DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

SALARIES AND EXPENSES, HOUSING AND URBAN DEVELOPMENT

BUDGET ACTIVITY 2:   COMMUNITY PLANNING AND DEVELOPMENT

SCOPE OF ACTIVITY

The Office of Community Planning and Development's (CPD) mission is to enable the development of viable urban, suburban and rural communities by promoting integrated approaches to housing, and community and economic development that assist families in moving towards homeownership, and to expand economic opportunities for low- and moderate-income persons. The Assistant Secretary for CPD administers formula and competitive grant programs and guaranteed loan programs that help communities plan and finance their growth and development, and increase their capacity to govern and provide shelter and services for homeless persons and other persons with special needs, including persons with HIV/AIDS. CPD also administers the Department wide relocation and environmental functions. CPD staff in Headquarters and in 42 field offices carry out these responsibilities.

CPD has historically distributed more than $8 billion annually and, through the Grants Management Process (GMP), oversees more than 4,000 grantees--States, cities and counties, and non-profit organizations--across the nation. Formula grantees submit annual Action Plans, consistent with their multi-year Consolidated Plans, that detail how they will spend CPD formula and other program funds. The Consolidated Plan requires communities to assess their housing and community development needs, and to develop goals and articulate a plan to address those needs using CPD program and other funds. CPD staff is therefore charged with making sure that all of these programs are run effectively and efficiently. This involves regular monitoring visits by both Headquarters and Field staff to ensure that communities are using HUD funds appropriately, enforcing timeliness and other program standards, resolving audit findings, providing technical assistance, and facilitating the exchange of best practices.

As part of the President's Management Agenda, CPD was tasked with streamlining the Consolidated Plan and making it more useful to communities in assessing their own progress toward addressing the problems of low-income areas. Communities use the Consolidated Plan to identify community and neighborhood development needs, the actions that will address those needs, and the measures to gauge their performance. It is both an application for all CPD formula grant programs as well as a planning document. Accomplishments to date include: (1) issuance of revised policy guidance for completing Consolidated Plans and Annual Action Plans to be submitted in fiscal year 2005; (2) initial planning for modernizing the Integrated Disbursement and Information System (IDIS) to make it more user-friendly and enhance reporting capabilities; (3) completion of tests and evaluation of several pilots suggested by the working groups; (4) posting of the Consolidated Plan Management Process (CPMP) tool on the HUD website to enable grantees to streamline the submission process, to create a standardized format that enhances the jurisdiction's ability to track results, and to facilitate review by HUD, grantees and the public; (5) development of regulatory changes to streamline the Consolidated Plan process and make it more results-oriented; (6) participation in a performance measurement working group initiated by the Council of State Community Development Agencies that involved the major community development interest groups and OMB in the development of one system to be used by the CPD formula program grantees to report outcomes in a framework that could aggregate results at the national level; and (7) completion of a study that identifies promising performance measurement practices, explores promising ways to design and carry out performance measurement efforts, and recommends workable approaches to national assessments of community development programs. In accordance with Notice 03-09, "Development of State and Local Performance Measurement Systems for CPD Formula Grant Programs," all grantees are reporting to HUD on whether they have a local performance measurement system or, for those that do not, what steps they will take to implement a system. HUD has used Community Development Block Grant (CDBG) technical assistance funds to assist grantees in developing, implementing, and improving their local performance measurement systems. During fiscal year 2006, the Office of CPD will implement proposed regulatory changes to the Consolidated Plan, track the use of the CPMP tool by grantees, and assess their satisfaction with the tool, continue development and refinement of the working group's proposed performance measurement framework for all grantees, and implement the first phase of the modernization of the Integrated Disbursement and Information System.

