

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
SALARIES AND EXPENSES, HOUSING AND URBAN DEVELOPMENT
BUDGET ACTIVITY 3: HOUSING PROGRAMS

The consolidated discussion for the appropriation "Salaries and Expenses, HUD" is shown in Part 3 of these Justifications. All data are presented on a comparable basis for the fiscal years 2004, 2005, and 2006.

SUMMARY OF BUDGET REQUEST

For fiscal year 2006, Housing's Salaries and Expenses Budget request is for 3,105.1 FTE supported by \$309,244 thousand for Personal Services and an additional \$5,832 thousand for non-Personal Services. The fiscal year 2006 FTE level represents a reduction of 99 FTE from the fiscal year 2005 estimate and a reduction of 191.1 FTE from Housing's actual fiscal year 2004 FTE usage.

SCOPE OF ACTIVITY

The Housing staff is responsible for implementing legislation which authorizes the Department to assist projects for occupancy by very low-income, low-income and moderate-income households, to provide capital grants to nonprofit sponsors for the development of housing for the elderly or handicapped, to underwrite mortgage or loan insurance to finance new construction, rehabilitation or the purchase of existing dwelling units, and to conduct several regulatory functions. The legislation includes:

- The U.S. Housing Act of 1937, as amended, which authorizes rental assistance to certain lower-income households under Section 8 of the Act;
- The National Housing Act, as amended, which authorizes the provision of mortgage or loan insurance for single family and multifamily housing and for health care facilities such as hospitals and nursing homes;
- Sections 201 and 203 of the Housing and Community Development Amendments of 1978, as amended, which govern the management and disposition of multifamily housing projects;
- Section 202 of the Housing Act of 1959, as amended, which authorizes capital grants and rental assistance for the development of housing for the elderly or handicapped;
- Section 811 of the National Affordable Housing Act of 1990, as amended, which authorizes capital grants and rental assistance for the development of housing for the disabled;
- Title IV of the Housing and Community Development Amendments of 1978, as amended, which authorizes the Congregate Housing Services program;
- Section 542 of the Housing and Community Development Act of 1992 authorizing Multifamily risk-sharing programs;
- Section 101 of the Housing and Urban Development Act of 1965, as amended, which authorizes rent supplements on behalf of needy tenants living in private housing;
- Title VI of the fiscal year 1999 Departments of Veterans Affairs and Housing and Urban Development and Independent Agencies Appropriations Act, which covers FHA Single Family claims reform and property disposition;

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- The Interstate Land Sales Full Disclosure Act, as amended, which requires developers of specified subdivisions to file registration statements with the Secretary, and protects consumers from fraud and abuse in the sale of undeveloped lots or units;
- The National Manufactured Home Construction and Safety Standards Act of 1974, as amended by the Manufactured Housing Improvement Act of 2000, which requires HUD to develop and enforce construction and safety standards and installation standards for all manufactured homes sold in the United States, and provides for other programs related to manufactured housing;
- The Real Estate Settlement Procedure Act of 1974, as amended, which authorizes the regulation of certain lending practices and settlement and closing procedures in federally related mortgage transactions to eliminate unnecessary costs and to minimize difficulties of settlement;
- The Multifamily Assisted Housing Reform and Affordability Act of 1997, as amended, which governs the renewal of Section 8 project-based rental assistance and contains the authority for multifamily mortgage restructuring; and
- Title XIII of the Housing and Community Development Act of 1992 pertaining to mission regulation of Government Sponsored Enterprises (GSEs).

WORKLOAD

The principal workload for Housing staff, partners and contractors is:

- providing, increasing, maintaining and preserving home ownership, especially for underserved and unserved populations, by insuring mortgages and loans used for the acquisition, rehabilitation or improvement of existing homes;
- protecting consumers from high settlement costs and certain servicing practices by administering the Real Estate Settlement Procedures Act which includes investigating practices that may violate the Act, and providing information and guidance to consumers and industry;
- examining registration statements and other required material from developers of subdivisions involved in interstate commerce to determine their formal and legal adequacy and issuing exemption orders and advisory opinions under the Interstate Land Sales Registration Act;
- protecting consumers, including residents of colonias on the southwest border, by investigating alleged violations of the Interstate Land Sales Act;
- manning customer service hotlines and program e-mail boxes;
- preserving home ownership for elderly Americans through the insurance of "reverse" mortgages that allow elderly homeowners to remain in their homes by converting the equity in their homes to a stream of income;
- encouraging the development of affordable rental housing by insuring mortgages on both new and existing apartment buildings;
- overseeing the Multifamily Accelerated Processing (MAP) procedures for processing applications for HUD multifamily insurance more efficiently, with the support of qualified mortgage lenders;
- monitoring lender qualifications and participation;

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- implementing the Development Application Processing (DAP), an automated underwriting system to support the processing and tracking of applications for HUD multifamily grants and mortgage insurance, for use both by HUD staff and qualified mortgage lenders;
- supporting the provision of community-based health care and economic development by insuring mortgages on hospitals and other health care facilities, such as nursing homes and assisted living facilities;
- reengineering the portfolio of project-based Section 8 assistance so that FHA losses will be minimized and all projects will be financially viable with market-rate rents;
- expanding use of FHA Technology Open To Approved Lenders (TOTAL) Scorecard Program, a scorecard deployed for use through automated underwriting systems, which provides a convenient, fast and low cost service to lenders;
- reengineering the data flow and work processes to maximize the use of Internet technology;
- developing underwriting standards, making actuarial determinations, and establishing premiums for mortgage insurance for homes and projects and other financial and related assistance authorized by the National Housing Act;
- collecting FHA mortgage insurance premiums, processing and accounting for premiums, refunds to lenders/homeowners and insurance claims, providing financial/accounting services for assigned loans, HUD-insured/ HUD-held mortgages/notes, real property acquisitions/dispositions and note sales for Single Family/Multifamily/Title I insured programs;
- servicing first and second mortgages assigned to HUD, including monitoring contractor performance;
- managing FHA financial assets through loan sales, and debt restructuring;
- performing property disposition activities which include monitoring and surveillance of contractors, that manage the property inventory and market the properties;
- providing debt management and collection services to recover debts owed to the Federal Government arising from FHA insurance programs, loan programs, and other HUD programs;
- performing preapplication and other review activities through to construction completion, execution and closing of contracts and mortgages;
- participating in the analysis, review, and evaluation of HUD-insured and other multifamily projects during the construction and occupancy stages;
- reviewing and monitoring multifamily projects through Section 8 contract administrators including, but not limited to, reviewing general operations, administering and overseeing the Section 8 HAP program, reviewing HAP contracts and following up on the physical condition of projects to ensure that appropriate management activities are conducted as well as enforcing the terms and conditions of contracts between HUD and participants;
- reviewing and monitoring State agency administration of Federal housing programs;

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- administering the Mark-to-Market (M2M) program, including the restructuring of program loans and oversight of rehabilitation escrows, with the purpose of preserving low-income housing affordability while addressing the long-term costs of Federal rental assistance and minimizing the adverse effect on the FHA fund, including review of post-M2M operations to maximize collections on HUD loans;
- awarding and administering grants made to non-profit agencies to provide outreach and technical assistance to residents of property whose subsidy contracts are expiring and may be eligible for the M2M program;
- setting standards and providing oversight for servicing and managing the disposition of HUD-insured and HUD-held mortgages for Single Family and Multifamily insurance programs, negotiating forbearance agreements, and handling assignments of mortgages;
- developing and managing housing programs for the elderly and disabled;
- establishing policy for and managing mortgage compliance with single family loss mitigation, default management, and foreclosure conveyance requirements;
- processing timely payments of HUD acquired Home Equity Conversion Mortgages (HECMs) "reverse equity loans;"
- developing new instructions, mortgagee letters, and housing notices, and revising existing mortgagee letters, housing notices and handbooks;
- managing rental subsidy programs (project-based Section 8, Rent Supplement, Rental Assistance Payments and Section 236 BMIR) for contract renewals, opt-outs and replacement subsidies;
- selecting, monitoring and providing oversight of subsidy contract administrators;
- reviewing budget and funding functions associated with rental assistance programs;
- monitoring timely payment of Section 8 housing assistance contracts;
- administering the payment process and reengineering the business process for maximization of "e-gov" solutions to bring services directly to citizens and communities, to provide better service to customers and business partners, and to increase efficiency, effectiveness and accountability;
- directing special initiatives such as Neighborhood Networks, which require coordination with owners, managers, residents, community groups, local businesses and providers of social and educational services;
- providing regulatory oversight of two housing Government-Sponsored Enterprises (GSEs), Fannie Mae and Freddie Mac, for compliance with their charter purposes by establishing, monitoring and enforcing annual affordable housing goals; promulgating regulations and notices; conducting targeted GSE activity studies and data integrity performance reviews; determining whether GSE loan-level data is proprietary or non-proprietary and releasable to the public; and recommending new GSE program approvals and disapprovals for the Secretary's review and action;
- monitoring and reviewing the performance of mortgage lenders and other program participants for compliance with Federal housing program requirements under the National Housing Act, including approving lenders for participation;
- endorsing mortgages which have been originated and processed by approved FHA Title II lenders for Single Family, and annually recertifying the approval of the lenders;

