

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

SALARIES AND EXPENSES, HOUSING AND URBAN DEVELOPMENT

BUDGET ACTIVITY 12: FIELD POLICY AND MANAGEMENT

SCOPE OF ACTIVITY

The Field Policy and Management (FPM) activity provides management oversight to Regional and Field Office Directors, communicates Secretarial priorities and policies to the field, ensures the effective pursuit of Secretarial Initiatives and special projects, and other management and administrative functions.

The attached charts display detailed staffing and workload estimates based on the Resource Estimation and Allocation Process (REAP) baseline data.

WORKLOAD

The Assistant Deputy Secretary for Field Policy and Management manages the operations of FPM to advance the strategic goals of the Department. Through the Regional and Field Office Directors, the Assistant Deputy Secretary establishes management priorities for front office field operations and coordinates Secretarial initiatives to ensure effective use of resources for maximum positive impact. In addition, the Office is tasked with developing mechanisms which: ensure that critical field program delivery issues are addressed; assess program impacts and customer service at the local level; and provide operational feedback designed to constructively influence program design and Departmental policy making.

The Office of Field Policy and Management was reorganized early in fiscal year 2002 to include the former Office of Field Direction and Operational Support as the field component of FPM. The Assistant Deputy Secretary has direct supervision of the Regional Directors, formerly called Secretary Representatives. This change will clarify the authority of the Assistant Deputy Secretary for Field Policy and Management, improve oversight of the field, and simplify budget and administrative functions of the office. Based on the Department's new Resource Allocation Estimation Process (REAP), the Headquarters office requires a staffing allocation of 23 FTEs.

The Regional Directors and Field Office Directors are the "operational managers" in each of the field offices. Regional and Field Office Directors ensure that limited staff and other resources are used to maximum effect to accomplish Departmental priorities and that the component parts of each field office effectively function as a common enterprise in achieving Departmental goals, both to serve our customers well and use resources efficiently. The number of staff in each of the 10 regions (80 field offices) varies by location. Based on REAP, the total number of FTEs required in the field is 493 FTEs.

Travel

The table below identifies travel requirements unique to this activity.

	ACTUAL	ENACTED	ESTIMATE	INCREASE + DECREASE -
	2001	2002	2003	2003 vs 2002
	(Dollars in Thousands)			
Travel (HQ)	\$200	\$200
Travel (Field)	\$1,474	\$994	\$994
Total.....	\$1,474	\$1,194	\$1,194

The implementation of the Department's six strategic goals through Management Plans will require the Regional and Field Office Directors to travel to various locations to meet with the Department's customers, governmental entities, and civic organizations to

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advance activities and initiatives associated with the mission of the Department. No increase to the fiscal year 2002 level is being proposed for fiscal year 2003.

Detail of Field Policy and Management Staff Requirements

<u>Workload Guideline</u>	<u>Workload Indicator</u>	----- Fiscal Year 2002 -----				----- Fiscal Year 2003 -----			
		<u>Underfunded Workload/ Allocation</u>	<u>Projected Accomplishment</u>	<u>Projected Unit Cost (Hrs)</u>	<u>FTE</u>	<u>Underfunded Workload/ Allocation</u>	<u>Projected Accomplishment</u>	<u>Projected Unit Cost (Hrs)</u>	<u>FTE</u>
Headquarters									
Headquarters Offices									
Perform FPM Management/Operations	NA		13.0		13.0
Perform Administrative Support to FPM/Field Offices	Number of Staff Supported		489	17.00	4.0		489	17.00	4.0
Provide Support and Guidance to Headquarters/Field Offices	Number of Field Supported		80	157.00	6.0		80	157.00	6.0
Subtotal					23.0				23.0
Field Employment									
Field Offices									
Perform Program Management/Operations	N/A		90.0		90.0
Perform Administrative/Planning and Support/Special Initiatives	N/A				380.0				380.0
Perform Public Relations/Web Master Duties	N/A				23.0				23.0
Subtotal					493.0				493.0

Detail of Field Policy and Management Staff Requirements

	Budget Estimate 2002	Estimate 2003	Increase + Decrease - 2003 vs 2002
<u>Headquarters Employment</u>			
Headquarters Offices	23.0	23.0	0.0
Total	23.0	23.0	0.0
<u>Field Employment</u>			
FieldOffices - Community Builders	493.0	493.0	0.0
Total	493.0	493.0	0.0

Detail of Field Policy and Management Staff Requirements

	FTE			
	Actual	Budget Estimate	Estimate	Increase + Decrease -
	2001	2002	2003	2003 vs 2002
Headquarters.....	0.0	23.0	23.0	0.0
Field	857.0	493.0	493.0	0.0
Total	857.0	516.0	516.0	0.0

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HEADQUARTERS EMPLOYMENT

EXPLANATION OF CHANGES FROM 2002 BUDGET ESTIMATE TO 2003 ESTIMATE

Not applicable.

FIELD EMPLOYMENT

EXPLANATION OF CHANGES FROM 2002 BUDGET ESTIMATE TO 2003 ESTIMATE

No change from the fiscal year 2002 current estimate to the fiscal year 2003 estimate. However, the decrease of 350 FTE from the fiscal year 2001 FTE to the fiscal year 2002 estimate reflects the proposal to deploy 350 Community Builders to other program offices. The "Projected Accomplishment" amounts with a reduced staffing level for the "Workload Guidelines" are unknown at this time. Therefore, the fiscal years 2002 and 2003 estimates are reflected in total only.