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Monitoring is a management control technique that is integral to the on-going process of assessing the quality of grantee performance over time. Monitoring provides information for making informed judgments about program effectiveness and management efficiency, as well as identifying instances of fraud, waste and abuse. The monitoring of goals and objectives is articulated in the Management Plan. CPD Headquarters offices establish national monitoring goals that are implemented at the local level. Local Management action plans facilitate field staff efforts to develop local monitoring strategies, establish timeframes for completion of goals, and allocate resources for monitoring and other activities. During 2004, CPD revised its risk analysis process, including clarifying in-depth monitoring procedures, to ensure that limited resources are targeted for maximum program effectiveness. The simplified process was implemented in 2005.

Key Priorities. The Management Plan directly correlates with the Department's six strategic goals, established to carry out its mission. CPD programs contribute to the following goals:

Increase Homeownership Opportunities/Promote Decent Affordable Housing. Communities receiving formula funds under the Consolidated Plan must establish local 5-year goals for affordable housing and homeownership to guide them as they use their annual allocations of CDBG, Home Investment Partnerships (HOME), the American Dream Downpayment Initiative (ADDI), Housing Opportunities for Persons with AIDS (HOPWA) and Emergency Shelter Grants (ESG) funds. Each plan is implemented through a 1-year action plan that specifies the local projects and activities that will create new or rehabilitate existing multifamily and single family housing units affordable to low- and moderate-income households. The Consolidated Plan, Annual Plan and Grants Management Process (GMP) provide the framework and tools for communities to develop coordinated approaches to providing various forms of housing assistance to both renters and homeowners. The Self-Help Homeownership Opportunity Program (SHOP) provides "seed" funds for the acquisition and preparation of land for construction of housing for homebuyers with incomes of 50 to 65 percent of area median income.

The HOME program plays a key role in addressing the shortages of affordable housing and homeownership in communities. States, urban counties, consortia of local governments, and cities use their annual HOME allocations to expand affordable rental housing opportunities by building, rehabilitating, and buying multifamily rental properties and by providing assistance to new homebuyers. ADDI provides funds to participating jurisdictions and states for low-income families in need of downpayment assistance. Providing this opportunity to these households contributes to the national policy objective to increase homeownership, especially among minority groups, and to help stabilize neighborhoods.

The HOPWA program also contributes to increasing the availability of affordable housing for people with HIV/AIDS and their families by integrating assistance from other sources for needed health care and supportive services in the communities.

Promote Participation of Faith-based and Community Organizations. The Community Development Technical Assistance programs, particularly those for HOME and Homeless Assistance, have benefited faith-based groups by providing them with organizational and program development assistance. In order to help communities in the HOME program meet the requirements for local community-based nonprofit housing organizations' participation in the program, HUD provides technical assistance through nonprofit intermediaries. These intermediaries, some of whom are faith-based groups, assist Community Housing Development Organizations (CHDOs) in developing the capacity to implement housing projects in their local communities. An estimated 30 percent of the CHDOs are faith-based groups which need help and organizational support to more effectively carry out their mission. In addition, approximately 15 percent of CPD's homeless assistance funds and more than 50 percent of SHOP funds are awarded to faith-based organizations each year. Finally, CPD, in conjunction with HUD's Faith-Based and Communities Initiative, has issued a Notice for ensuring equal treatment of faith-based organizations participating in eight CPD programs. The Notice provides guidance and information for CPD staff and grantees on HUD's administration of regulations to ensure equal treatment.

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Strengthen Communities. CPD's largest program, Community Development Block Grants, has been the primary vehicle for the revitalization of our Nation's neighborhoods, providing opportunities for self-sufficiency to millions of lower-income Americans. The program's primary objective is to develop viable urban communities by expanding opportunities, and to provide decent housing and a suitable living environment, principally for persons of low- and moderate-income. This objective is achieved by limiting activities to those which carry out one of the following broad national objectives: (1) benefit low- and moderate-income persons; (2) aid in the prevention or elimination of slums and blight; or (3) meet other particularly urgent community development needs. In recent years, CPD has worked with stakeholders to identify ways to increase local accountability, improve targeting of funds, and demonstrate results.