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- administering, monitoring and overseeing the FHA insured portfolio, including monitoring owners and managers for compliance with federal housing program requirements;
- administering the FHA prepayment and insurance termination process;
- coordinating, monitoring, and overseeing the Asset Sales Program;
- processing requests for claims to the insurance fund;
- performing policy and program support for FHA Title I, including interpretation of regulations, answering questions from lenders, and addressing consumer complaints and concerns;
- approving and monitoring approved housing counseling agencies;
- awarding and administering grants made to non-profit agencies to provide housing counseling services, including paying grantees and reviewing supporting documentation;
- administering the two new Manufactured Housing programs (Dispute Resolution and Installation) in participating states, developing and then administering these programs in non-participating states, and taking required actions on proposals from the Manufactured Housing Consensus Committee.
- developing and enforcing the Manufactured Home Construction and Safety Standards and Installation Standards, which requires extensive coordination with State agencies, industry and consumer groups to regulate the design, construction, and installation of all manufactured homes and the identification and correction of classes of complaints;
- developing and operating discount real estate sales programs such as Asset Control Areas, Officer/Teacher Next Door, \$1 Homes, and sales to non-profit entities;
- performing post endorsement reviews of single family case files to ensure lender compliance with laws and regulations;
- providing technical support to HUD counterparts, non-profits as well as State and local governmental entities; and
- certifying or recertifying private non-profit organizations for participation in single family programs.

STAFF FUNCTIONS

1. HEADQUARTERS STAFF FUNCTIONS

Headquarters staff has the responsibility for the following principal functions:

- developing, revising and evaluating program and policy recommendations for Housing programs;
- directing and coordinating the administration of Housing programs and providing technical assistance and procedural guidance to the field staff;
- monitoring, reviewing, and evaluating field program operations and reviewing administrative practices of local agencies to ensure that programs are managed efficiently and that services and assistance are provided as intended;

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- developing, promulgating and evaluating national origination and asset disposition strategies;
- monitoring and reviewing the performance of mortgage lenders through the Credit Watch/Termination initiative and the Neighborhood Watch system to counter predatory lending, and through processing referrals of material regulatory violations, as well as presenting the cases to the Mortgage Review Board;
- directing and coordinating the administration of the Mark-to-Market (M2M) program and monitoring and overseeing restructuring activities of the Participating Administrative Entities for the M2M program;
- handling all budget activities for rental assistance programs, including budget estimates, contract obligations, and recapture of unliquidated funds;
- coordinating activities involving the Real Estate Assessment Center, Departmental Enforcement Center, etc.;
- working to reduce Section 8 rents to market levels while preserving long-term viability and affordability and other assigned preservation initiatives;
- processing 223(a)(7) insurance and loan closings of M2M property;
- evaluating rehabilitation needs of M2M properties, overseeing rehabilitation escrow administrators, and assuring proper completion;
- origination of junior debt on M2M restructurings, and ongoing monitoring and analysis of performance of the notes to maximize returns on the notes, and maximize the value of the HUD-held portfolio;
- administering regulatory functions of the Department as required to help make homeownership more accessible and less expensive;
- providing Credit Reform loan and loan guarantee cost estimates, GPRA performance measures, accounting services following GAAP and financial reporting to comply with requirements of laws and regulations pertaining to FHA programs, financial reporting, and financial audits;
- approving and administering grants for national and regional housing counseling intermediaries;
- providing actuarial and debt management support for FHA programs to ensure the fiscal health of these funds; and
- providing human resources, procurement, communications and outreach, training and other administrative support for Housing programs; and
- providing budget formulation and execution support for Housing programs and Salaries and Expenses allotment to ensure proper fiscal control and effective resource management.

Outstationed Single Family staff has the responsibility for the following functions:

- providing technical assistance to lenders on loss-mitigation techniques and procedures;
- monitoring lenders' loss-mitigation performance;

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- managing and monitoring contractors responsible for the servicing of Secretary-held mortgages; and
- providing technical assistance to lenders on the servicing of FHA-insured mortgages.

2. FIELD STAFF FUNCTIONS

Field staff have the responsibility for the following principle factors:

a. PRODUCTION

(1) Single Family

- working in partnership with lenders, home builders, real estate brokers, state and local governments, non-profits and other members of the residential mortgage market to expand and maintain affordable homeownership opportunities for minority populations and communities by insuring mortgages on existing and new one-to-four family homes;
- providing technical assistance to lenders and other participants regarding origination requirements;
- monitoring and reviewing the mortgages originated and underwritten by approved lenders, monitoring and disciplining appraisers and other parties to the transaction, and providing support and technical assistance associated with loan production; and
- certifying, recertifying, and monitoring non-profit organizations and administering grants.

(2) Multifamily

- working directly with mortgage lending partners and reinsurers, sponsors, developers, state and local governments, and mortgagees in the preparation, review, and approval of applications for grants, capital advances, and mortgage insurance; and
- processing the initial inquiry about obtaining program assistance and continuing through the review and approval of applications, the execution of assistance contracts, the inspection and completion of construction, and the closing of loans, capital advances, and grants, execution of Project Rental Assistance contracts, issuance of FHA commitments and endorsements of mortgage insurance.

b. ASSET MANAGEMENT, REAL ESTATE OWNED and QUALITY ASSURANCE

(1) Single Family

- preserving the quality and value of FHA assets, including the disposition of HUD-owned properties and mortgages;
- managing and disposing of HUD-owned properties, including the managing and monitoring of Management and Marketing (M&M) contractors, brokers and other parties; and
- reviewing mortgagees for compliance with FHA guidelines and statutory requirements and initiating administrative sanctions.

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(2) Multifamily

- working with residents, owners, communities and Section 8 contract administrators to make every HUD assisted/insured property a better place to live and an asset to the surrounding neighborhood;
- preserving the housing quality and fiscal integrity of HUD assisted/subsidized/insured housing programs; and
- managing and servicing HUD-insured and HUD-held mortgages, including the disposition of HUD-held properties and mortgages, managing Housing's subsidized programs, and managing the Direct Loan and grants portfolios.

c. FINANCIAL OPERATIONS

- providing asset recovery services including debt management and collection of FHA assets;
- providing debt management and collection services to recover debts owed to the Federal Government arising from FHA insurance programs, loan programs, and other HUD programs (Section 235 recaptures and Nehemiah); and
- providing servicing support for the Title I program.

TRAVEL

The table below identifies travel requirements for the Office of Housing. All data are represented on a comparable basis for the fiscal years 2004, 2005, and 2006.

	<u>ACTUAL</u> 2004	<u>ENACTED</u> 2005	<u>ESTIMATE</u> 2006	<u>INCREASE +</u> <u>DECREASE -</u> 2006 vs 2005
	(Dollars in Thousands)			
Travel (HQ).....	\$1,163	\$956	\$956	...
Travel (Field).....	2,173	1,775	1,775	...
Total	<u>3,336</u>	<u>2,731</u>	<u>2,731</u>	..

For fiscal year 2006, the funding required for Travel to implement FHA and other Housing programs is estimated to be \$2,731 thousand. This represents no change from the fiscal year 2005 budget level. The fiscal year 2005 travel funding represents a decrease of 18 percent (\$605 thousand) from the actual travel usage in fiscal year 2004.

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OTHER SERVICES

The principal Salaries and Expenses Other Services categories for the Office of Housing are: technical services, data and statistical services, and general support. Starting in fiscal year 2005, Housing's statutorily required Home Mortgage Disclosure Act-related contract services will be combined in an Interagency Agreement (IAA) with the Federal Reserve (displayed under Technical Services). In previous budgets, HMDA-related contract services were provided under a less comprehensive IAA with the Federal Reserve and a separate support contract (displayed under Data and Statistical Services). The table below identifies the estimated costs in Housing for Other Services categories and a description of the services supported by the fiscal year 2006 estimate. For fiscal year 2006, the funding required for Other Services is estimated to be \$2,829 thousand, representing a \$452 thousand increase from fiscal year 2005. The Other Services funding for fiscal year 2005 represents a 30 percent decrease from actual Other Services usage in fiscal year 2004. All data are represented on a comparable basis for the three fiscal years: 2004, 2005, and 2006.

