

A History of the U.S. Department of Housing
and Urban Development
During the Clinton Administration
1993-2001



Prepared for the Clinton Administration History Project
Washington, DC
2000



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20410-0001

Enclosed please find the United States Department of Housing and Urban Development's submission for the Clinton Administration History Project.

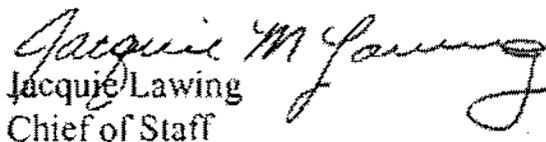
Our submission begins with a 150-page narrative, *A Vision for Change: The Story of HUD's Transformation*, that describes HUD's work and accomplishments over the past eight years. *A Vision for Change* also includes a CD-Rom in the back which provides additional research material, including reports, speeches, quotes and video clips.

After the narrative, you will find a Table of Contents that lists 88 separate documents that provide further details about the work described in the narrative. The documents constitute approximately 972 pages of materials.

We have also included an appendix which contains 14 reports published by the Department during this time period. These reports are also listed in the Table of Contents.

HUD has undergone a remarkable transformation over the past few years and made great progress in furthering its mission. Our hope is that this set of research materials will allow future generations to study and understand how this work was accomplished.

Sincerely,


Jacquie Lawing
Chief of Staff

**A
VISION
FOR**

C H A N G E

THE STORY OF HUD'S TRANSFORMATION

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT



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SUBJECT: HUD CHIEF FINANCIAL OFFICER

Document: Management Reforms Report - Office of Chief Financial Officer

Date: May 1997

Description: Secretary Andrew Cuomo established Change Agent teams to develop concept plans and proposals for major management reforms. This document describes the mission, need for change, proposed reforms, staffing and organization plan, and needed implementation tools for the office of Chief Financial Officer. Implementation greatly strengthened the Department's financial management, ultimately resulting in far more effective and successful budget development and management – a major step toward convincing OMB and the Congress of HUD's competence in handling its financial responsibilities.

**Management Reforms Report
Office of Chief Financial Officer**

1) **Mission**

- ◆ **Mission Statement:** The Chief Financial Officer leads the Department's officials toward the institution and practice of sound financial management in program development and operations and in the stewardship of public resources.
- ◆ **Impact:** By ensuring that the Department has sound financial policies and systems, as well as effective management controls, both taxpayers and HUD clients are benefitted. The stewardship responsibility of the Chief Financial Officer, when effectively accomplished, assures that the American taxpayer's monies are spent as mandated by the Congress. The HUD client benefits from effective fund utilization and funds not lost to fraud, waste and abuse.

2) **The Need for Change**

- ◆ **Consolidation of Program and Accounting Operations** – It is no longer cost effective to perform program and administrative accounting services in the numbers of locations and with the excessive numbers of staff now assigned to the accounting function. Perhaps, more than any other function within the Department, improved financial management and information systems has made it possible to reduce staffing, and streamline and consolidate operations, while improving and strengthening internal management controls. To accomplish this, the CFO has proposed reducing its staff and consolidating operations into one accounting center. The final location of the consolidated accounting operations will be based on staff capacity, operational efficiency and other cost considerations.
- ◆ **Consolidation of Budget and CFO Operations** - Coordination of budget operations, strategic planning and financial management operations is critical to the success of Departmental management and operations. For some time at HUD, functions have operated independent of each other, with little or no coordination. Both the relationship and reporting structure of the Department's financial and budget functions have been a major source of criticism, particularly from the GAO, OIG and the NAPA report. Effective, comprehensive financial management requires

integration of budget with strategic planning and financial management oversight.

3) Proposed Reforms

- ◆ The Office of Chief Financial Officer is proposing to consolidate its program and administrative accounting operation from ten (10) field accounting divisions into one accounting center. The proposal calls for all Departmental accounting operations to be performed at one Accounting Center.