The Brownfields program supports reclamation and redevelopment of abandoned, idled or under-used real property where expansion or redevelopment is complicated by real or perceived contamination. Although no new funding is requested for fiscal year 2007, the spend-out of existing grants allows areas to restore productive job-creating uses and to address the economic development needs of communities in and around such sites.

CPD's Homeless Assistance programs support the Department's commitment to eliminate chronic homelessness, including an emphasis on increasing the supply of permanent housing for the chronically homeless. This program also reflects HUD's increased emphasis on its core mission of providing housing, with attention given to coordinating HUD's efforts with the mainstream programs provided by other Departments that assist the homeless. The McKinney-Vento homeless assistance programs are specifically designed to reduce and prevent homelessness by creating housing opportunities and providing supportive services to homeless persons. Homeless assistance funds will be used to renew a significant portion of the vital housing and supportive services projects already established, as well as to provide funding for new projects, particularly permanent supportive housing, that will fill housing and service gaps in local communities.

CPD's Continuum of Care process enables families and individuals to move from homelessness to self-sufficiency, and ensures linkages with other housing and community development resources, such as the Section 8, CDBG, HOME and HOPWA programs. Further linkages with other Federal funding sources, non-profit organizations, State and local government agencies, housing developers and service providers and local businesses are encouraged. Under the Continuum of Care, communities assess the gaps in their homelessness assistance strategies, and determine the most appropriate local responses and priorities to addressing those gaps.

Other CPD programs, including Empowerment Zones, Enterprise Communities and Renewal Communities, also contribute to this Goal. (No additional funding is requested for these programs in fiscal year 2007.)

Embrace High Standards of Ethics, Management and Accountability. CPD Headquarters and Field staff are responsible for protecting taxpayers' interests by ensuring that Federal funds are used appropriately and in compliance with laws and regulations. CPD staff accomplish this through effective and efficient program administration, including monitoring, enforcement of applicable laws, regulations and policies, to ensure that grantees are using Federal funds for the purposes for which they were intended. CPD staff are the front line for monitoring our programs across the country. In 2005, CPD is conducting in-depth, on-site monitoring of formula and competitive grantees, for compliance with statutory and regulatory requirements. HUD has contracted for the development of individual grantee performance summaries that will allow examination of program and performance data by the public. Results are expected during fiscal year 2005. HUD staff have taken an initial step by posting on the Internet each grantee's CDBG expenditure data for over 90 different categories. The public can evaluate any grantee's use of funds expenditures at: http://www.hud.gov/offices/cpd/communitydevelopment/budget/disbursementreports/index.cfm.

Some grantee program accomplishment data is also available at:
    http://www.hud.gov/offices/cpd/communitydevelopment/library/accomplishments/index.cfm.

HOME Program performance "SNAPSHOTS" highlight State and Local PJs, performance linked to HUD annual goals. These snapshots are issued quarterly and available at: http://www.hud.gov/offices/cpd/affordablehousing/programs/home/snapshot/index.cfm.

Ensure Equal Opportunity in Housing. The more than 1,100 jurisdictions that participate in the HUD's Consolidated Planning process include fair housing objectives in their multi-year plans. Each must certify that its Consolidated Plan is in compliance with the 1988 Fair Housing Act and all Federal regulations concerning fair housing. All recipients of formula funds must complete an analysis of

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impediments to fair housing choices in their jurisdictions to receive fair housing certification. The failure of a State or a community to develop an analysis of impediments to fair housing or to take reasonable action to address such impediments may result in the denial or loss of such formula funds until compliance is secured. This is a powerful tool for enforcing fair housing statute and regulation. Fair housing requirements apply to CPD's competitive programs as well.

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

WORKLOAD

CPD administers formula and competitive grant and loan guarantee programs that enable communities to plan and finance their growth and development; increase their capacity to meet local housing, community and economic development needs; and provide shelter and services for homeless persons, families, persons with special needs, and persons with HIV/AIDS and their families. In fiscal year 2007, CPD will continue its commitment to work with customers to ensure effective utilization of program funds by promoting what works and by recognizing the best of local performance.