	ACTUAL 2004	ENACTED 2005	ESTIMATE 2006	INCREASE + DECREASE - 2006 vs 2005
	(Dollars in Thousands)			
Technical Services.....	\$2,577	\$2,129	\$2,129	...
Data and Statistical Services.	390
General Support.....	449	248	248	...
Total	3,416	2,377	2,377	...

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1. Technical Services\$2,129 Thousand
 - a. GSE Financial Services & Regulatory Support\$448 Thousand

This contract would provide an analysis of reports submitted by Fannie Mae and Freddie Mac relating to mortgage-purchase activities, liquidity, investments, and audit findings. In addition, data that is used to measure housing goals performance would be reviewed for accuracy. (Funding for 2005: \$450 thousand)
 - b. Investigative Services for RESPA/OILSR\$525 Thousand

This contract would provide the investigative services needed to implement the provision of the Real Estate Settlement Procedures Act (RESPA) and the Interstate Land Sales Act. These services include investigative support associated with complaints, asset searches, and other activities in the field. (Funding for 2005: \$525 thousand)
 - c. Home Mortgage Disclosure Act (HMDA) ADP Support Service & Data Survey (IAA with the Federal Reserve)\$520 Thousand

HUD is required by Congress to collect HMDA data from all mortgage-banking organizations not regulated by a Federal financial organization and to provide data to the Federal Reserve Board (FRB). Associated FRB costs are allocated back to Housing and funded through this IAA. It also provides support for conducting a survey of all unregulated mortgage companies and lenders doing business under FHA programs. (Funding for 2005: \$518 thousand)
 - d. Non-Citizen Rule Implementation\$36 Thousand

This is a contract for gaining access to a Department of Homeland Security database to implement the statutory requirement of determining the citizenship/resident status of persons receiving or applying for Housing assistance. (Funding for 2005: \$36 thousand)
 - e. RESPA/ILSR Record Conversion to Electronic Media\$450 Thousand

By converting RESPA and ILS files to electronic media, this contract provides a more efficient means of storing, sharing and retrieving information as well as reducing the amount of physical space required for documents. The funding for FY 2006 will support the third year of this 5-year records conversion contract, which was awarded in FY 2004. (Funding for 2005: \$450 thousand)
 - f. Section 8 Funds Control and Systems Training\$50 Thousand

The contractor would assist with the design, development and presentation of training courses that address funds control, user responsibility, security, internal controls, and contracting as well as other related funding activities for Section 8 Assistance Payments. (Funding for 2005: \$0 thousand)
 - g. Marketing & Outreach Products & Services\$100 Thousand

This contract provides a full range of writer/editor support services and technical and administrative support necessary to assist the Office of Housing in developing, implementing, and maintaining a comprehensive marketing and outreach program. (Funding for 2005: \$75 thousand)
 - h. Information Collection Requiring OMB Approval\$0 Thousand

This contract provides support services for the management of Housing's information collection submissions, which are sent to OMB for approval in accordance with the Government Paperwork Reduction Act. (Funding for 2005: \$75 thousand)

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2. General Support\$248 Thousand

This item contains the funding requirement for Other Services such as court reporting, sign language services, satellite broadcasts, production and dissemination of video programs to provide programmatic guidance to Housing staff and clients, advertisements in national publications to fill critical Housing positions, and participation in professional organizations. (Funding for 2005: \$248 thousand)

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HOUSING
 Personal Services
 Summary of Change
 (Dollars in Thousands)

<u>Personal Services</u>	<u>FTE</u>	<u>S&E Cost</u>
2004 Actual.....	3,296	\$304,077
2005 Appropriation.....	3,204	309,407
<u>Changes Due To</u>		
2006 January Pay Raise.....	0	5,172
2005 January Pay Raise.....	0	2,624
Staffing increase/decrease.....	-99	-9,551
Other benefit changes.....	0	1,592
2006 Request.....	3,105	\$309,244

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HOUSING
Summary of Requirements by Grade
Salaries and Expenses
 (Dollars in Thousands)

	<u>2004</u> <u>Actual</u>	<u>2005</u> <u>Appropriation</u>	<u>2006</u> <u>Request</u>	<u>Increase/</u> <u>Decrease</u>
Grade:				
Executive Level IV	2	2	2	0
Executive Service	10	10	10	0
GS-15	184	175	170	-5
GS-14	281	270	260	-10
GS-13	950	913	880	-33
GS-12	1,192	1,106	1,055	-51
GS-11	163	151	151	0
GS-10	9	8	8	0
GS-9	103	95	95	0
GS-8	25	23	23	0
GS-7	361	334	334	0
GS-6	34	31	31	0
GS-5	35	32	32	0
GS-4	33	31	31	0
GS-3	13	12	12	0
GS-2	10	9	9	0
GS-1	2	2	2	0
Total Positions	3,407	3,204	3,105	-99
Average ES Salary	\$137,331	\$140,077	\$142,879	+\$2,802
Average GS Salary	\$73,331	\$74,797	\$76,293	+\$1,496
Average GS Grade	11.6	11.7	11.7	0.0

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HOUSING
Summary of Requirements by Object Class
Salaries and Expenses
(Dollars in Thousands)

<u>Object Class</u>	<u>2004 Actual</u>	<u>2005 Appropriation</u>	<u>2006 Request</u>	<u>Increase/Decrease</u>
Personal Services.....	\$304,077	\$309,407	\$309,244	-\$163
Travel and Transportation of Persons.....	3,336	2,731	2,731	0
Transportation of Things.....	0	2	2	0
Rent, Communication & Utilities.....	5	5	5	0
Printing and Reproduction.....	575	487	487	0
Other Services.....	3,416	2,377	2,377	0
Supplies and Materials.....	265	230	230	0
Furniture & Equipment.....	28	0	0	0
Insurance Claims & Indemnities.....	0	0	0	0
Total Obligations.....	\$311,702	\$315,239	\$315,076	-\$163

Summary of Housing Staff Requirements

	Estimate 2004	Estimate 2005	Estimate 2006	Increase + Decrease - 2006 vs 2005
<u>Housing Employment</u>				
Headquarters	800.8	817.4	792.1	-25.3
Field	2,495.4	2,386.6	2,313.0	-73.6
Total	3,296.2	3,204.0	3,105.1	-98.9

	Estimate 2004	Estimate 2005	Estimate 2006	Increase + Decrease - 2006 vs 2005
<u>Housing Headquarters Employment</u>				
Office of the Assistant Secretary for Housing				
Immediate Office of the Assistant Secretary for Housing	13.2	12.0	12.0	0.0
Office of Government Sponsored Enterprises	5.0	5.0	5.0	0.0
Subtotal, A/S	18.2	17.0	17.0	0.0
Office of Insured Health Care Facilities	10.3	14.0	13.0	-1.0
DAS for Finance and Budget				
Immediate Office of the DAS	5.8	6.0	6.0	0.0
Office of Asset Sales	8.4	9.0	9.0	0.0
Housing-FHA Comptroller	2.0	4.0	4.0	0.0
Office of Financial Services	3.4	4.0	4.0	0.0
Single Family Insurance Operations Division	57.7	55.0	47.0	-8.0
Single Family Post Insurance Division	30.3	32.0	32.0	0.0
Multifamily Operations Division	25.0	24.0	24.0	0.0
Subtotal, OFS	116.4	115.0	107.0	-8.0
Office of Financial Analysis and Reporting	60.3	56.0	56.0	0.0
Subtotal, Housing-FHA Comptroller	178.7	175.0	167.0	-8.0
Office of Evaluation	18.3	19.0	19.0	0.0
Office of Budget & Field Resources	19.6	19.0	19.0	0.0
Office of Systems and Technology	7.2	9.0	9.0	0.0
Subtotal, F&B Headquarters	238.0	237.0	229.0	-8.0