- The Secretary/Deputy Secretary have earlier approved consolidation of ten (10) centers into three (3) centers—Denver, Atlanta and Fort Worth, with total staffing of approximately 95-100. The current proposal would further consolidate accounting operations into one center with a staffing of approximately 70-75 staff.
- Headquarters Budget operations will be consolidated into the Office of the Chief Financial Officer.
- Staff cost savings and financial management improvements will accrue from these consolidations and streamlining efforts.

4) Staffing and Organizational Plan

- ◆ Current Staffing: HQ = 198
Field = 143
Total = 341

- ◆ Proposed Staffing: HQ = 110
Field = 70
Total = 180

- ◆ Proposed Organization for HQ and Field:

- HQ: Consolidation of Office of Budget (Budget formulation and execution) and CFO Operations (Accounting operations, financial policy oversight, and financial systems integration).

- Field: Consolidation of three (3) field accounting centers into one accounting center.

5) **Tools Needed to Implement the Changes**

- ◆ Financial management systems coming on-line
 - TRACS (Phase I - Sec. 8 Payments (7/97)
(Phase II- Obligations (2nd Qtr --FY98))
 - Travel Management System (FY 98)
 - HUD Procurement System (9/97)

SUBJECT: HUD CHIEF FINANCIAL OFFICER

Document: Report on HUD Principal Staff Retreat

Date: March 6, 1997

Description: Secretary Andrew Cuomo held a series of meetings to set the agenda for a Principal Staff retreat which would establish the overall agenda and priorities to ensure HUD's effective achievement of its mission. Based on discussion at the retreat, the Secretary decided on major changes to the structure and functions of the office of HUD's Chief Financial Officer. Two key decisions were: (1) to establish the Financial Systems Integration project as a major HUD priority project under the Chief Financial Officer, with the cost of the project to be shared by HUD's major organizations, and (2) to move the Departmental budgeting function to the CFO from the Assistant Secretary for Administration (reference: page 11 of the document). These decisions put HUD in a far stronger position to deal with Congressional and GAO concerns regarding the Department's financial management capability.

U.S. Department of Housing and Urban Development

PRINCIPAL STAFF RETREAT

DRAFT REPORT



March 6, 1997

APR 12 1997
26 11 24 3 9 1997

Prepared for Deputy Secretary Dwight Robinson by

EY KENNETH LEVITT
REAL ESTATE GROUP
TRUST & FINANCIAL

PRINCIPAL STAFF RETREAT
DRAFT REPORT

CONTENTS

	<u>Page</u>
I. Introduction/Background	2
II. Summary of Major Agenda Items.....	4
A. Financial Systems Integration.....	5
B. Management Plan General Principles	7
1) Office of Public and Indian Housing	8
2) Office of Housing	9
3) Office of Administration.....	10
4) Office of the Chief Financial Officer	11
5) Office of Community Planning and Development	12
6) Office of Fair Housing and Equal Opportunity	13
7) Office of the General Counsel	14
C. Realignment of Functions.....	15
D. Role of the Inspector General	15
E. Process of Conducting Congressional and Press Relations	16
F. Implementation and Monitoring of Action Plans	17
III. Open Issues and Follow-Up Questions	18
A. Immediate Decisions Needed to Determine Content/Wording of Final Report	19
B. Follow-Up Questions for Discussion.....	20

I. INTRODUCTION/BACKGROUND

I. Introduction/Background

- HUD has been working to respond to Congress' criticisms of their management and operations.
- Efforts have been underway for some time, and the management retreat was an opportunity to make everyone on the principal staff aware of what was being done and to describe the comprehensive "New HUD" model representing the combined visions of the principal staff.
- The "New HUD" model is intended to transform HUD into a better, more focused and efficient HUD, providing improved servicing to its constituencies.
 - It recognizes the two very different HUD roles of running programs and facilitating community efforts.
 - It calls for a different type of HUD field office with multi-disciplinary staff.
 - There will be a reduced number of full-service processing centers.
 - It will require reduced numbers of staff; the concept is "more with fewer."

II. SUMMARY OF MAJOR AGENDA ITEMS

A. FINANCIAL SYSTEMS INTEGRATION

Overview

- HUD has a large number of different financial information systems which fit their respective purposes but are completely isolated from one another. This lack of continuity constrains the Department in its service delivery and financial reporting efforts. An integrated financial system by which all program areas can seamlessly collect, openly share, and easily communicate data is the key to effectively and efficiently fulfilling HUD's mission.