1. HEADQUARTERS

The Assistant Secretary and program offices in Headquarters provide oversight and guidance to field offices to implement the programs for which CPD is responsible. Headquarters program offices provide program policy and guidance for the execution of CPD's formula, competitive, and loan guarantee programs. In addition, HQ staff are primarily responsible for conducting competitions, for administering hundreds of Congressional earmarks, and for providing financial, human resources, information technology and other support services for all CPD employees.

2. FIELD

CPD staff in 42 HUD field offices implement our programs at the local level. They review local Consolidated Plans and Annual Plans, consult with the communities on these Plans, approve the Plans and execute grant agreements to make the funds available to the grantees. The Grants Management Process (GMP) system supports CPD staff review of the actual accomplishments of each community in implementing their plan and achieving their goals. CPD Field staff also manage competitive programs, including homeless assistance, Youthbuild, BEDI, technical assistance and others. GMP requires CPD staff to monitor the progress of communities as they move forward with the activities specified in their plans, and to make on-site visits, as necessary.

TRAVEL

	ACTUAL 2005	ENACTED 2006	ESTIMATE 2007	INCREASE + DECREASE – 2007 vs 2006
		(Dollars in Thousands)		
Travel	$789	$913	$904	-$9
Total	789	913	904	-9

CPD's fiscal year 2007 request for travel funding is $904 thousand. The bulk of these funds is used for CPD field staff to carry out their program administration responsibilities, including monitoring and assisting grantees in using their Federal housing, community and economic development dollars in the most effective and efficient manner.

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Travel funds will be required to carry out strategic objectives and Management Plan goals. In addition to monitoring, travel funds are used by staff to provide technical assistance to communities in developing and implementing their local plans for formula and competitive funds. These activities are critical for maintaining the partnerships with communities that are the cornerstones of effective service delivery.

CPD staff perform on-site monitoring to prevent fraud, waste, and abuse in its programs. On-site and remote monitoring efforts address the Office of the Inspector General Semi-Annual Reports to Congress that have highlighted the need for more on-site monitoring of grantees. On-going needs also include the sharing of technical specialists (relocation, environmental, rehabilitation, financial) between offices, and enabling Field staff members to carry out their heightened responsibilities in the areas of training and partnership with communities and non-profit organizations.

Travel for Headquarters staff is for on-going communications with grantees, public interest groups, non-profit organizations and elected officials, to enlist their ideas and conduct consultations. Headquarters staff members also participate in monitoring of grantees, reviews of field office management practices, and responses to other priority needs.

Section 805 of the 1992 Housing and Community Development Act mandated that the Secretary transfer $545 thousand in program funds to implement an ongoing training program for HUD officers and employees, especially field staff, who are responsible for administering Community Development Block Grant (CDBG) assistance and economic development projects. Some of these funds are used for travel to enable Headquarters and field staff to participate in these relevant training opportunities. At the end of fiscal year 2005, $531,605 of the total had been spent. In fiscal year 2006, $200 thousand is transferred from Urban Development Action Grants, pursuant to the authority under Section 119(o) of the Housing and Community Development Act of 1974, as amended, to also be used for CDBG training and related travel.

CONTRACTS

	ACTUAL 2005	ENACTED 2006	ESTIMATE 2007	INCREASE + DECREASE - 2007 vs 2006
		(Dollars in Thousands)		
Technical Services	$680	$668	$668	...
Data and Statistical Services	20	20	20	...
All Other Services	411	393	406	+$13
Total	1,111	1,081	1,094	+13

The principal categories in this object class are contracts for technical services, and general support services. Funding of $1,094 thousand is requested in fiscal year 2007 to enable CPD to procure the information, technical services and other support necessary for the implementation of our housing, community and economic development programs.

Technical Services funds are required to support the Community Connections Clearinghouse efforts related to CPD programs, such as Renewal Community workshops, publications, the Veteran Resource Center program workshops, and other activities. These efforts provide an opportunity to build partnerships between Federal, State, and local governments and non-profit groups, and to work together to develop comprehensive, coordinated approaches to dealing with community problems.