Summary of Housing Staff Requirements

	Estimate 2004	Estimate 2005	Estimate 2006	Increase + Decrease - 2006 vs 2005
DAS for Operations				
Immediate Office of the DAS	5.3	6.0	6.0	0.0
Office of Management:				
Immediate Office of the Director	3.0	3.0	3.0	0.0
Resource Management Division	19.5	20.5	19.9	-0.6
Procurement Management Division	20.6	19.4	18.2	-1.2
Organizational Policy, Planning and Analysis Division	11.7	9.5	9.5	0.0
Subtotal, Management	54.8	52.4	50.6	-1.8
Office of Business Development:				
Immediate Office of the Director	5.1	3.0	3.0	0.0
Communication and Marketing Division	24.3	25.0	24.0	-1.0
Systems and Technology Division	11.1	10.6	10.4	-0.2
Subtotal, Business Development	40.5	38.6	37.4	-1.2
Subtotal, Operations	100.6	97.0	94.0	-3.0
DAS for Regulatory Affairs & Manufactured Housing				
Immediate Office of the DAS	2.4	11.0	9.9	-1.1
Office of RESPA & Interstate Land Sales	26.9	31.0	30.1	-0.9
Office of Manufactured Housing Programs	16.1	14.0	14.0	0.0
Subtotal, RAMH	45.4	56.0	54.0	-2.0
DAS for Single Family Housing Programs				
Immediate Office of the DAS	10.4	12.0	11.0	-1.0
Office of Single Family Program Development	33.0	41.0	37.0	-4.0
Office of Single Family Asset Management	77.0	81.4	81.1	-0.3
Office of Lender Activities and Program Compliance	37.6	42.0	42.0	0.0
Subtotal, SF Headquarters	157.9	176.4	171.1	-5.3

Summary of Housing Staff Requirements

	Estimate 2004	Estimate 2005	Estimate 2006	Increase + Decrease - 2006 vs 2005
DAS for Multifamily Housing Programs				
Immediate Office of the DAS	12.0	12.0	11.0	-1.0
Office of Housing Assistance and Grant Administration	32.7	31.0	30.0	-1.0
Office of Housing Assistance Contract Administration Oversight	21.0	27.0	26.0	-1.0
Office of Program Systems Management	11.0	11.0	10.0	-1.0
Office of Multifamily Development	31.8	40.0	40.0	0.0
Office of Asset Management	45.9	41.0	41.0	0.0
Restructuring	0.0	0.0	0.0	0.0
Subtotal, MF Headquarters	154.4	162.0	158.0	-4.0
Office of Affordable Housing Preservation				
OAHP Headquarters Staff	36.3	28.1	27.1	-1.0
OAHP Outstationed HQ Staff	39.7	29.9	28.9	-1.0
Subtotal, OAHP	76.0	58.0	56.0	-2.0
Subtotal, Housing Headquarters	800.8	817.4	792.1	-25.3
<u>Housing Field Employment</u>				
DAS for Finance and Budget				
Albany Financial Operations Center				
Office of the Director	3.0	3.0	3.0	0.0
Asset Recovery Division	30.5	30.0	30.0	0.0
Insurance Operations Division	15.2	14.0	13.0	-1.0
Subtotal, F&B Field	48.7	47.0	46.0	-1.0
DAS for Single Family Housing				
Single Family Homeownership Centers				
Offices of the HOC Directors	14.1	18.0	18.0	0.0
Customer Service and Operations Divisions	85.5	32.0	32.0	0.0
Quality Assurance Divisions	150.9	160.3	160.3	0.0
Processing and Underwriting Divisions	251.3	243.9	243.9	0.0
Program Support Divisions	153.4	136.4	111.8	-24.6
Real Estate Owned Divisions	142.1	169.0	169.0	0.0
Subtotal, SF Field	797.2	759.6	735.0	-24.6

Summary of Housing Staff Requirements

	Estimate 2004	Estimate 2005	Estimate 2006	Increase + Decrease - 2006 vs 2005
DAS for Multifamily Housing				
Multifamily Property Disposition Centers:				
Offices of the MF PD Center Directors	4.0	4.0	4.0	0.0
Management Teams	19.4	18.7	18.7	0.0
Sales Teams	21.3	17.3	13.8	-3.5
Subtotal, MF PD Centers	44.7	40.0	36.5	-3.5
Multifamily Hubs:				
Offices of the Hub and PC Directors	67.0	120.0	120.0	0.0
HUB Operations	146.2	146.8	149.4	2.6
Asset Development	562.7	560.6	550.9	-9.7
Asset Management	828.9	712.6	675.2	-37.4
Subtotal, MF Hubs	1,604.8	1,540.0	1,495.5	-44.5
Subtotal, MF Field	1,649.5	1,580.0	1,532.0	-48.0
Subtotal, Housing Field	2,495.4	2,386.6	2,313.0	-73.6
Total, Housing	<u>3,296.2</u>	<u>3,204.0</u>	<u>3,105.1</u>	<u>-98.9</u>

	Estimate 2004	Estimate 2005	Estimate 2006	Increase + Decrease - 2006 vs 2005
<u>Summary</u>				
Immediate Office of the A/S for Housing	13.2	12.0	12.0	0.0
Government-Sponsored Enterprises Staff	5.0	5.0	5.0	0.0
Office of Health Care Facilities	10.3	14.0	13.0	-1.0
DAS for Finance and Budget	286.7	284.0	275.0	-9.0
DAS for Operations	100.6	97.0	94.0	-3.0
DAS for Regulatory Affairs & Manufactured Housing	45.4	56.0	54.0	-2.0
DAS for Single Family Housing	955.1	936.0	906.1	-29.9
DAS for Multifamily Housing	1,803.9	1,742.0	1,690.0	-52.0
Office of Affordable Housing Preservation	76.0	58.0	56.0	-2.0
Total, Housing	<u>3,296.2</u>	<u>3,204.0</u>	<u>3,105.1</u>	<u>-98.9</u>

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2004			Fiscal Year 2005			Fiscal Year 2006				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Summary												
Office of the FHA Commissioner—A/S for Housing				13.2				12.0				12.0
Office of Government Sponsored Enterprises				5.0				5.0				5.0
Office of Insured Health Care Facilities				10.3				14.0				13.0
DAS for Finance and Budget				286.7				284.0				275.0
DAS for Operations				100.6				97.0				94.0
DAS for Regulatory Affairs & Manufactured Hsng				45.4				56.0				54.0
DAS for Single Family Housing				955.1				936.0				906.1
DAS for Multifamily Housing Programs				1,803.9				1,742.0				1,690.0
Office of Affordable Housing Preservation				76.0				58.0				56.0
Total, Housing				3,296.2				3,204.0				3,105.1
OFFICE of HOUSING												
Assistant Secretary for Housing												
Immediate Office of the Assistant Secretary												
Provide Policy and Program Support	NA	9.2		8.0				8.0
Provide General Direction	# of encumbered positions	4.0	2,096.00	4.0		4	2,088.00	4.0		4	2,080.00	4.0
Subtotal				13.2				12.0				12.0
Government-Sponsored Enterprises Staff												
Perform GSE Regulatory Oversight	NA	3.0		3.0		3.0
Provide General Direction	# of encumbered positions	2.0	2,096.00	2.0		2	2,088.00	2.0		2	2,080.00	2.0
Subtotal				5.0				5.0				5.0
Subtotal, Office of the Assistant Secretary				18.2				17.0				17.0
Office of Insured Health Care Facilities												
Manage Insured Health Care Facilities in Loan Portfolio	# of Loans in Portfolio	73	244.00	8.5	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Insured Health Care Application Process	# of (full) Applications	Guideline begins with FY 2005/6				9	928.00	4.0		9	928.00	4.0
Insured Health Care Loan Management	# of Insured and Secretary-held Loans in Portfolio	Guideline begins with FY 2005/6				85	196.50	8.0	16	74	196.50	7.0
Provide General Direction	# of encumbered positions	1.8	2,096.00	1.8		2	2,088.00	2.0		2	2,080.00	2.0
Subtotal, Insured Health Care Facilities				10.3				14.0				13.0
DAS for Finance and Budget Headquarters												
Immediate Office of the DAS for Finance and Budget												
Program Management and Policy Evaluation	NA	2.0		3.0		3.0
General Direction	# of encumbered positions	3.8	2,096.00	3.8		3	2,088.00	3.0		3	2,080.00	3.0
Subtotal				5.8				6.0				6.0
Office of Asset Sales												
Provide General Direction	# of encumbered positions	0.0	2,096.00	0.0		2	2,088.00	2.0		2	2,080.00	2.0
Perform Note Sales	NA	8.4		7.0		7.0
Subtotal				8.4				9.0				9.0
Housing-FHA Comptroller												