Decisions Reached

- Contracting
 - The Department will contract with a single firm to achieve a sweeping integration of all HUD's financial systems. The independent contractor will be experienced in determining the information needs of large organizations and developing an integrated and efficient system to meet these unique requirements.
 - The integration will be accomplished on a "turnkey" basis. This means that the contractor will deliver a complete, functional product which will need minimal Department effort to "turn on." The contracting firm will provide the full range of services to include needs determination, system design, construction, installation, and maintenance.
- Fees and Funding
 - The contract fees will be on a performance-based, sliding schedule that is determined by the amount of time spent to complete the job and an evaluation of the services provided. The Department will pay the contractor a higher fee for finishing the final product before the agreed-upon delivery date that is contingent upon the quality of the services, and a lower fee for late completion. The purpose of this arrangement is to provide an incentive to complete the project in as short a time frame as possible without sacrificing quality.
 - The funding for this comprehensive and imperative project will come from existing appropriations. Each cylinder will contribute a percentage of its budget to fund the project. The rewards of this contribution will be tangible time and dollar savings in each cylinder.

Individual Responsibilities

- As the primary users of the integrated financial system, the cylinders will act as the contractor's "customers." This role entails full cooperation such as describing reporting requirements or mapping out work flows in order to ensure effective integration.
- The Deputy Secretary will supervise the procurement in terms of the final selection of a contractor and the drafting of the contract contents. He will ensure that the contractor providing the best value to the Department is chosen to execute this important project, and he will play a major role in defining the scope of the system and tasks to be performed.
- The CFO and the Technology Investment Board (TIB) will act as advisors in the design of the contract. In addition, the CFO will share the responsibility of monitoring the overall post-award progress of the contractor with the TIB, which is made up of the Secretary, Deputy Secretary, and Assistant Secretaries.
- The CFO will manage the contract and insure adherence with OMB Circular A-127 and Federal Manager's Financial Information Act (FMFIA).
- The role of the CIO will be to ensure contractor adherence to technology and architecture standards for HUD.
- The efficiencies produced by systems integration should permit reductions in HUD systems staff, most of which will be factored into each of the cylinder's management plans. Information will be more readily accessible and transferable, and therefore the number of systems personnel needed within each cylinder will be diminished.

Implementation Considerations

- Does the term "financial systems integration" include performance measures (GPRA and/or others)?
- What is the Management Committee's role (if any) in developing or overseeing this contract?
- Exactly which systems personnel will be downsized? Will this contribute to HUD's target of 7,500?
- Do we want to say that the timetable is two years or less?
- How will the field be involved in the design of this integrated system?

B. MANAGEMENT PLAN GENERAL PRINCIPLES

Overview

- When the visions for the individual HUD offices are combined, a very different HUD will emerge. It will be more efficient, and do more with fewer people.

Decisions Reached

- No field offices will be closed.
- All local offices within a State will report directly to their respective state offices.
- Certain field offices will be designated as new "Model Offices". These offices will have community facilitators who are place-based, highly technological, and trained as HUD generalists.
- Priority will be given to co-location arrangements with Federal, State and Local agencies.
- All field offices are responsible for representing HUD at the local level.

Buyout Strategy

- Buyout method
 - Buyouts will be offered on a priority basis according to targets of Assistant Secretaries.
 - Buyouts will be by category, enabling specific locations, offices, staff and job titles to be targeted.
- Steps in buyout process
 - OMB approval and Congressional notification required
 - Union negotiations
 - Employee announcement(s)
 - Buyout window opening(s)

Implementation Considerations

- How does HUD convey to workers enough of an urgency to incentivize them to take buyouts?
- How can HUD quickly convey a clear message about their plan to employees and the Hill? When will field office restructures be announced?
- The Secretary asked that HUD Academy be consulted. How will this consultation be conducted?
- If an entire field office takes a buyout, will HUD backfill to keep the office open?