Other general support contract services are required to fund miscellaneous requirements for visual arts, training to ensure that CPD staff are adequately prepared to carry out their oversight responsibilities, temporary clerical support, and other administrative services.

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Personal Services
Summary of Change
(Dollars in Thousands)

Personal Services	FTE	S&E Cost
2005 Actual……………………………………………………………	811	$82,976
2006 Appropriation/Request……………………………………	830	88,189
Changes Due To		
2007 January Pay Raise……………………………………………	…	1,570
2006 January Pay Raise……………………………………………	…	714
Staffing increase/decrease……………………………………	-10	-1,070
Other benefit changes……………………………………………	….	892
2007 Request………………………………………………………	820	90,295

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COMMUNITY PLANNING AND DEVELOPMENT
Summary of Requirements by Grade
Salaries and Expenses
(Dollars in Thousands)

Grade:	2005 Actual	2006 Appropriation	2007 Request	Increase/ Decrease
Executive Level	1	1	1	0
Executive Service	7	7	7	0
GS-15	74	75	74	-1
GS-14	147	148	146	-2
GS-13	198	200	197	-3
GS-12	242	244	241	-3
GS-11	39	39	39	0
GS-10	1	1	1	0
GS-9	16	16	16	0
GS-8	3	3	3	0
GS-7	62	63	62	-1
GS-6	8	8	8	0
GS-5	8	8	8	0
GS-4	6	6	6	0
GS-3	5	5	5	0
GS-2	4	4	4	0
GS-1	2	2	2	0
Total Positions	823	830	820	-10
Average ES Salary	$143,674	$148,416	$151,977	+3,562
Average GS Salary	$80,820	$83,487	$85,490	+2,004
Average GS Grade	12.1	12.1	12.1	0.0

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

	2005 Actual	2006 Appropriation	2007 Request	Increase/Decrease
Object Class				
Personal Services……………………………………………	$82,976	$88,189	$90,295	+$2,106
Travel and Transportation of Persons……………………	789	913	904	-9
Transportation of Things………………………………………	4	30	0	-30
Rent, Communication & Utilities………………………………	0	0	0	0
Printing and Reproduction………………………………………	321	109	109	0
Other Services…………………………………………………	1,111	1,081	1,094	+13
Supplies and Materials…………………………………………	94	96	96	0
Furniture & Equipment…………………………………………	0	0	0	0
Insurance Claims & Indemnities………………………………	0	0	0	0
Total Obligations……………………………………………	$85,295	$90,418	$92,498	+$2,080

Overall Summary of Community Planning and Development Staff Requirements

	FTE			
	Estimate 2005	**Estimate 2006**	**Estimate 2007**	**Increase + Decrease - 2007 vs 2006**
Headquarters…………………………………...	208.0	215.0	215.0	0.0
Field …………………………………...	603.0	615.0	605.0	-10.0
Total …………………………………...	**811.0**	**830.0**	**820.0**	**-10.0**