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2004			Fiscal Year 2005			Fiscal Year 2006				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Perform Program Management and Policy Evaluation	NA	0.0		1.0		1.0
Provide General Direction	# of encumbered positions	2.0	2,096.00	2.0		3	2,088.00	3.0		3	2,080.00	3.0
Subtotal				2.0				4.0				4.0
Office of Financial Services												
Provide Program and Policy Analysis	NA	0.4		1.0		1.0
Provide General Direction	# of encumbered positions	3.0	2,096.0	3.0		3	2,088.00	3.0		3	2,080.00	3.0
Subtotal				3.4				4.0				4.0
Single Family Insurance Operations Division												
Manage Systems	# of systems managed	6	4,754.76	13.6		6	5,915.99	17.0		6	5,910.59	17.0
Process Insurance in Force	# of insured SF Mortgages In Force (000's)	5,114	8.88	21.7		5,114	8.20	20.1		5,114	6.52	16.0
Process Refunds	# of cases for which refunds were processed (000's)	713	65.93	22.4		713	52.50	17.9		713	40.84	14.0
Subtotal				57.7				55.0				47.0
Single Family Post Insurance Division												
Process Claims	# of SF properties in the portfolio	248,995	0.20	23.6		261,445	0.18	23.0		274,517	0.18	24.0
Manage Notes Portfolio	Number of Notes in Portfolio	30,363	0.04	0.6		Guideline Inactive after FY 2004				Guideline Inactive after FY 2004		
Manage Property Portfolio	# of SF properties in the portfolio	23,664	0.54	6.1		30,559	0.62	9.0		30,559	0.55	8.0
Subtotal				30.3				32.0				32.0
Multifamily Operation Division												
Provide MF Notes Servicing	# of MF Notes in Portfolio	2,595	5.64	7.0		2,595	4.84	6.0		2,595	4.84	6.0
Process MF Insurance in Force	# of Insured MF Mortgages In Force	13,396	1.56	10.0		13,396	1.56	10.0		13,396	1.56	10.0
Process MF Claims	# of Multifamily Mortgage Claims Processed	717	23.52	8.0		717	23.20	8.0		717	23.20	8.0
Subtotal				25.0				24.0				24.0
Office of Financial Analysis and Reporting												
Perform Financial Analysis and Funding Controls	NA	5.4		8.0		8.0
Perform General Ledger Activities	NA	31.4		25.0		25.0
Perform Cash Controls Functions	NA	14.6		15.0		15.0
Perform Reporting and Audit Monitoring	NA	7.0		3.0		3.0
Perform Improper Payment Reviews/Data Mining	NA	0.0		1.0		1.0
Perform Systems Projects and Operational Activities	NA	0.0		1.0		1.0
Provide General Direction	# of encumbered positions	1.9	2,096.00	1.9		3	2,088.00	3.0		3	2,080.00	3.0
Subtotal				60.3				56.0				56.0
Office of Evaluation												
Perform actuarial, credit and policy analysis	NA	12.1		11.0		11.0
Manage and monitor FHA investments	NA	2.5		1.5		1.5
Perform contract administration	NA	0.7		0.5		0.5
Perform General Direction	# of encumbered positions	3.0	2,096.00	3.0		3	2,088.00	3.0		3	2,080.00	3.0
MF Risk Assessment				3.0				3.0				3.0
Subtotal				18.3				19.0				19.0
Office of Budget & Field Resources												

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2004			Fiscal Year 2005			Fiscal Year 2006				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Perform Housing Budget Formulation/Execution	NA	14.0		13.9		13.9
Perform Contract Administration	NA	1.5	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Perform Legislation Activities	NA	1.1		1.1		1.1
Perform General Direction	# of encumbered positions	3.0	2,096.00	3.0		4	2,088.00	4.0		4	2,080.00	4.0
Subtotal				19.6				19.0				19.0
Office of Systems and Technology												
Provide Housing Systems Support	# of Systems Supported	48	236.55	5.4		46	317.74	7.0		46	317.74	7.0
Perform General Direction	# of encumbered positions	1.8	2,096.00	1.8		2	2,088.00	2.0		2	2,080.00	2.0
Subtotal				7.2				9.0				9.0
Subtotal, DAS for F&B – Headquarters				238.0				237.0				229.0
<u>DAS for Finance and Budget</u>												
Field (Albany Financial Operations Center)												
Immediate Office of the Director												
Provide Special Projects Support - Albany FOC	NA	1.0		1.0		1.0
Perform General Direction	# of encumbered positions	2.0	2,096.00	2.0		2	2,088.00	2.0		2	2,080.00	2.0
Subtotal				3.0				3.0				3.0
Asset Recovery Division												
Process Notes Portfolio	# of Notes in Portfolio	36,135	1.71	29.5		33,800	1.79	29.0		33,700	1.79	29.0
Perform General Direction	# of encumbered positions	1.0	2,096.00	1.0		1	2,088.00	1.0		1	2,080.00	1.0
Subtotal				30.5				30.0				30.0
Insurance Operations Division												
Porocess Title I Insurance In Force	# of Title I loans w/ insurance in force	85,500	0.06	2.6		82,000	0.06	2.4		75,000	0.06	2.2
Process Claims	# of Claims Received	7,200	1.90	6.5		6,000	1.90	5.5		5,200	1.89	4.7
Financial Transactions Processing	# of Notes in Portfolio	34,200	0.06	1.0		33,900	0.06	1.0		33,700	0.06	1.0
Perform Commercial Debt Recovery	# of commercial debts	1,800	4.75	4.1		1,800	4.75	4.1		1,800	4.75	4.1
Perform General Direction	# of encumbered positions	1.0	2,096.00	1.0		1	2,088.00	1.0		1	2,080.00	1.0
Subtotal				15.2				14.0				13.0
Subtotal, DAS for F&B – Field				48.7				47.0				46.0
Subtotal, DAS for Finance and Budget				286.7				284.0				275.0
<u>DAS for Operations</u>												
Immediate Office of the DAS for Operations												
Provide Operations Policy and Program Support (Including Environmental Support)	NA	1.3		2.0		2.0
Provide General Direction	# of encumbered positions	4.0	2,096.00	4.0		4	2,088.00	4.0		4	2,080.00	4.0
Subtotal				5.3				6.0				6.0
Office of Management												
Provide Policy and Program Support	NA	0.0	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Perform General Direction	# of encumbered positions	3.0	2,096.00	3.0		3	2,088.00	3.0		3	2,080.00	3.0
Subtotal				3.0				3.0				3.0
Resource Management Division												

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2004			Fiscal Year 2005			Fiscal Year 2006				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Provide General Support Services	Number of Employees Supported In all of Housing	3,296	12.39	19.5		3,204	13.33	20.5		3,105	13.33	19.9
Subtotal				19.5				20.5				19.9
Procurement Management Division												
Perform Contract Administration	# of Contract Actions Performed	350	73.50	12.3		371	67.00	11.9		371	59.50	10.6
Perform Procurement Management	NA	8.3		5.7		5.9
Develop and Perform Training	# of Housing Employees	Guideline begins with FY 2005/6				3,296	1.15	1.8		3,105	1.15	1.7
Subtotal				20.6				19.4				18.2
Organizational Policy, Planning and Analysis Division												
Monitor and Oversee Housing's Organizational Policy, Planning, Analysis and Selected Legal Activities	NA	11.7		8.0		8.0
Provide Technical Guidance and Support Services to Housing's Program and Admin. Offices, Partners, and Clients	NA	Guideline begins with FY 2005/6				1.5		1.5
Subtotal				11.7				9.5				9.5
Office of Business Development												
Provide Policy and Program Support	NA	2.1	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Provide General Direction	# of encumbered positions	3.0	2,096.00	3.0		3.0	2,088.00	3.0		3.0	2,080.00	3.0
Subtotal				5.1				3.0				3.0
Communication and Marketing Division												
Perform Communications and Marketing Initiatives	Number of Program Offices Supported	165	308.97	24.3		90	581.00	25.0		90	555.00	24.0
Subtotal				24.3				25.0				24.0
Systems and Technology Division												
Perform Office Technology Coordination	Number of Systems Users	26,799	0.70	9.0		819	14.15	5.6		793	14.15	5.4
Perform Web Management Activities	NA	1.1		4.0		4.0
Perform E-Government Activities	NA	1.0		1.0		1.0
Subtotal				11.1				10.6				10.4
Subtotal, DAS for Operations				100.6				97.0				94.0
<u>DAS for Regulatory Affairs & Manufactured Housing</u>												
Immediate Office of the DAS for RAMH												
Develop Policy and Perform Special Initiatives	NA	1.0		8.0		6.9
General Direction	# of encumbered positions	1.4	2,096.00	1.4		3	2,088.00	3.0		3	2,080.00	3.0
Subtotal				2.4				11.0				9.9
Office of RESPA & Interstate Land Sales												
Policy and Program Support	NA	0.0	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Register Developers	# of Registrations Received	660	14.87	4.7		373	28.00	5.0		373	28.00	5.0
Perform ILS Compliance Investigation	# of ILS Cases Received	83	46.90	1.9		41	126.00	2.5		41	126.00	2.5
RESPA Compliance	# of Complaints Received	869	35.06	14.5	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Perform RESPA Compliant Investigation	# of RESPA Complaints Closed			3.8		401	107.00	20.5	18	383	106.50	19.6
Provide General Direction	# of Encumbered positions	2.0	2,096.00	2.0		3	2,088.00	3.0		3	2,080.00	3.0