B.1. OFFICE OF PUBLIC AND INDIAN HOUSING (PIH) MANAGEMENT PLAN

Overview

- Public Housing is in the middle of a transformation which will result in the construction of new communities of improved public housing. Over the past three years they have been constructively tackling the troubled housing agencies, and they are now beginning the next step in reintegration of public housing communities into their neighborhoods.
- The service delivery vehicle for public housing is through the Public Housing Authorities (PHAs). Part of the PIH mission is to ensure that appropriate monitoring of PHAs is in place.

Decisions Reached

- An effective structure for monitoring of PHAs will be put in place.
- Funds for "boutique" programs will be channeled through a performance-based approval process.
- We will create a new service model with broader capacity and better focus that can better provide monitoring and processing by consolidating offices and creating processing centers for back-office work.
- Outside consultants will be used to assist in making tough choices.
- We will move forward with plans that do not require legislation, and quickly seek legislation to accomplish critical program changes.
- We will develop legislation which:
 - Makes reforms permanent.
 - Gives PHAs discretion within targeting requirements.
 - Relies on performance formula funding other than for HOPE VI.
 - Deregulates small and well-performing PHAs.
 - Strengthens and continues funding for HOPE VI.
 - Creates reasonable expectations for HUD.
- We will retrain staff and retain versatile staff who are close enough to the ground to stay in touch, i.e. who fit the new service model for offices.
- We will access housing practitioners as contractors for technical assistance and interventions.
- The process for dealing with troubled PHAs will be strengthened by establishing demarcation lines. For example, give troubled PHAs one year to resolve problems, and if they are not resolved, they go into receivership.
- We will ensure that processing of the current demolition process is carried-through.

Implementation Considerations

- Once a PHA is in receivership, how does it get removed from that status?
- How will PIH move forward with changes before legislation is enacted?

B.2. OFFICE OF HOUSING MANAGEMENT PLAN

Overview

- Housing's mission is to build better communities, and it has a fiduciary responsibility both to the financial sector and to the public that it is not currently meeting as well as it could.
- The guidelines for Housing's new program vision are: consolidate, automate, eliminate, and privatize.

Decisions Reached

- Housing's overarching goals:
 - Complete the transition from retail to wholesale.
 - Dedicate more time to overall portfolios rather than single cases.
- In the single-family housing division, Housing wants to:
 - Continue to utilize technology to eliminate unnecessary paper and automate processing.
 - Allocate additional resources to marketing and outreach.
 - Step up quality assurance and lender monitoring.
- Multifamily changes include:
 - Increase risk-sharing,
 - Consolidate offices.
 - Reduce the number of Homeownership Centers from five to three.
 - Focus on asset management by converting the primary role of staff from "servicers" to "asset managers"
 - Delegate certain functions to HUD partners, particularly lenders and contractors, to alleviate the heavy workload.
- Housing also plans to privatize REO (real estate owned) management and sales.

Implementation Considerations

- Will Housing have an adequate and suitably-skilled workforce to oversee and implement the plan?
- Buyouts are the preferred way to decrease staff but may result in the loss of experienced personnel.
- How should confidential-items such as getting out of retail be handled?
- Do we deal with the obstacles presented by congressional politics (e.g., "not in my district")?

B.3. OFFICE OF ADMINISTRATION MANAGEMENT PLAN

Overview

- For the past three years, Office of Administration has made a concerted effort to reduce FTEs. Many services have already been outsourced to private entities. The Office of Administration's plan to further reduce staff is highly contingent on the plans of the rest of the Department.

Objectives

In light of changes throughout the Department, Administration has developed several components for its downsizing plan:

- Meet FY 2000 FTE goals.
- Restructure administrative field office support (based on the assumption that program offices will also restructure and downsize, resulting in fewer offices and employees to be served).
- Improve technology to facilitate communications and operational efficiencies
- Consolidate the structure of the Office of Administration by rechanneling resources across geographic locations.
- Continue to provide the highest level of service possible, given specific demands as well as constraints. The demand for information technology service is increasing and the Office of Administration must work to meet the demands.

