

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

SALARIES AND EXPENSES, HOUSING AND URBAN DEVELOPMENT

BUDGET ACTIVITY 7: DEPARTMENTAL MANAGEMENT

SCOPE OF ACTIVITY

The Departmental Management activity includes the Office of the Secretary and Deputy Secretary and other staff offices under the Secretary's immediate direction. The responsibilities of the Department are administered under the supervision and direction of the Secretary, who is responsible for the administration of all programs, functions and authorities of the Department. The Deputy Secretary assists the Secretary in the discharge of his duties and responsibilities, and serves as Acting Secretary in the absence of the Secretary. In addition to the Office of the Secretary and Deputy Secretary, this activity includes five offices of highly specialized staff with Departmentwide responsibility for the following functions: participation of small and disadvantaged businesses in the contracting activities of the Department; Public Affairs; Congressional and Intergovernmental Relations; and Administrative Judicial proceedings. Collectively and separately, these offices are essential to the independent formulation and review of Departmental policy and the promotion and interpretation of that policy.

WORKLOAD

The Secretary, as head of the Department and as a Cabinet Member, is responsible for the administration of all programs, functions, and authorities of the Department; for the regulation of the Federal National Mortgage Association and the Federal Home Loan Mortgage Corporation; for enforcing Federal Fair Housing law, educating the public on the rights and duties created by that law, and encouraging State and local governments and the private sector to assist the Federal Government in guaranteeing equal housing opportunities; and for advising the President on Federal policy, programs, activities relating to housing and community development, and equal housing opportunity. The Secretary formulates recommendations for basic policies in the fields of housing and community development and works with the Executive Office of the President as well as other Federal agencies in keeping economic and fiscal policies in housing and community development consistent with other Governmental economic and fiscal policies.

The Secretary meets with governors, mayors and other State officials, county executives and other local officials, and regional and neighborhood leaders, and assists the President in achieving maximum coordination among the various Federal activities which have a major effect upon urban, suburban, metropolitan, or rural housing and community development. The Deputy Secretary assists the Secretary in the performance of his duties and responsibilities, and serves as Acting Secretary in the absence of the Secretary.

The Office of Small and Disadvantaged Business Utilization is responsible for providing technical direction and coordination on all matters relating to the Department's participation in small and disadvantaged businesses in the contracting activities of the Department. The Office oversees the Department's small and disadvantaged business set-aside activity, and has Department-wide responsibility for the Department's Minority Business Enterprise (MBE) programs, including monitoring, evaluating and reporting MBE activities to the Secretary, the Congress, the President, and the general public. The Director of Small and Disadvantaged Business Utilization represents the Secretary before Congressional committees and at meetings on related program activities with Federal, State and municipal or private organizations. This Office was established in 1989 pursuant to the provisions of Section 15(k) of the Small Business Act, as amended (Sec. 221, P.L. 96-507).

The Office of the Assistant Secretary for Public Affairs advises the Secretary and Departmental staff on public and media relations, and coordinates the Department's efforts to keep the public informed of its actions. The basic mission of the Public Affairs staff is to publicize HUD policies and programs and to respond to inquiries from the press. The mission is accomplished through the Immediate Office of the Assistant Secretary that provides advice to the Secretary and principal staff members on matters involving HUD's communications with the public and the media; and the Office of Press Relations, which coordinates liaison between the Department and members of the media.

Salaries and Expenses, Housing and Urban Development
Budget Activity 7: Departmental Management

The Office of Congressional and Intergovernmental Relations provides services and information to the Congress concerning all programs and activities of the Department. The Office coordinates development of the Department's legislative program in cooperation with the General Counsel, and oversees the progress of the Department's legislative program in the Congress, assisting in resolving intra-departmental policy differences and differences between the Department and the Office of Management and Budget on legislative matters. The Office coordinates policy formulation and implementation, and serves as the principal contact with State and local governments, as well as public interest groups, to provide information regarding the Department's programs and initiatives.

The Administrative Law Judges are independent, impartial tiers of fact in on-the-record hearings similar to trial judges conducting civil trials without a jury. Their jurisdiction includes housing discrimination cases arising under the Fair Housing Amendments Act of 1988; civil money penalties and Mortgagee Review Board cases arising under the Department of Housing and Urban Development Reform Act of 1989; fraud cases arising under the Program Fraud Civil Remedies Act; statutory and regulatory debarment cases; and a variety of other cases arising under laws and regulations providing for the Secretary or an administrative law judge to be the presiding official.

