMPLETION	◇ REVISED PROJECTED COMPLETION	▲ ACHIEVED PER PROJECTION	◆ ACHIEVED PER REVISED PROJECTION
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GOAL/SUB-GOAL:

VI-A - REGS & ISSUANCES Strengthen the Department's management planning, performance, control and evaluation capabilities.



FY: 1977

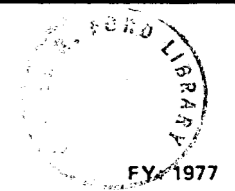
OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7—	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<p>(4) Publish in final</p> <p>3. Revise National Flood Insurance Regulations- Clarification of Roles: FIA/NFIA</p> <p>a. Receive public comments</p> <p>b. Complete Departmental clearance</p> <p>c. Publish in final</p> <p>4. Revise Subpart I - Mobile Home Procedural and Enforcement Regulations</p> <p>a. Receive public comments</p> <p>b. Complete Departmental clearance</p> <p>c. Publish in final</p>			<p>△</p> <p>△</p>	<p>△</p>				<p>△</p>							

PROJECTED COMPLETION
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APPROVED: _____

GOAL/SUB-GOAL:

VI-A - Strengthen the Department's management planning, performance, control and evaluation capabilities.



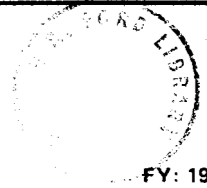
OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<ul style="list-style-type: none"> Achieve satisfactory progress on FY'77 Presidential Management Initiatives. 1. Report for period ending 12/31/76 due for OMB. 	Wallace/ Hearing				△										<p>**SECRETARIAL PRIORITY** For additional detail on Presidential Management Initiatives, refer to the Administration Departmental Operating Plan. January 21, 1977</p>

△ PROJECTED COMPLETION ◇ REVISED PROJECTED COMPLETION ▲ ACHIEVED PER PROJECTION ◆ ACHIEVED PER REVISED PROJECTION

APPROVED: _____

GOAL/SUB-GOAL:

VI-A - ADM Strengthen the Department's management planning, performance, control and evaluation capabilities.



OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<ul style="list-style-type: none"> ● Monitor the implementation of agreed upon recommendations from the OMI Process Analysis effort. 1. Clarify policy and develop procedures for final decisions in status of recommendations rejected by program assistant secretaries. 2. Clarify policy and develop procedures for evaluating action taken on recommendations. 3. Develop procedures to include non-priority recommendations in follow-up system. 4. Enter all recommendation and status information on general purpose computer program. 5. Report to Under Secretary on status of recommendations: <ul style="list-style-type: none"> a. First report b. Second report c. Third report d. Fourth report e. Fifth report 		▲	▲	▲											<p>**SECRETARIAL PRIORITY**</p>