Decisions Reached

- There will be no administrative officer in any field office with fewer than 25 employees.
- No Category B or smaller offices will be in a state with Category A offices, with exception of a few large states.
- There will be no more than three Single Family Ownership Centers
- Automation within Administration will be enhanced. Some possible automations are an integrated personnel system and enhanced Administrative Client Request/Response System. The ideal is paperless processing.
- There will be comprehensive contracts for administrative management services at headquarters, such as building services, security, elevator maintenance and air conditioning servicing.
- Contracted staff and HUD staff specializing in Information Technology services will continue to rise to meet demands.
- Consider privatizing the HUD Training Academy.

Issues for Implementation

- The Secretary must be prepared to answer why there is so much outsourcing, rather than attempting to retain HUD staff.
- How will the Office of Administration deal with near-term peak load issues?
- How will the Office of Administration continuously incorporate changes in other cylinders' management plans?

B.4. OFFICE OF THE CHIEF FINANCIAL OFFICER MANAGEMENT PLAN

Overview

- The CFO management plan envisions an environment in which there is programmatic and financial integration, effective financial management policy, customer-based financial management and accurate and timely reporting.
- The CFO has broad management goals:
 - Create a leaner but more effective CFO organization.
 - Give primary support in restoring the public trust in HUD.
 - Promote management accountability through defining, measuring and reporting success.
 - Provide accurate and timely financial reporting.
 - Maintain a balanced management control environment.
 - Integrate financial management systems.
 - Reach the targeted FTE Goals.

Decisions Reached

- The CFO will continue with the downsizing plan begun in 1994 by moving some headquarters functions to the field.
- The CFO's Office will continue the implementation of the HUDCAPS system (automation).
- For field reorganization, we will continue discussions with pertinent unions in order to guarantee "no adverse action".
- Consolidate administrative accounting centers by the end of FY1999.
- The CFO will conduct an in-depth study and analysis on outsourcing accounting operations. The CFO will only support outsourcing where no negative impacts on financial management are anticipated.

Issues for Implementation

- In order to reach FTE goals, how will Secretary ensure that CFO employees will be accepted by other cylinders? There ought to be support for directed reassignments.
- Will the CFO be given buyout authority to reach FTE goals?

B.5. OFFICE OF COMMUNITY PLANNING AND DEVELOPMENT MANAGEMENT PLAN

Overview

- Although the number and value of grants continues to rise, CPD has been forced to administer these programs with fewer personnel. They cylinder has thus far been successful in increasing the productivity of their scarce resources.
- They have initiated real measures to enforce how program monies are spent.
- Competitive grants have a serious management problem that must be addressed.

Decisions Reached

- Based on progress to date, CPD believes that substantial staff reductions can be achieved by FY 2000 largely through relatively low attrition, internal reallocation, and a hiring freeze.
- Because CPD has a firm commitment to preserving the core functions of its cylinder, no cuts will be made in the field.
- Field monitoring will be increased.
- On-site monitoring of high-risk projects will be increased.
- The reorganization of the headquarters office will eliminate duplicative functions and program specialists. Instead the organizational structure will reflect the processes performed by HQ.

Implementation Considerations

- The concern was raised that HQ should be reorganized with a view to supporting the field offices.
- Enforcing harsh sanctions without effectively "pulling out" of a city is difficult.
- Competitive grants management must be universally reformed, and much of this will require legislation.
- It was suggested that homeless grants be called "performance grants" to emphasize that certain criteria must be met in order to become a recipient.
- The management plan may change somewhat when the new Assistant Secretary for CPD arrives.

B.6. OFFICE OF FAIR HOUSING AND EQUAL OPPORTUNITY MANAGEMENT PLAN

Overview

FHEO would like to:

- Be incorporated in one HUD approach.
- Provide faster, more efficient customer service.
- Increase the effectiveness of compliance efforts,
- Educate the public to the mission and accomplishments of HUD in fair housing.
- Develop a management plan to achieve staff reductions and reach FTE targets for FY 1997 through FY 2000.

Decisions Reached

FHEO will accomplish its management plan by:

- Maintaining a hiring freeze through the centralization of approval of all personnel actions.
- Contracting-out previously identified program, enforcement and management functions.
- Developing a consolidation strategy, and consolidating functions and activities within the organization.
- Utilizing buyout and early-out possibilities.