The HUD Board of Contract Appeals, pursuant to the Contract Disputes Act of 1978 (P.L. 95-563), acts for the Secretary as an independent forum for hearings and for the issuance of final decisions in all appeals by contractors from final written decisions of contracting officers. The decisions of the Board in these appeals are binding on the Department and the contractor, but can be appealed to the U.S. Court of Appeals for the Federal Circuit. In addition, the Board hears and makes determinations on behalf of the Secretary on administrative appeals relating to the debarment and suspension of contractors, Mortgagee Review Board decisions, and Departmental actions related to IRS offsets of tax refunds of individuals indebted to the Department. The Board has the flexibility to provide either a full trial with discovery, subpoenas, and formal trial procedures, or more informal, expedited hearings for appellants with small claims against the Department. All final decisions are written, and more than half of the Board's hearings are held in the appellant's city to accommodate small business and pro se appellants.

The Office of Departmental Operations and Coordination (ODOC) was established in 1997 and consists of senior level staff who have a broad range of cross-program experience in Departmental operations and management planning expertise to assist the Secretary and Deputy Secretary in their efforts to ensure that HUD policies and actions are consistent with the Department's continued management improvement. ODOC serves as staff support for the Deputy Secretary in discharging his duties for the Department. The Office also acts as a catalyst for the operational management agenda of the Secretary and Deputy Secretary, and ensures that improvement initiatives and management of daily operations are consistent with Departmental efforts to foster excellence in the delivery of program services to HUD customers. Beginning in fiscal year 2001, the Field Labor Relations function was transferred to Headquarters with staff out stationed in the field. This staff is responsible for ensuring the proper and uniform administration and enforcement of construction labor standards pertinent to all HUD programs within the field office jurisdictions and for advising program managers on labor relations matters. Specific functions include processing wage requirements, conducting labor standards investigations and compliance reviews; determining maintenance wage rates for public housing agencies; providing technical assistance and guidance to local public agencies on labor standards/labor relations matters; promoting employment and training opportunities for the disadvantaged in HUD programs; preparing recommendations for sanctions against labor standards violations; and conducting Davis-Bacon residential wage surveys.

Salaries and Expenses, Housing and Urban Development
 Budget Activity 7: Departmental Management

TRAVEL

The table below identifies travel requirements unique to this activity. All travel for this activity is by Headquarters' staff.

	ACTUAL <u>2005</u>	ENACTED <u>2006</u>	ESTIMATE <u>2007</u>	INCREASE + DECREASE - <u>2007 vs 2006</u>
	(Dollars in Thousands)			
Travel (HQ)	\$1,103	\$739	\$733	-\$6
Total	1,103	739	733	-6

The travel funding requested is in support of the travel by the Secretary and Deputy Secretary, and other senior staff in meetings with State and local officials and regional and neighborhood leaders. Travel by these officials promotes and assists the Administration and the President in achieving the President's and the Secretary's goals and priorities for the Department and in promoting maximum coordination among the various Federal activities in urban, suburban, and metropolitan, or rural housing and community development. It is necessary for officials to visit cities across the country to explain HUD's mission and the direction being taken to facilitate the public's access to HUD programs. Funding for the Office of Departmental Operations and Coordination is included in this request. The travel funds requested for this office will provide the Office of Departmental Operations and Coordination with accessibility to out-stationed Labor Relations staff to monitor and provide technical assistance to client agencies, as well as cover headquarters staff participation in on-site technical assistance visits to the field offices. An increase in outreach activities by the Office of Small and Disadvantaged Business Utilization, which had been held to a strict budget in fiscal year 2005 will enhance the accomplishment of the Department's mission.

CONTRACTS

The table below identifies the specific contracts unique to this activity and is followed by a brief description of each item.