	FTE			
	Estimate 2005	**Estimate 2006**	**Estimate 2007**	**Increase + Decrease - 2007 vs 2006**
Headquarter Employment				
Office of the Assistant Secretary/GDAS for CPD	7.7	7.7	7.7	0.0
Office of the DAS for Grant Programs	61.5	64.5	64.5	0.0
Office of the DAS for Special Needs Programs	35.2	39.2	39.2	0.0
Office of the DAS for Environmental and Energy Programs	13.3	13.3	13.3	0.0
Office of the DAS for Economic Development	33.7	33.7	33.7	0.0
Office of the DAS for CPD Operations	46.9	48.0	48.0	0.0
CPD Field Management	9.7	8.6	8.6	0.0
Total	**208.0**	**215.0**	**215.0**	**0.0**
Field Employment				
Overall Guidance of CPD Field Activities	17.0	22.0	20.0	-2.0
Review Consolidated Plans - Field	58.3	58.3	58.3	0.0
Perform Risk Analysis of Grant Recipients - Field	17.0	17.0	17.0	0.0
Manage Entitlement Grants - Field	133.7	133.7	131.7	-2.0
Evaluate Entitlement Grantees - Field	41.7	44.7	42.7	-2.0
Monitor Entitlement Grantees	35.9	35.9	35.9	0.0
Field Management of Competitive Grants	119.0	122.0	121.0	-1.0
On-site Monitoring of Competitive Grant Recipients (CGRs) - Field	27.8	27.8	26.8	-1.0
Manage All Other (non-McKinney) Competitive Grants Competition	6.2	6.2	6.2	0.0
Field Management of McKinney Competition	44.2	44.2	42.2	-2.0
Field - Manage Special Purpose Grants	2.3	2.3	2.3	0.0
General Field CPD Program Management	62.3	62.3	62.3	0.0
Conduct Environmental Reviews	7.2	7.2	7.2	0.0
Perform Environmental Monitoring Activities	4.4	4.4	4.4	0.0
Field - Provide Environmental Services Support	17.9	17.9	17.9	0.0
Relocation Activities - Field	8.1	9.1	9.1	0.0
Total	**603.0**	**615.0**	**605.0**	**-10.0**

Detail of Community Planning and Development Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2005			Fiscal Year 2006				Fiscal Year 2007			
		Projected Accomplish-ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish-ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish-ment	Projected Unit Cost (Hrs)	FTE
Head												
Office of the Assistant Secretary/GDAS for CPD												
Overall Guidance of CPD activities in HQ and Field	NA	…	…	5.0	9.0	…	…	5.0	9.0	…	…	5.0
Provide CPD Comptroller Services	NA	…	…	2.7	0.7	…	…	2.7	0.7	…	…	2.7
Subtotal				7.7				7.7				7.7
Office of the DAS for Grant Programs												
General Guidance of CPD Grant Programs	NA	…	…	1.2	1.8	…	…	1.2	1.8	…	…	1.2
Immediate Office of Block Grant Assistance	NA	…	…	1.50	4.1	…	…	1.50	4.1	…	…	1.50
Activities of Block Grant Entitlement Program	NA	…	…	11.7		…	…	11.7		…	…	11.7
Provide Block Grant State and Small Cities Activities	NA	…	…	11.4		…	…	11.4		…	…	11.4
Disaster and Special Issues	NA	…	…	2.0		…	…	5.0		…	…	5.0
Financial Management	# of applications reviewed	51	587.00	14.3		58	512.00	14.3		58	512.00	14.3
General Guidance of Affordable Housing Programs	NA	…	…	1.0	4.6	…	…	1.0	4.6	…	…	1.0
Provide Financial and Information Services for Affordable Housing	NA	…	…	8.0		…	…	8.0		…	…	8.0
Program Policy Affordable Housing Programs	NA	…	…	7.4		…	…	7.4		…	…	7.4
Relocation and Acquisition Activities	NA	…	…	3.0		…	…	3.0		…	…	3.0
Subtotal				61.5				64.5				64.5
Office of the DAS for Special Needs Programs												
General Guidance of Special Needs Program	NA	…	…	2.8	5.5	…	…	2.8	5.5	…	…	2.8
Special Needs Assistance Program (SNAPS) - Intake/Evaluation Activities	# of Continuum of Care Reviews	4,833	5.30	12.3		5,050	6.30	15.3		5,050	6.30	15.3
Provide SNAPS - Grant Administration Activities (Includes Title V)	# of Projects Managed	5,291	3.00	7.6		4,900	3.65	8.6		4,900	3.65	8.6
Provide SNAPS Policy, Program Management and Advocacy	NA	…	…	4.8		…	…	4.8		…	…	4.8
Provide HIV/AIDS Housing (HOPWA) Grant Activities	# of applications reviewed	75	58.00	2.1		80	55.00	2.1		80	55.00	2.1
Provide HOPWA Grants Management and Special Initiatives	NA	…	…	5.6	3.3	…	…	5.6	3.3	…	…	5.6
Subtotal				35.2				39.2				39.2
Office of the DAS for Environmental and Energy Programs												
Overall Guidance of HUD Environmental and Energy Programs	NA	…	…	5.5	4.7	…	…	5.5	4.7	…	…	5.5
Manage HUD Environmental Program	NA	…	…	6.8		…	…	6.8		…	…	6.8
Manage HUD Energy Program	NA	…	…	1.0		…	…	1.0		…	…	1.0
Subtotal				13.3				13.3				13.3