△ PROJECTED COMPLETION	◇ REVISED PROJECTED COMPLETION	▲ ACHIEVED PER PROJECTION	◆ ACHIEVED PER REVISED PROJECTION
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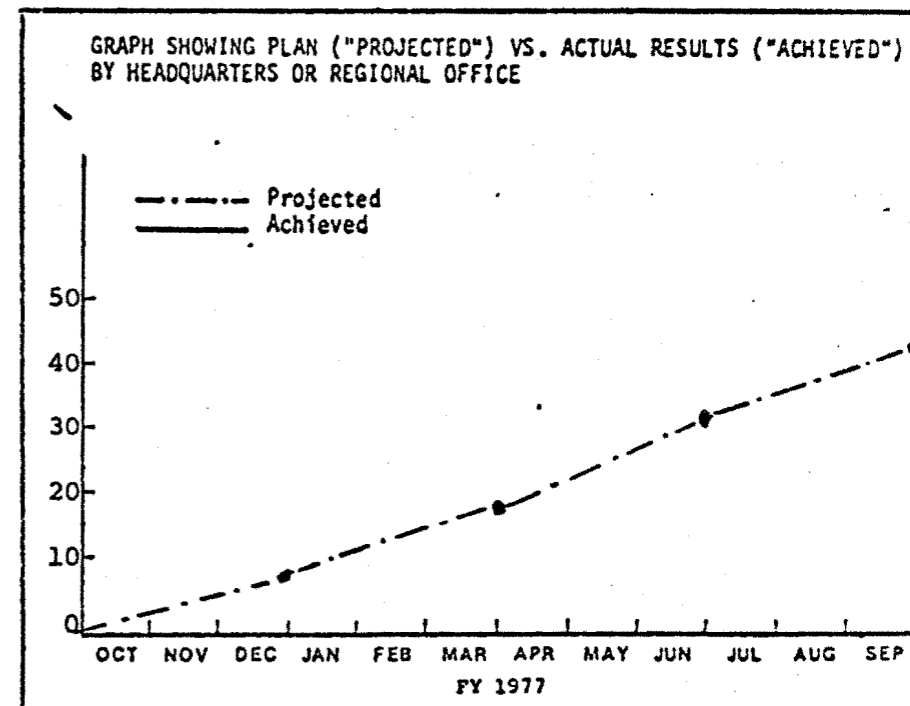
PART B - NEGOTIATED OBJECTIVES WITH NUMERICAL VALUES

Program Area: ADM

GOAL: VI - IMPROVE DEPARTMENTAL MANAGEMENT

SUB-GOAL: C - To promote a viable, progressive personnel management program which (1) capitalizes on the strengths, laws, regulations, and standards developed to assure merit and equity; (2) supports a career service in which men and women are accepted on their ability and promoted on the merit; and (3) assures the proper mix of skills, abilities and motivation to effectively deliver HUD's programs.
 OBJECTIVE: Increase the percentage of women at GS-11 and above within the Department from 10.7% to (SECRETARIAL PRIORITY)

Region/Field Office	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
REGION I Proj Ach.			-			1			1			2
REGION II Proj Ach.			1			2			4			5
REGION III Proj Ach.			1			2			3			4
REGION IV Proj Ach.			1			3			5			6
REGION V Proj Ach.			1			3			5			6
REGION VI Proj Ach.			1			2			4			5
REGION VII Proj Ach.			1			1			2			3
REGION VIII Proj Ach.			-			1			1			2
REGION IX Proj Ach.			1			3			5			6
REGION X Proj Ach.			-			1			1			2
NATIONAL Proj Ach.			7*			19*			31*			41*
Proj Ach.												
Proj Ach.												



NOTE: Both Regional and Field Office Operating Plans use this form showing a Regional graph above and a Field Office split at the left.

*The total of the increase in positions filled by women, minorities and Hispanics in the regions will be governed by the number of positions filled by persons fitting all categories, (e.g., a minority or Hispanic woman selected to fill a position would meet both categories and would satisfy a portion of the objective under each column for a Region.