	ACTUAL <u>2005</u>	ENACTED <u>2006</u>	ESTIMATE <u>2007</u>	INCREASE + DECREASE - <u>2007 vs 2006</u>
	(Dollars in Thousands)			
Data and Statistical Services
Technical Services	\$122	\$125	\$125	...
Management Studies
Public Information Services ..	348	353	353	...
Training Support, Non-Fed. ...	10	\$21	21	...
General Support	<u>1,374</u>	<u>1,371</u>	<u>1,393</u>	<u>+\$22</u>
Total	1,854	1,870	1,892	+22

Salaries and Expenses, Housing and Urban Development
Budget Activity 7: Departmental Management

a. Technical Services

Technical services provide important and timely information and assistance to senior staff in various offices such as: (1) Public Affairs--for preparation of press releases, speeches, background and briefing papers, opinion editorial pieces and other written material produced by the Office of Public Affairs; (2) HUD Board of Contract Appeals--to enable the staff to conduct legal research in the most cost efficient manner; and (3) Office of the Administrative Law Judges--for legal research to assist the Department's Administrative Law Judges in making rulings on pending court decisions.

The Office of Public Affairs must provide transcripts and electronic duplicates of media appearances by the Secretary, senior HUD officials, and top level executives of the Administration for analysis, and review by program, policy and field staff. The need also exists for services that enable the Office to communicate using current electronic technology. In an effort to provide a greater measure of news wire access, the Office has expanded coverage to include the Federal News Service. These kinds of services demand expertise in technology and constitute a special requirement for contract funds. The continually expanding areas of electronic news resources will require additional funding to meet the Department's need for full coverage of issues regarding government-wide reinvention and new directions.

The fiscal year 2007 estimate reflects the continued use of technical services to provide electronic data on current events; legal research, and archived news. The resulting reduction in paper documents is in compliance with direction toward e-government. These funds will also be used to perform ongoing agency monitoring.

b. Public Information Services

These funds are to provide for the distribution of news materials to media outlets within the Washington, DC metropolitan area. In addition, funds will provide for information outreach to the public with respect to the provisions of Fair Housing legislation. This public education program will include new and expanded categories of discrimination, handicapped and familial status.

These funds also provide for the development of audio-visual, print, and other communication materials to support the public communication needs of the Department. The funds are administered by the Office of Public Affairs in consultation with the program offices. The objective is to coordinate Departmental communication efforts for consistency with HUD goals and priorities, to ensure that all communication efforts are coordinated effectively, and to make sure that the vehicles produced reach their intended audiences and contain relevant and useful information.

c. Training Support

Professional training assistance is needed to provide expert support for outreach to small, minority and women business owners to include conference management, development and dissemination of materials. The scope of this training is expanding to support the President's emphasis on improving Federal Government assistance to small and disadvantaged business entrepreneurs. Training is also required for communications and media relations staff, as well as field staff with public affairs duties.

d. General Support Services

These funds are used to provide for temporary contract personnel to meet short-term priority tasks needing highly skilled clerical and secretarial support; to enable the Office of Public Affairs to contract for various news-related gathering and dissemination of information regarding HUD programs and initiatives; and for contractual services in support of improvement initiatives and delivery of program services to HUD customers. In addition, the Office of Small and Disadvantaged Business Utilization (OSDBU) has been directed to enlarge the scope of its role in the Department's outreach to small, woman-owned and minority-owned businesses. OSDBU has already begun an aggressive strategy to establish a wider range of information distribution throughout the country as well as undertake other projects designed to meet the objectives set by the Secretary and Deputy Secretary.

Salaries and Expenses, Housing and Urban Development
 Budget Activity 7: Departmental Management

PERFORMANCE OUTLOOK

**DEPARTMENTAL MANAGEMENT
 Personal Services
 Summary of Change
 (Dollars in Thousands)**

<u>Personal Services</u>	<u>FTE</u>	<u>S&E Cost</u>
2005 Actual.....	185	\$19,767
2006 Appropriation.....	163	19,249
<u>Changes Due To</u>		
2007 January Pay Raise.....	0	339
2006 January Pay Raise.....	0	156
Staffing increase/decrease.....	-2	-224
Other benefit changes.....	0	195
2007 Request.....	171	\$19,715

Salaries and Expenses, Housing and Urban Development
 Budget Activity 7: Departmental Management