B.7. OFFICE OF THE GENERAL COUNSEL MANAGEMENT PLAN

Overview

- The OGC currently seeks to develop a management plan to meet its targeted staffing levels by the year 2000.

Decisions Reached

OGC management will:

- Transform Headquarters by realigning the Office of Insured Housing, transferring functions within OGC offices, focusing on legal issues, consolidating administrative functions, and relocating headquarters staff to Field Offices.
- Establish a downsizing task force,
- Consolidate Field Offices,
- Contract-out additional legal and paralegal services, and
- Seek possible Human Resource alternatives, including attrition, buyouts resulting from Field Office consolidation and response from OGC senior management, early outs, hiring freezes, the use of legal interns, and a reduction-in-force..

C. REALIGNMENT OF FUNCTIONS

Overview

- The relationship and reporting structure of HUD's financial and budget functions has been a major source of external and internal criticism.
- The retreat goal was to reach an agreement on how the financial and budget functions will be assigned and carried out within the Department.

Decision Reached

- After discussion, it was decided that the Office of the Chief Financial Officer will be responsible for budget formation, preparation and execution, in addition to the responsibilities outlined earlier.

Implementation Considerations

- Office of Administration would like to be assured that they will continue to be treated like every other cylinder and allocated the appropriate level of resources post-realignment.
- How will the Secretary ensure that one individual has the authority, accountability and responsibility to carry out its budgeting functions?
- How and when will the Secretary announce the new realignment?

D. ROLE OF THE INSPECTOR GENERAL

Overview

- The role of the Inspector General was explained to us.
- HUD would like to improve the relationship between the Office of the Inspector General (OIG) and program staff/cylinders.

E. PROCESS FOR CONDUCTING CONGRESSIONAL AND PRESS RELATIONS

Overview

- Office of Congressional and Intergovernmental Relations (OCIR) functional areas include:
 - Office of Legislation which provides guidance to legislative process on Capitol Hill and acts as liaison between various government agencies, the Secretary's office and HUD program office, assists in formulation of policy and legislation, and assures that HUD's positions are understood through coordination of briefings on programs and issues.
 - Office of Congressional Relations which acts as HUD's liaison and primary contact with Congress, attends to Congressional inquiries, and assures that HUD departments and staff are informed of inquiries, policy and political matters which may affect their activities.
- Office of Public Affairs (PA) coordinates communication with the public and the media.
- HUD seeks to improve the process of congressional and press relations to insure "unified and successful communication with Congress and the media."

Decisions reached:

- All calls/inquiries from Congress, even from field offices, are to be referred to OCIR.
- All messages and responses from Congress must be cleared by OCIR.
- All calls/inquiries from the media, even from field offices, are to be referred to PA.
- All messages and responses from the press must be cleared by PA.

F. IMPLEMENTATION AND MONITORING OF ACTION PLANS

Overview

- It is important to provide leadership and oversight as HUD implements many of the changes and decisions reached at the retreat. To facilitate communications and ensure effective implementation, reporting of execution steps to the management committee is essential.

Decisions Reached

- The Management Committee will include the Secretary, Deputy Secretary and Assistant Secretaries (or Equivalent Officials) and will meet monthly to 1) review action plans; 2) clarify program and management policy; 3) make decisions on the Technology Investment Board's (TIB) recommendations.
- The TIB will include the Secretary, Deputy Secretary and Assistant Secretaries (or Equivalent Officials) and will meet monthly to establish recommendations for Management Committee review. For financial systems integration, the CFO will lead an operating committee and bring recommendations to the TIB.
- The Principal Staff (Secretary, Deputy Secretary and Assistant Secretaries (or Equivalent Officials)) will meet monthly. Secretary Representatives will participate via conference call in one monthly meeting.
- A schedule for these three monthly meetings will be provided in advance and all assistant secretaries are expected to commit to them. This is a reduction from the present schedule of four monthly meetings.