Workload Guideline	Workload Indicator	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
Office of the DAS for Economic Development												
Overall Guidance for Economic Development Activities	NA	…	…	3.6	0.4	…	…	3.6	0.4	…	…	3.6
Rural Housing and Economic Development Activities	# of Applications Processed	706	17.75	6.0		496	25.00	6.0		496	25.00	6.0
Manage Special Purpose Grants	# of Congressional Applications	1,050	21.30	10.7	0.3	1,050	21.25	10.7	0.3	1,000	22.30	10.7
Manage RC/EZ/EC Initiatives	# of RC/EZ/EC Communities	106	160.00	8.1	2.9	90	188.00	8.1	2.9	90	188.00	8.1
Grants Management	# of economics development grants	663	5.80	1.8	4.7	780	4.80	1.8	4.7	780	4.80	1.8
Youth Build	NA	…	…	3.5		…	…	3.5		…	…	3.5
Subtotal				**33.7**				**33.7**				**33.7**
Office of the DAS for CPD Operations												
Overall Guidance of Technical Assistance Management (TAM) Activities	NA	…	…	2.0	1.0	…	…	2.0	1.0	…	…	2.0
Manage CPD Budget Operations	NA	…	…	4.9	3.0	…	…	6.0	3.0	…	…	6.0
Provide CPD Administrative Services Support	# of admininstrative activities	1,072	18.75	9.6		500	40.00	9.6		500	40.00	9.6
Provide CPD Human Resources and Training Support	NA	…	…	4.0	6.4	…	…	4.0	6.4	…	…	4.0
Manage TA Contracts and National Agreements	# of Cooperative Agreements and Contracts Administered	1,464	12.00	8.4	7.6	1,540	11.40	8.4	7.6	1,540	11.40	8.4
Manage CPD System Development and Maintenance	NA	…	…	13.0		…	…	13.0		…	…	13.0
DAS for Operations	NA	…	…	2.0		…	…	2.0		…	…	2.0
Office of Policy and Coordination	NA	…	…	3.0	1.0	…	…	3.0	1.0	…	…	3.0
Subtotal				**46.9**				**48.0**				**48.0**
CPD Field Management												
Provide Liaison Services to CPD Field Offices	# of Field Offices Supported	42	480.00	9.7	2.4	42	425.00	8.6	2.4	42	425.00	8.6
HEADQUARTERS EMPLOYMENT TOTAL				**208.0**	**61.0**			**215.0**	**61.0**			**215.0**
FIELD ACTIVITIES												
Overall Guidance of CPD Field Activities	NA	…	…	17.0		…	…	22.0		…	…	20.0