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

	<u>2005 Actual</u>	<u>2006 Appropriation</u>	<u>2007 Request</u>	<u>Increase/ Decrease</u>
Grade:				
Executive Level IV	4	4	4	0
Executive Service	15	13	14	1
OGS-15	24	21	23	2
GS-14	33	29	29	0
GS-13	48	43	45	2
GS-12	18	16	17	1
GS-11	13	12	12	0
GS-10	1	1	1	0
GS-9	7	6	7	1
GS-8	2	2	2	0
GS-7	8	7	8	1
GS-6	0	0	0	0
GS-5	2	2	2	0
GS-4	2	2	2	0
GS-3	3	3	3	0
GS-2	1	1	1	0
GS-1	1	1	1	0
Total Positions	182	163	171	8
Average ES Salary	\$150,831	\$155,808	\$159,548	+\$3,740
Average GS Salary	\$79,470	\$82,092	\$84,062	+\$1,970
Average GS Grade	12.1	12.1	12.1	0.0

Salaries and Expenses, Housing and Urban Development
 Budget Activity 7: Departmental Management

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

Object Class	<u>2005 Actual</u>	<u>2006 Appropriation</u>	<u>2007 Request</u>	<u>Increase/Decrease</u>
Personal Services.....	\$19,767	\$19,249	\$19,715	+\$466
Travel and Transportation of Persons.....	1,103	739	733	-6
Transportation of Things.....	6	0	0	0
Rent, Communication & Utilities.....	6	6	6	0
Printing and Reproduction.....	220	256	256	0
Other Services.....	1,854	1,870	1,892	+22
Supplies and Materials.....	90	105	105	0
Furniture & Equipment.....	0	0	0	0
Insurance Claims & Indemnities.....	0	0	0	0
Total Obligations.....	\$23,046	\$22,225	\$22,707	+\$482

	<u>ACTUAL</u> <u>2005</u>	<u>ENACTED</u> <u>2006</u>	<u>ESTIMATE</u> <u>2007</u>	<u>INCREASE +</u> <u>DECREASE -</u> <u>2007 vs 2006</u>
		(Dollars in Thousands)		
Technical Services	\$122	\$125	\$125	...
Public Information Services ..	348	353	353	...
Training Support, Non-Fed. ...	10	21	21	...
General Support	1,374	1,371	1,393	+\$22
Management Studies
Data and Statistical Services
Total	1,854	1,870	1,892	+22

Overall Summary of Departmental Management Staff Requirements

	FTE				
	Actual	2005 Estimate	2006	Estimate 2007	Increase + Decrease - 2007 vs 20065
Headquarters.....	124.0		105.0	114.0	+9.0
Field	61.0		58.0	57.0	-1.0
Total	185.0		163.0	171.0	+8.0

Summary of Departmental Management Staff Requirements

	Actual	2005 Estimate	2006	Estimate 2007	Increase + Decrease - 2007 vs 2006
<u>Headquarter Employment</u>					
Departmental Management					
Provide services to support HUD's mission	26.0		24.0	26.0	+2.0
Independent forum for Hearings/Final Decision	4.5		3.5	4.5	+1.0
Provide Technical Direction and Coord. Related to Small and Disadvantaged Businesses	5.8		4.8	5.8	+1.0
Independent Judge of Fact in on the Record Hearings	6.7		4.7	6.7	+2.0
Oversight and General Director	22.0		19.0	22.0	+3.0
Provide Advice on Public Information and Public Opinic	16.0		16.0	16.0	0.0
					0.0
DM Total	81.0		72.0	81.0	+9.0
Office of Departmental Operations and Coordination					
Provide General Director	2.0		2.0	2.0	0.0
Support Activities	18.0		13.0	13.0	0.0
Ensure compliance with Prevailing Federal/Wage Requirements in all HUD programs	12.0		10.0	10.0	0.0
Web Team	8.0		5.0	5.0	0.0
Southwest Border Region, Colonias and Migrant/Farmworker Initiative	3.0		3.0	3.0	0.0
ODOC HQ Subtotal	43.0		33.0	33.0	0.0
<u>Field Employment</u>					
Office of Labor Relations	61.0		58.0	57.0	-1.0
ODOC Total	104.0		91.0	90.0	-1.0
Total	185.0		163.0	171.0	+8.0