Rationale for Decisions

- The meetings will provide a forum to follow the progress of the action items addressed at the retreat.
- Activities and milestones for the action plans will be formally recorded at all the meetings and progress will be charted against planned timelines.
- The oversight committees will help align HUD actions with legislative mandates.
- The presence of all Assistant Secretaries is necessary to ensure that the most consistent message possible is conveyed to HUD staff and the public.

Implementation Considerations

- How often will the milestones be reported? Monthly? Quarterly?
- How will the Management Committee resolve areas of disagreement with regards to financial systems integration and management plans?

III. OPEN ISSUES & FOLLOW-UP QUESTIONS

**A. IMMEDIATE DECISIONS NEEDED TO DETERMINE
CONTENT/WORDING OF FINAL REPORT**

1. Overtly linking Financial Systems Integration to downsizing could create problems.
2. How do we reconcile the need of employees to know specifics of downsizing, office changes, etc. so that they can plan their own lives; with the desire to avoid announcing specific decisions and numbers regarding staffing/office shifts and closings?
3. There are significant implications of "getting out of retail" including reduction of the facilitator/outreach role.
4. There is an inability to reasonably control much of our labor force. How will we deal with labor? Hard, soft, or not at all?
5. What changes are needed in the Office of Administration's management plan as a result of the other cylinders' plans covered in the retreat?
6. What, if anything, will be shown as the new vision for CPD, since the new Assistant Secretary is not here yet?
7. How do we reconcile the "no pullout" statement with actual downsizing actions?
8. Management plans presented at retreat do not result in 7,500 personnel target.

B. FOLLOW-UP QUESTIONS FOR DISCUSSION

1. Certain systems personnel are apparently treated as staff outside of the cylinders and Administration. If this is the case, how will any staffing impact to these FTE resulting from Financial Systems Integration be recognized?
2. The Financial Systems Integration contract will probably not result in funding problems. However, there may be problems in other areas such as contract administration, burden on management, continuation or authorization of other systems work within HUD and determination of the contract requirements and specifications.
3. The timing of the hiring of the new CFO and the new Budget Officer could be a problem. Recruiting the CFO first would be preferable.
4. The Financial Systems Integration should encompass all management information, e.g. performance management, rather than only financial data.
5. The Financial Systems Integration effort should include input and collaboration with the field, many of whom are concerned that they may be excluded.
6. Legislation will be required to fully implement "New HUD" model.
7. There is the potential for greater integration of activities between GNMA and FHA
8. If a corollary of the "New HUD" model is multi-functional field staff, we need to train many HUD staff.
9. There is great sensitivity in the Field regarding their inclusion and sharing of information.
10. We should be prepared to answer the likely questions from Congress as to why any recommended outsourcing and privatization is justified and cost-effective.
11. Should HUD send a deterrent message by selecting several cases for fraud prosecution?
12. How do we increase likelihood of buyouts being accepted in sufficient numbers? The message should present both the "carrot" and the "stick" consequences.

Table of Contents

I. MANAGEMENT 2020 REFORM PROCESS

1. Report on HUD Principal Staff retreat (21)¹
2. Management Reforms Report - Office of Chief Financial Officer (4)
3. Report of the Change Agent Team for the Technology Investment Board (27)
4. HUD 2020 Management Reform Plan (115)
5. Procurement and Contract Integrity Board Proposal (12)
6. Memo from Dwight P. Robinson from Marilyn A. Davis on Transfer of Function (7)
7. July 21, 1995 News Release on HUD's Regulatory Reform Efforts Yield Substantial Results (2)