Workload Guideline	Workload Indicator	Fiscal Year 2005			Fiscal Year 2006				Fiscal Year 2007			
		Projected Accomplish-ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish-ment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplish-ment	Projected Unit Cost (Hrs)	FTE
Review Consolidated Plans - Field	# of Consolidated Plans Reviewed	1,141	106.70	58.3	3.1	1,151	105.40	58.3	3.1	1,151	105.40	58.3
Perform Risk Analysis of Grant Recipients - Field	# of Risk Analysis of GRs	4,367	8.15	17.0	0.9	4,400	8.05	17.0	0.9	4,400	8.05	17.0
Manage Entitlement Grants - Field	# of Entitlement Grants Managed	2,234	125.00	133.7	7.1	2,234	124.50	133.7	9.1	2,234	122.60	131.7
Evaluate Entitlement Grantees - Field	# of CAPERS Evaluated	1,006	86.50	41.7		1,151	80.75	44.7	1.2	1,151	77.20	42.7
Monitor Entitlement Grantees	# of Monitoring Letters Sent	480	156.00	35.9	1.9	400	186.50	35.9	1.9	400	186.50	35.9
Field Management of Competitive Grants	# of Competitive Grants Managed	9,708	25.60	119.0	3.3	9,708	26.13	122.0	4.3	9,708	25.93	121.0
On-site Monitoring of Competitive Grant Recipients (CGRs) - Field	# of Monitoring Letters Sent	525	110.50	27.8	1.5	600	96.50	27.8	2.5	600	93.00	26.8
Manage All Other (non-McKinney) Competitive Grants Competition	# of Application Received	1,300	10.00	6.2	0.3	1,000	12.80	6.2	0.3	1,000	12.80	6.2
Field Management of McKinney Competition	# of Application Received	3,846	24.00	44.2	2.3	4,440	20.70	44.2	4.3	4,440	19.75	42.2
Field - Manage Special Purpose Grants	NA	…	…	2.3	0.1	…	…	2.3	0.1	…	…	2.3
General Field CPD Program Management	NA	…	…	62.3	3.3	…	…	62.3	3.3	…	…	62.3
Conduct Environmental Reviews	# of Envi. Review	546	27.50	7.2	0.4	400	37.50	7.2	0.4	400	37.50	7.2
Perform Environmental Monitoring Activities	# of in-depth monitoring visit	100	91.00	4.4	0.2	100	91.00	4.4	0.2	100	91.00	4.4
Field - Provide Environmental Services Support	NA	…	…	17.9	0.9	…	…	17.9	0.9	…	…	17.9
Relocation Activities - Field	NA	…	…	8.1		…	…	9.1	0.6	…	…	9.1
FIELD EMPLOYMENT TOTAL				**603.0**	**20.0**			**615.0**	**30**			**605.0**
						81				**91**		

Salaries and Expenses, Housing and Urban Development
Budget Activity 2: Community Planning and Development

HEADQUARTERS EMPLOYMENT

EXPLANATION OF CHANGES FOR THE FISCAL YEAR 2007 BUDGET ESTIMATE

Overall, CPD's current staffing level, and levels proposed for fiscal year 2007, is significantly below (91 FTE) what was recommended by the REAP refresh study completed in 2004. (The "underfunded workload" column on the REAP table reflects the difference to the REAP study completed in 2004.) Each year, CPD executes thousands of new formula and competitive grant agreements. CPD's inventory increases by several hundred every year as a result of new formula grantees, as well as Homeless Assistance, HOPWA and other competitions. The terms of most of these grants is for up to ten years, and staff must provide ongoing monitoring and oversight to ensure that grantees are using the grant funds appropriately. Monitoring can only be useful and constructive if it is done regularly and completely. Sufficient staff is required to perform site visits, provide technical assistance and manage technical assistance contracts, approve activities, prepare appropriate documentation, etc.

The Office of Community Planning and Development's (CPD) fiscal year 2007 FTE request of 820 FTE is ten FTE below the fiscal year 2006 level of 830 FTE. Below the changes of FTE for fiscal year 2007 are described.

There are no changes from fiscal year 2006 to fiscal year 2007.

FIELD EMPLOYMENT

For the Field a decrease of ten FTE is estimated for fiscal year 2007 from the fiscal year 2006 level; the decrease is due to attrition of staff. The following functions are affected:

Overall Guidance of CPD Field Activities, -2 FTE; Manage Entitlement Grantees, -2 FTE; Evaluate Entitlement Grantees, -2 FTE; Field Management of Competitive Grants, -1 FTE; On-site Monitoring of Competitive Grant Recipients-Field, -1 FTE; Field Management of McKinney Competition, -2 FTE.