Detail of Departmental Management Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2005			Fiscal Year 2006			Fiscal Year 2007				
		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
Departmental Management												
Provide Policy and Management Oversight	NA	26.0		24.0		26.0
Perform Oversight of Congressional and Intergovernmental Relations	NA	22.0		19.0		22.0
Perform Public Outreach/information Dissemination	NA	16.0		16.0		16.0
Conduct Hearings and Decisionmaking	NA	11.2		8.2		11.2
Provide Small Business Assistance	NA	5.8		4.8		5.8
DM Subtotal				81.0				72.0				81.0
Headquarters Employment												
Office of Departmental Operations and Coordination												
Provide General Direction	NA	2.0		2.0		2.0
Support Activities	NA	<u>18.0</u>		<u>13.0</u>		<u>13.0</u>
Subtotal				20.0				15.0				15.0
Office of Labor Relations												
Ensure compliance with Prevailing Federal/Wage Requirements in all HUD programs	N/A	<u>12.0</u>		<u>10.0</u>		<u>10.0</u>
Subtotal				12.0				10.0				10.0
Web Team												
Provide Web Support to the Department	NA			<u>8.0</u>				<u>5.0</u>				<u>5.0</u>
Subtotal				8.0				5.0				5.0

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
Southwest Border Region, Colonias and Migrant/Farmworker Initiative												
Provide support and coordination for the Southwest Border Region, Colonias and Migrant/Farmworker Initiative	Level of Effort	NA	NA	<u>3.0</u>		<u>3.0</u>		<u>3.0</u>
Subtotal				3.0				3.0				3.0
Total ODOC HQ				43.0				33.0				33.0
<u>Field Employment</u>												
Office of Labor Relations												
Perform Monitoring Reviews	# of reviews completed	29	1335.97	18.6		500	33.41	8.0		500	33.41	8.0
Establish Annual Wage Determinations	# of Annual wages determined/established (PHA and TDHE)	18	1170.72	10.1		2,490	19.21	23.0		2,490	19.21	23.0
Perform Contractor Compliance Reviews	# of Compliance Reviews	2,906	10.03	14.0		2,700	10.03	13.0		2,700	10.03	13.0
Perform Administrative Functions	Level of Effort	NA	NA	11.0		7.0		6.0
Perform Technical Oversight and Management	Level of Effort	NA	NA	<u>7.3</u>		<u>7.0</u>		<u>7.0</u>
Subtotal				61.0				58.0				57.0
Total ODOC				104.0				91.0				90.0
Total Departmental Management & ODOC				185.0				163.0				171.0

Salaries and Expenses, Housing and Urban Development
Budget Activity 7: Departmental Management

EXPLANATION OF CHANGES FROM 2005 ACTUAL TO 2006 ESTIMATE

HEADQUARTERS EMPLOYMENT

The Departmental Management ceiling of 105 FTE for fiscal year 2006 will provide continual support of the Department's efforts to deliver quality customer service in the following areas: policy decisions, legislative coordination, support activities, web management activities, and field support in the area of wage compliance, as well as to perform review, provide oversight, and assist in ensuring compliance in the area of labor relations.

FIELD EMPLOYMENT

The Departmental Management ceiling of 58 FTE for fiscal year 2006 will provide continual service delivery in the following areas: monitoring reviews, establishing annual wage determinations, project management, administration and enforcement, technical oversight, and policy and program guidance in the area of labor relations; web maintenance, project administration, and customer service activities in the area of the web team.

EXPLANATION OF CHANGES FROM 2006 ESTIMATE TO 2007 ESTIMATE

HEADQUARTERS EMPLOYMENT

The Departmental Management ceiling of 114 FTE for fiscal year 2006 will provide continual support of the Department's efforts to deliver quality customer service in the following areas: policy decisions, legislative coordination, support activities, web management activities, and field support in the area of wage compliance, as well as to perform review, provide oversight, and assist in ensuring compliance in the area of labor relations.

FIELD EMPLOYMENT

The Departmental Management ceiling of 57 FTE for fiscal year 2006 will provide continual service delivery in the following areas: monitoring reviews, establishing annual wage determinations, project management, administration and enforcement, technical oversight, and policy and program guidance in the area of labor relations; web maintenance, project administration, and customer service activities in the area of the web team.