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2004			Fiscal Year 2005			Fiscal Year 2006				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Subtotal				26.9				31.0				30.1
Office of Manufactured Housing Programs												
Develop Policy/Special Initiatives	NA	1.7				2.5				2.5
Perform Technical Reviews of Manufactured Housing Products and Enforcement Duties	# of Technical Reviews Received											
		1,990	12.94	12.3		840	20.00	8.0	105	840	19.90	8.0
Administer Requirement of the Manufactured Hsg Improvement Act (MHIA)	NA	0.1				1.5				1.5
Perform General Direction	# of encumbered positions	2.0	2,096.00	2.0		2	2,088.00	2.0		2	2,080.00	2.0
Subtotal				16.1				14.0				14.0
Subtotal, DAS for RAMH				45.4				56.0				54.0
DAS for Single Family Housing												
Headquarters												
Immediate Office of the DAS for Single Family Housing												
Perform National Program Management	NA	6.4				9.0				8.0
General Direction	# of encumbered positions	4.0	2,096.00	4.0		3	2,088.00	3.0		3	2,080.00	3.0
Subtotal				10.4				12.0				11.0
Office of Single Family Program Development												
Provide Home Mortgage Insurance Services	# of FHA Applications Received	20.4		1,500,000	0.04	25.1	120,000	1,380,000	0.03	23.1
Provide Program Support Services	Number of HOCs	3	6,719.99	9.6	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Provide Program Support Services	# of Customers Supported at the end of the month	Guideline begins with FY 2005/6				18,406	0.75	6.6	5,600	12,806	0.75	4.6
Administer Housing Counseling Program	# of Clients Served	Guideline begins with FY 2005/6				907,968	0.01	6.3		907,968	0.01	6.3
Provide General Direction Services	# of encumbered positions	3.0	2,096.00	3.0		3	2,088.00	3.0		3	2,080.00	3.0
Subtotal				33.0				41.0				37.0
Office of Single Family Asset Management												
Perform Policy Related Work (HQ)	NA	27.9				11.1				8.8
Perform Customer Service (HQ)	# of Controlled Correspondence	609	21.16	6.1		700	21.50	7.2		700	21.50	7.2
Perform Contract Administration (HQ)	# of Procurement Plan Actions	2	36.64	0.0		20	310.00	3.0		20	310.00	3.0
Participate in Audit Process (HQ)	# of Open Audits	1	80.14	0.0		25	81.00	1.0		25	81.00	1.0
Provide Servicing Mitigation Services (OK)	Number of cases	83,509	0.40	15.9	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Respond to Customer Inquiries via the Call Center (OK)	# of Inquiries registered in the Vantive System	75,147	0.16	5.7		31,236	0.20	3.0		31,236	0.20	3.0
Service Other Secretary-owned Mortgage s (OK)	# of Other Secretary-Owned Mortgages in the Portfolio	34,734	0.80	13.3		105,433	0.42	21.1		105,433	0.42	21.1
Provide Loss Mitigation Services (OK)	# of Defaults Reported in the F42D System	71,419	0.15	5.1	22,164	276,500	0.20	26.0		298,664	0.20	28.0
Provide General Direction Services (HQ)	# of encumbered positions	3.0	2,096.00	3.0		9	2,088.00	9.0		9	2,080.00	9.0
Subtotal				77.0				81.4				81.1
Office of Lender Activities and Program Compliance												
Provide Lender Approval Services	# of Applications Received	1,346	35.10	22.5	944	2,350	10.95	12.3	959	2,335	10.95	12.3
Provide Lender Recertification Services	# of Lenders Recertified	10,011	0.27	1.3		12,000	2.04	11.7	12	12,000	2.03	11.7

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2004			Fiscal Year 2005			Fiscal Year 2006				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Conduct Quality Assurance Reviews	# of QA Reviews for Title I and Title II cases	680	29.03	9.4		900	8.09	3.5	4	900	8.09	3.5
Perform Credit Watch Terminations	# of Proposed Lender Branch Terminations	13	61.77	0.4		65	72.00	2.2	2	65	71.90	2.2
Conduct Risk Management Operations	# of Staff at SF HOCs Supported	38	52.71	1.0		160	55.25	4.2		160	55.24	4.2
Mortgage Review Board	NA					5.1		5.1
Provide General Direction Services	# of encumbered positions	3.0	2,096.00	3.0		3	2,088.00	3.0		3	2,080.00	3.0
Subtotal				37.6				42.0				42.0
Subtotal, DAS for SF – Headquarters				157.9				176.4				171.1
DAS for Single Family Housing												
Field (Single Family Home Ownership Centers)												
Offices of the HOC Directors												
Provide HOC Policy Support	NA	7.7		6.0		6.0
Provide General Direction	# of encumbered positions	6.4	2,096.00	6.4		12.0	2,088.00	12.0		12.0	2,080.00	12.0
Subtotal				14.1				18.0				18.0
Customer Service and Operations Divisions												
Provide Customer Service Support	# of Calls	229,605	0.39	42.7	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Provide Customer Service Functions	# of Inquiries Received (Written & Oral)	13,819	0.75	4.9	234,678	150,000	0.06	4.5	234,678	150,000	0.06	4.5
Perform Operations Functions	NA	34.0		25.5		21.5
Provide General Direction	# of encumbered positions	3.9	2,096.00	3.9	6	2	2,088.00	2.0	2	6	2,080.00	6.0
Subtotal				85.5				32.0				32.0
Quality Assurance Divisions												
Perform Reviews of Lenders, Risk Assessment and Quality Control	# of On-Site Lender Reviews Conducted			145.9		910	257.50	112.2		910	256.50	112.2
Perform Reviews of Monitoring Reports	# of Monitoring Reports Reviewed					910	92.10	40.1		910	91.70	40.1
Provide General Direction	# of encumbered positions	5.0	2,096.00	5.0		8	2,088.00	8.0		8	2,080.00	8.0
Subtotal				150.9				160.3				160.3
Processing and Underwriting Divisions												
Process DE Cases submitted for Endorsement	NA	90,590	2.20	95.1	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Provide Technical Assistance to lenders, appraisers, builders and others	# of cases endorsed			66.2	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Perform Post-Endorsement Technical Reviews	# of Post-Endorsement Tech Review Conducted	6,175	14.10	41.5		63,818	1.13	34.4		63,818	1.12	34.4
Perform General Administrative work	NA	31.7	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
HOC FHA Insurance Endorsement (Underwriting)	# of Insurance Endorsement Cases reviewed	398,225	0.03	5.7		1,259,723	0.21	125.0		1,259,723	0.21	125.0
Process Lender Test Cases - Mortgage Insurance Certificate (MIC)	# of Test Cases Processed	1.6		2,754	5.07	6.7		2,754	5.07	6.7
Perform Appraisal Review Process	# of Reviews Processed			8,501	6.07	24.7		8,501	6.05	24.7
Provide Technical Assistance to lenders, appraisers, builders and others	# of Phone Calls and Emails	142,814	0.08	5.5		624,623	0.15	45.1		624,623	0.15	45.1
Provide General Direction	# of encumbered positions	4.0	2,096.00	4.0		8	2,088.00	8.0		8	2,080.00	8.0
Subtotal				251.3				243.9				243.9