PART B - NEGOTIATED OBJECTIVES WITH NUMERICAL VALUES

Program Area: ADM

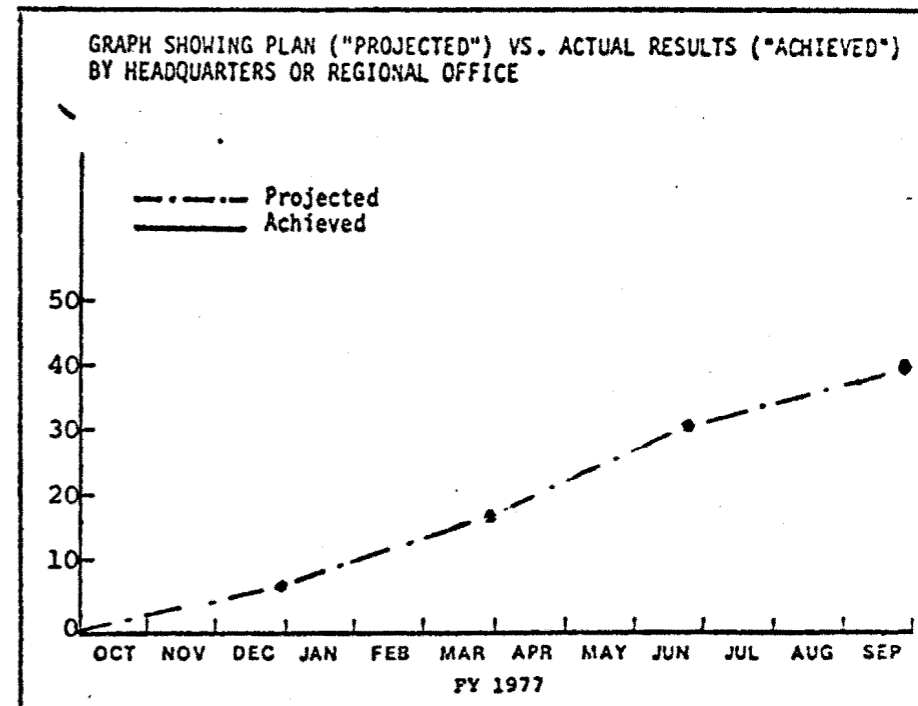


GOAL: VI - IMPROVE DEPARTMENTAL MANAGEMENT

SUB-GOAL: C - To promote a viable, progressive personnel management program which (1) capitalizes on the strength of laws, regulations, and standards developed to assure merit and equity; (2) supports a career service in which men and women are accepted on their ability and promoted on their merit; and (3) assures the proper mix of skills, abilities, and motivation to effectively deliver HUD's programs.

OBJECTIVE: Increase the percentage of minorities at GS- (1977) and above within the Department from 15.8% to 17.3%. (SECRETARIAL PRIORITY)

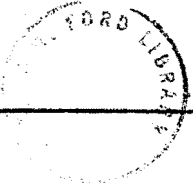
Region/Field Office	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
REGION I Proj Ach.			-			1			1			2
REGION II Proj Ach.			1			2			4			5
REGION III Proj Ach.			1			2			3			4
REGION IV Proj Ach.			1			3			5			6
REGION V Proj Ach.			1			3			5			6
REGION VI Proj Ach.			1			2			4			5
REGION VII Proj Ach.			1			1			2			3
REGION VIII Proj Ach.			-			1			1			2
REGION IX Proj Ach.			1			3			5			6
REGION X Proj Ach.			-			1			1			2
NATIONAL Proj Ach.			7*			19*			31*			41*
Proj Ach.												
Proj Ach.												



NOTE: Both Regional and Field Office Operating Plans use this form showing a Regional graph above and a Field Office split at the left.