II. THE REBIRTH OF PUBLIC HOUSING

8. May 1, 1995 News Release on Older, Deteriorating Public Housing Demolished As HUD Seeks To Transform Inner-City Communities (2)
9. October 4 1995 News Release on HUD Indian Housing Program Helps Create 1,000 New Homeownership Opportunities (2)
10. December 5, 1995 News Release on native Americans Forge Partnership With Housing Leaders To Create Homeownership Opportunities In Indian Country (3)
11. April 12, 1994 News Release on Bill To Alleviate Backlog Of HUD Apartment Buildings Is Signed Into Law By President Clinton (3)
12. March 15, 1994 News Release on HUD Opens "Consultation 94" (2)
13. May 9, 1994 news release on Secretary Cisneros To Announce Working Group For Native American Finance Authority (2)
14. May 8, 1996 News Release on House Bill Advances Key Clinton Public Housing Reforms But Cisneros Says "Harmful Provisions Must Be Dropped" (4)
15. April 3, 1996 News Release on Report Finds Major Improvements Create A New Day In Public Housing (2)
16. February 14, 1996 News Release on HUD's Dramatic Changes In Public Housing Making A Difference In Lives Of African American Families (3)
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18. April 13, 2000 News Release on HUD Conference To Address Native American Housing Needs (2)
19. August 3, 2000 News Release on Secretary Cuomo releases One-Year Report On Pine Ridge Improvements (2)
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¹ Number in parentheses is page length of document

Clinton Administration History Project
Submission of U.S. Department of Housing and Urban Development

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23. HOPE VI: Booklet on Building Communities Transforming Lives (17)
24. Departmental Real Estate Assessment Center - Plan For Establishment (18)
25. Troubled Agency Recovery Center Booklet (21)
26. Departmental Enforcement Center (DEC) - Original Template For DEC Implementation Plan (20)

III. ENHANCING COMMUNITY DEVELOPMENT

27. Continuum Of Care - Helping Homeless People Reach Self-Sufficiency (7)
28. HUD's Super NOFA of Funding Availability (4)
29. Consolidated Planning/Community Connections, Application No. 573 (12)
30. Community 2020 (5)
31. October 14, 2000 Press Release re: HUD Tenants Kick-off nationwide Celebration of National Neighborhood Networks week (1)
32. Daily Focus - October 13, 2000 - National Neighborhood Networks Week Begins Tomorrow (3)
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34. New Markets Booklet (51)
35. Now Is The Time - Places Left Behind In The New Economy (80)
36. EZ/EC Initiative Key Dates (1)
37. Map of all Urban Designations (1)
38. Executive Order Establishing CEB (3)
39. Empowerment Zone Maps(15)
40. Map of round I EZ's, EEC, SEZ's (11)
41. The Center For Community And Interfaith Partnerships (54)

IV. INCREASING AND IMPROVING SECTION 8

42. Opting In - Renewing America's Commitment To Affordable Housing (26)
43. Mark-To-Market Pocket Guide - U.S. Department Of Housing and Urban Development (39)
44. Mark-To-Market Loan Origination Sequence (8)
45. Mark-To-Market Second Mortgages Illustrative Payoff Sensitivity Analysis (10)
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51. March 8, 2000 News Release on President Requests Plan To Use Additional Funds Generated By FHA Affordable Housing (3)
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64. The Report Of The Baltimore Task Force On Predatory Lending - June 2000 Booklet (50)
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66. February 16, 2000 New Release on New Report Shows Crime Reduction Strategies Working In Public Housing, But Residents Remain Twice As Likely to Become Victims Of Gun Violence (4)
67. March 13, 2000 News Release on HUD Prefers Gun Purchases From Companies Adhering To Code Of Conduct, Calls On Mayors To Unite In Preference For The Companies (4)
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Clinton Administration History Project
Submission of U.S. Department of Housing and Urban Development

VII. FAIR HOUSING INITIATIVES

71. 30 Years Later A Fair Housing Report - Many Neighborhoods One America Booklet (31)
72. Doubling Enforcement Actions Under The Fair Housing Act (3)
73. Promoting Fairness In Public Housing - Booklet (24)
74. Presidential Library - Office Of Policy and Program Evaluation Submission (3)
75. Memorandum Of Understanding Between The Department Of Housing And Urban Development and The Office Of The Comptroller Of The Currency (13)
76. January 16, 2000 News Release on Cuomo Announces New Campaign Against Housing Discrimination, And Charges Hate Group Leader With Making Illegal Death Threats (3)
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82. Summary of HUD's Model Building Codes Review (2)
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84. Federal Register Notices of Transition Assistance, September 11, 2000 (2)
85. Transition Strategy to Implement HUD's Lead Safe Housing Regulation (12)
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Appendix I:

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Clinton Administration History Project
Submission of U.S. Department of Housing and Urban Development

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