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2004			Fiscal Year 2005			Fiscal Year 2006				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Program Support Divisions												
Review and approve SuperNOFA					Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Housing Counseling Grant Applications	Number of Applications Approved	1,676	124.98	99.9	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Perform M&M contract monitoring	Number of Contracts	82	596.68	23.3	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Provide Support to other Divisions/ Ad Hoc Duties	NA	12.7	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Perform Nonprofit Program Activities	# of New/Recertification Nonprofit Agencies Maintained	5	1,656.20	4.0		705	48.35	16.3		705	48.20	16.3
Perform Housing Counseling Program Activities	# of HUD Approved Housing Counseling Agencies	193	58.21	5.4		2,135	63.65	65.1		2,135	63.50	65.2
Perform Education, Outreach and Support Activities	NA	4.8		47.0		22.3
Provide General Direction	# of encumbered positions	3	2,096.00	3.3		8	2,088.00	8.0		8	2,080.00	8.0
Subtotal				153.4				136.4				111.8
Real Estate Owned Divisions												
Perform Monitoring of Properties	Number of Acquisitions	71,043	0.55	18.6	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Perform Property Management and Sales	Number of Closings/ Property Sales	77,837	1.32	49.0	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Perform Contract Monitoring	# of Contracts Monitored	16	6,606.05	50.4		146	971.00	67.9		146	968.00	67.9
Perform Support Activities (Other REO Administration)	NA	13.5		14.1		14.1
Perform REO Support Activities (Performed by PSD)	# of Contracts Monitored	249	50.01	5.9		146	1,130.00	79.0		146	1,126.00	79.0
Provide General Direction	# of encumbered positions	5	2,096.00	4.7		8	2,088.00	8.0		8	2,080.00	8.0
Subtotal				142.1				169.0				169.0
Subtotal, DAS for SF – Field				797.2				759.6				735.0
Subtotal, DAS for Single Family Housing				955.1				936.0				906.1
<u>DAS for Multifamily Housing Programs</u>												
Headquarters												
Immediate Office of the DAS for Multifamily Housing Programs												
Policy Staff	NA	8.0		8.0		7.0
Provide General Direction	# of encumbered positions	4.0	2,096.00	4.0		4	2,088.00	4.0		4	2,080.00	4.0
Subtotal				12.0				12.0				11.0
Office of Housing Assistance and Grants Administration												
Provide Neighborhood Networks Support	NA	2.0	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Perform Housing Assistance Policy Functions	# of HUBs supported	20	645.60	6.0		18	696.00	6.0		18	640.00	5.5
Provide Grant and Housing Assistance Field Support	# of HUBs supported	18	219.31	1.9		18	814.66	7.0		18	750.00	6.5
Provide Grant Management	Number of Grants Processed	16	1,148.27	8.8	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Grants Management Policy	NA	1.1	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Support RHIP and E-Grants Initiatives and Perform Special Projects	NA	5.0		1.0		1.0

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2004			Fiscal Year 2005			Fiscal Year 2006				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
	# of Grants , Capital Advances and Applications	3.4		3,950	4.65	8.8		3,750	5.00	9.0
	Process Waivers	0.5		300	28.90	4.2		290	28.90	4.0
	Provide General Direction	4.0	2,096.00	4.0		4	2,088.00	4.0		4	2,080.00	4.0
Subtotal				32.7				31.0				30.0
Office of Housing Assistance Contract Admin. Oversight												
	Provide Technical Assistance to field offices/Compliance Monitoring/QA	Number of Hubs Supported	19	1,196.70	10.8	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004			
	Provide Financial Services for Section 8 programs	Number of Hubs supported	18	834.81	7.2	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004			
	Perform Management, Monitoring, and Oversight of Neighborhood Networks	N/A	Guideline begins with FY 2005/6			3.0	3.0	
	Perform Monitoring, Oversight and Evaluation	N/A	Guideline begins with FY 2005/6			14.0	13.0	
	Perform Financial Operation Activities	N/A	Guideline begins with FY 2005/6			6.0	6.0	
	Perform Tenant Rental Assistance Certification (TRACS) Functions	N/A	Guideline begins with FY 2005/6			1.0	1.0	
	Provide General Direction	# of encumbered postions	3.0	2,096.00	3.0	3	2,088.00	3.0	3	2,080.00	3.0	
Subtotal				21.0				27.0			26.0	
Office of Program Systems Management												
	Provide Program Systems Management	NA	8.0	9.0	8.0	
	Provide General Direction	# of encumbered postions	3.0	2,096.00	3.0	2	2,088.00	2.0	2	2,080.00	2.0	
Subtotal				11.0				11.0			10.0	
Office of Multifamily Development												
	Evaluate lender qualifications	# of lender and project reviews performed	114	194.19	10.6	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004			
	Provide Technical Assistance to field offices	NA	8.2	14.0	14.0	
	Provide Policy Support for Multifamily development	NA	10.0	6.0	6.0	
	Perform MAP Lender Qualifications	N/A	Guideline begins with FY 2005/6			16.0	16.0	
	Provide General Direction	# of encumbered postions	3.0	2,096.00	3.0	4	2,088.00	4.0	4	2,080.00	4.0	
Subtotal				31.8				40.0			40.0	
Office of Asset Management												
	Perform Policy and Participation Standards Functions	NA	10.1	10.0	10.0	
	Manage Portfolio	# of properties maintained in M/F Portfolio	346,234	0.12	19.8	29,000	1.01	14.0	29,500	0.99	14.0	
	Perform Business Relationships and Special Initiatives	NA	12.0	10.0	10.0	
	Manage Multifamily Property Disposition/Special Projects and Training	NA	Guideline begins with FY 2005/6			225	27.84	3.0	225	27.84	3.0	
	Provide General Direction	# of encumbered postions	4.0	2,096.00	4.0	4	2,088.00	4.0	4	2,080.00	4.0	
Subtotal				45.9				41.0			41.0	
Subtotal, DAS for MF – Headquarters				154.4				162.0			158.0	

DAS for Multifamily Housing Programs

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2004			Fiscal Year 2005			Fiscal Year 2006				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Field (Multifamily Hubs/PD Cts./Program Cts.)												
Multifamily Property Disposition Centers												
General Direction - PD Ctrs.	NA	4.0	2,096.00	4.0		4	2,088.00	4.0		4	2,080.00	4.0
Subtotal				4.0				4.0				4.0
Management Teams												
Provide inventory management and relocation (insured and uninsured) services	# of Mortgagee-in-Possession & HUD-Owned Properties in Inventory	10	2,080.00	9.9		10	2,080.00	10.0		10	2,080.00	10.0
PD Boston Dispo/Demo	# of Boston Dispo/Demo project monitored	221	9.00	0.9	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Completion of Environmental	# of PD properties requiring environmental reviews	3	104.00	0.1	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Perform Relocation Activities	# of Families Requiring Relocation	100	73.76	3.5		100	75.00	3.6		100	75.00	3.6
Property Disposition - GTR Activities	# of PD Contracts Administered	23	182.40	2.0		23	181.56	2.0		23	181.56	2.0
Manage Up-Front Grants	# of Up-Front Grants Administered	61	102.18	3.0		61	106.11	3.1		61	106.11	3.1
Subtotal				19.4				18.7				18.7
Sales Teams												
Process Foreclosures	# of foreclosed properties managed in the MF portfolio	34	161.95	2.6	Guideline Inactive after FY 2004			Guideline Inactive for 2005/2006				
Process Sales	# of Properties for Sale at the beginning of the month	76	510.00	18.5		70	510.00	17.1		55	518.00	13.7
Advertise Property (only performed in FTW)	# of Properties Advertised	40	9.96	0.2		36	10.00	0.2		30	10.00	0.1
Subtotal				21.3				17.3				13.8
Subtotal				44.7				40.0				36.5
Multifamily Hubs and Program Centers												
Offices of the Hub Directors and PC Directors												
General Direction - Hubs	# of encumbered positions	35.0	2,096.00	35.0		45	2,088.00	45.0		45	2,080.00	45.0
General Direction - Program Ctrs.	# of encumbered positions	32.0	2,096.00	32.0		75	2,088.00	75.0		75	2,080.00	75.0
Subtotal				67.0				120.0				120.0
Hub Operations												
Procurement/Contract Admin.	N/A	4.3		9.0		9.0
Support 202/811 Application Processing	NA	4.1		9.0		9.0
Support MAP & TAP Application Processing	N/A	6.3		12.0		12.0
Construction Monitoring	N/A	8,220	3.66	14.4		18.0		18.0
TDC/Purchase Orders (invoices)	Number of invoices reviewed	4.4	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
TDC/Purchase Orders (contracts)	Number of active contracts monitored	416	27.11	5.4	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Information Technology, Data Quality and Reports	NA	24.9		34.0		34.0
Performance-Based Section 8 CA Monitoring	Number of CA contracts monitored	18.2	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Monitor Section 8 Performance-Based Contract Administrator and Provide COAM Oversight	# of PBCA Contracts	1,991	23.34	22.2		50	990.00	23.7		52	990.00	24.8

