Section 3. Implementation

Putting the Plan Into Action: Setting Targets and Tracking Performance

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

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

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

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

Delivering Solutions: Implementing HUD Programs

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