* See governing narrative in Attachment 2, page B-10.5

PART B - NEGOTIATED OBJECTIVES WITH NUMERICAL VALUES

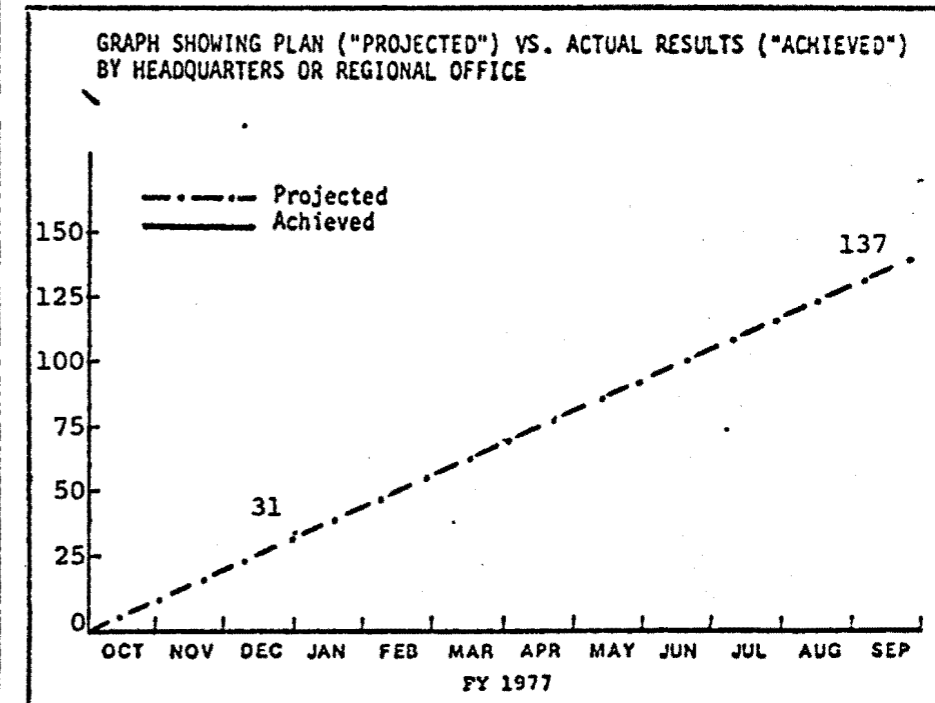
Program Area: ADM

GOAL: VI - IMPROVE DEPARTMENTAL MANAGEMENT

SUB-GOAL: C - To promote a viable, progressive personnel management program which (1) capitalizes on the strength of laws, regulations, and standards developed to assure merit and equity; (2) supports a career service in which men and women are accepted on their ability and promoted on their merit; and (3) assures the proper mix of skills, abilities, and motivation to effectively deliver HUD's programs.

OBJECTIVE: Increase the percentage of Hispanic employees (1977) within the Department from 2.9 % to 4.5 %.
(SECRETARIAL PRIORITY)

Region/Field Office	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
REGION I Proj Ach.			2			4			6			7
REGION II Proj Ach.			2			5			8			10
REGION III Proj Ach.			2			5			8			11
REGION IV Proj Ach.			3			7			11			15
REGION V Proj Ach.			4			8			12			16
REGION VI Proj Ach.			5			11			16			22
REGION VII Proj Ach.			2			4			6			8
REGION VIII Proj Ach.			3			7			11			15
REGION IX Proj Ach.			6			12			19			25
REGION X Proj Ach.			2			4			6			8
NATIONAL Proj Ach.			31*			67*			103*			137*
Proj Ach.												
Proj Ach.												



NOTE: Both Regional and Field Office Operating Plans use this form showing a Regional graph above and a Field Office split at the left.

*See governing narrative in Attachment 2, Page B-105.

GOAL/SUB-GOAL:

VI-D - ADM Improve the Department's budgeting, resource allocation, and accounting systems and processes.



OBJECTIVE Milestones	ASSIGNED TO	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY 7__	COMMENTS (Significant Progress; Problems; Solutions; Decisions)
<ul style="list-style-type: none"> ● Develop an automated mortgage insurance accounting system which integrates all existing manual and automated systems thereby optimizing the management of mortgage insurance funds and staff. 1. Complete requirements definition phase for an integrated Mortgage Insurance Accounting (MIA) System (Phase I). 2. Complete detailed system design for MIA System (HUDMAP Project, Phase II). <ul style="list-style-type: none"> a. Award contract for Phase II. b. Resolve outstanding policy issues. c. Define preliminary hardware/software requirements. d. Present system concepts. e. Develop general design specifications. f. Prepare final hardware/software specifications. g. Develop computer program specifications. h. Prepare implementation plan. 3. Complete implementation of Mortgage Insurance Accounting System (HUDMAP Phase III). 	<p>O'Connor</p> <p>O'Connor</p>	▲													<p>**SECRETARIAL PRIORITY**</p> <p>Completed 1/76</p> <p>A revised plan will be submitted as soon as a Departmental decision on hardware replacement is made.</p> <p>9/76</p> <p>8/78</p>

△ PROJECTED COMPLETION
◇ REVISED PROJECTED COMPLETION
▲ ACHIEVED PER PROJECTION
◆ ACHIEVED PER REVISED PROJECTION

APPROVED: _____