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2004			Fiscal Year 2005			Fiscal Year 2006				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Provide Project Management (Field)	# of Troubled and Potentially Troubled Projects in HUB Portfolio	2,699	17.25	22.2		4,500	12.00	25.9		4,500	12.30	26.6
Other Administration	NA	18.5	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Monitor Grant Administration	# of Grants in HUB Portfolio	2.7		1,900	4.00	3.6		2,000	4.00	3.8
Neighborhood Networks	# of Neighborhood Networks in HUB Portfolio	1.7		1,325	13.50	8.6		1,400	13.80	9.3
Audits Management	# of Open Audit Findings at the end of the month	0.1		110	35.00	1.8		100	35.00	1.7
Prepare and Report on Management Plan	# of Field Offices Supported	15	168.80	1.2		81	30.00	1.2		81	30.00	1.2
Subtotal				146.2				146.8				149.4
Asset Development												
Process TAP Applications	Number of Traditional Applications (TAP) Processed	729	229.15	79.7		700	215.00	72.1		650	215.00	67.2
Review and Process MAP Applications	Number of MAP applications reviewed	865	592.45	244.5		800	580.00	222.2		800	580.00	223.1
Administer 202/811 Programs, Risk Sharing and Other Special Purpose Grts	Number of Section 202/811 applications	643	378.78	116.2		600	370.00	106.3		550	370.00	97.8
Special Purpose Grants (Other Programs)	Total number of grants/loans, excluding 202/811 grants	531	19.52	4.9	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Initial Endorsement /Closing	Total number of initial closings (MAP, TAP, 2102/811)	1,800	51.36	44.1		1,900	50.00	45.5		2,000	50.00	48.1
Monitor Construction Projects	Number of 202/811, TAP and MAP Projects Monitored	600	185.00	53.0		600	185.00	53.2		600	185.00	53.4
Process Final Closings	Number of final closings processed	820	52.00	20.3		800	50.00	19.2		800	50.00	19.2
Procurement/Contract Administration (Includes TDC Purchase Orders – Invoices & Contracts)	N/A	Guideline begins with FY 2005/6				23.7		23.7
Process Owner's Audited Cost Certification	Number of Cost Certificates Processed	Guideline begins with FY 2005/6				800	47.90	18.4		800	47.80	18.4
Subtotal				562.7				560.6				550.9
Asset Management												
Monitor Performance-Based Contract Administrator (PBCA)	# of Section 8 Contracts Assigned to the PBCAs	11,455	14.15	77.3		13,500	12.00	77.6		15,300	10.50	77.2
Liaison w/ PD on Foreclosures, Mortgagee-In-Possession, or HUD-Owned Projects	# of Foreclosures, MIPs, and HUD-Owned Properties	148	40.07	2.8		150	37.00	2.7		150	37.00	2.7
Coordination with PD Centers	Number of PD properties in foreclosure	41	102.42	2.0	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
HUD-Admin Section 8 Contracts and Project Rental Assistance Contracts	# of HUD-Administered Section 8 Contracts and Project Rental Assistance Contracts	13,414	12.84	82.2		5,750	20.00	55.1		4,000	20.00	38.5
Manage Project Financial Information	# of Projects in Portfolio requiring Financial Statement	28,333	11.98	161.9		27,000	13.02	168.4		27,300	12.58	165.1
Project Management	Total number of projects in multifamily housing portfolio	28,333	22.57	305.1	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Manage Projects	# of Active Properties in Program Center Portfolio	790	191.05	72.0		29,000	21.25	295.1		29,500	19.69	279.2
Service Mortgages	# of insured, HUD-held, and 202/811 Projects under managemen	20,054	5.50	52.6		21,400	4.56	46.7		21,800	4.50	47.2
Monitor Contract Administrator	# of Section 8 contracts Administered by the CA	3,808	24.07	43.7		3,750	21.50	38.6		3,700	20.00	35.6

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2004			Fiscal Year 2005				Fiscal Year 2006			
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Administer Grants and Flexible Subsidies	# of Open Grants (incl. Flex. Sub.) in the PC Jurisdiction	41	1,301.00	25.4		2,250	25.00	26.9		2,350	25.00	28.2
Administer Neighborhood Networks	# of Neighborhood Networks Established in the PC Jurisdiction	23	139.23	1.5		1,256	2.50	1.5		1,256	2.50	1.5
Flexible Subsidy	Number of Flexible Subsidy Grants	0.6	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Field RHIP	NA	1.8	Guideline Inactive after FY 2004			Guideline Inactive after FY 2004				
Subtotal				828.9				712.6				675.2
Subtotal, MF Hubs and PCs				1,604.8				1,540.0				1,495.5
Subtotal, DAS for MF – Field				1,649.5				1,580.0				1,532.0
Subtotal, DAS for Multifamily Housing Programs				1,803.9				1,742.0				1,690.0
<u>Office of Affordable Housing Preservation</u>												
OAHQ Headquarters												
Provide Multifamily Housing Assistance												
Restructuring Support Services	Number of Full Restructurings	443	165.32	34.9	13	233	234.00	26.1	9	224	233.00	25.1
Perform General Direction	# of encumbered positions	1.4	2,096.00	1.4		2	2,088.00	2.0		2	2,080.00	2.0
Subtotal				36.3				28.1				27.1
OAHQ Outstationed Headquarters												
Provide Multifamily Housing Assistance	Number of Completed/ Closings											
Restructuring	Restructures	477	156.66	35.7	20	342	158.00	25.9	13	329	157.50	24.9
Perform General Direction	# of encumbered positions	4.0	2,096.00	4.0		4	2,088.00	4.0		4	2,080.00	4.0
Subtotal				39.7				29.9				28.9
Subtotal, Office of Affordable Housing Preservation				76.0				58.0				56.0
Total, Office of Housing				3,296.2				3,204.0				3,105.1

Changes from 2005 to 2006

The estimate of 3,105 FTE for Housing/FHA in fiscal year 2006 is the lowest staffing level in Housing/FHA's history and 274 FTE below the level indicated by the 2004 "REAP Refresh" update studies. Housing/FHA's fiscal year 2006 estimate represents almost a nine percent reduction in on-board staff from fiscal year 2004 to 2006 (3,407 to 3,105).

The reduction in FTE reflected in the fiscal year 2006 estimate is the result of the REAP Refresh studies reducing Housing/FHA's share of the HUD's total FTE. The fiscal year 2006 estimate is a continuation of the changes in Housing's staffing, which will begin in fiscal year 2005 and which are in line with REAP Refresh guidance. Housing will reduce its staff to the 2006 estimate while maintaining the capability to respond to workload demands and programmatic priorities.

Housing/FHA has field offices in 56 geographically separate locations across the country in addition to Headquarters. Housing will address imbalances between workload and staffing in different geographical locations by the reassignment of staff from within Housing, as necessary.

The staffing level proposed for fiscal year 2006 will allow Housing/FHA to continue to address workload according to importance so that special initiatives, high priority work, and workload involving significant immediate risk will receive the attention and staff resources required. Housing/FHA will also be able to continue to address the challenges of workforce succession planning, retention of affordable housing stock, and financial health and integrity of FHA and other Housing program funds.

Changes from 2004 to 2005

Fiscal year 2005 represents the transition between Housing/FHA's actual on-board staff of 3,407 at the end of 2004 and the fiscal year 2006 estimate of 3,105. The fiscal year 2005 staffing level of 3,204 FTE reflects not only Housing's REAP-based share of HUD's total FTE, but also over 100 FTE in addition, which, based on projected attrition, will be needed to support actual on-board Housing staff in fiscal year 2005.

The staffing levels estimated for Housing organizations in fiscal year 2005 reflect adjustments in line with the change in Housing's overall staffing level as well as adjustments that are due to changes in workload and business processes indicated in the REAP Refresh studies.

In Headquarters, there are staffing increases for regulatory functions (RESPA and Interstates Land Sales) and both Single Family and Multifamily development activities. Staffing for the Office of Affordable Housing Preservation, which is responsible for Mark to Market activities is staffed at a lower level than the Office of Multifamily Assisted Housing Restructuring (OMHAR), which was previously responsible for those activities.

In the field, Single Family Homeownership Centers (HOCs) are planning to staff the quality assurance, underwriting and asset management functions at the levels recommended by REAP Refresh while reducing the staffing allocated for program support and customer service. A large part of customer service will be provided by the new out-sourced National Client Management Center. After thoughtful review and study, the Office of Multifamily Housing Programs is also realigning the allocation of FTE in its field offices (Hubs and Program Centers) in order to achieve the total REAP-based staffing level for Multifamily field organizations.