

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
SALARIES AND EXPENSES, HOUSING AND URBAN DEVELOPMENT
BUDGET ACTIVITY 12: FIELD POLICY AND MANAGEMENT

SCOPE OF ACTIVITY

The Office of Field Policy and Management (FPM) provides management oversight to Regional and Field Office Directors, communicates Secretarial priorities and policies to the field, ensures the effective pursuit of Secretarial initiatives and special projects, and other management and administrative functions. FPM is uniquely positioned in the Regional and Field Offices to effectively build partnerships and deliver technical assistance and outreach to public agencies and private organizations. FPM serves the full range of HUD's customers (both individual and institutional) supporting every program area (e.g., housing, community and economic development, public and Indian housing and fair housing). Moreover, FPM has responsibility for maintaining effective relations with and serving as the principal point of contact for both industry groups and state/local elected officials.

FPM's Regional and Field Office Directors lead the development and implementation of local management plans, to include performance measures and strategies for each jurisdiction which ensure integrated program delivery that advances the Department's strategic goals and objectives. The plans reflect rationales for accomplishing particular goals and objectives in ways that are responsive to community needs in each jurisdiction, and maintain a high level of customer service.

Each year, FPM establishes national management plan goals supporting each of HUD's strategic goals. Some highlights include:

- taking the lead in supporting homeownership opportunities by conducting marketing and outreach activities with a special emphasis on promoting minority homeownership;
- striving to end chronic homelessness through fostering regional council partnerships, conducting local outreach activities, and promoting the development and adoption of 10-year plans in major cities throughout the country;
- maintaining continuity of operations plans (COOP) locally in 80 field offices;
- upholding customer service standards in each jurisdiction;
- building organizational capacity through conducting local outreach activities and providing technical assistance to faith-based and community organizations; and
- promoting Small Business development.

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

WORKLOAD

The Assistant Deputy Secretary for Field Policy and Management manages the operations of FPM to advance the strategic goals of the Department. Through the Regional and Field Office Directors, the Assistant Deputy Secretary establishes management priorities for

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"front office" (i.e., non-programmatic) field operations and coordinates Secretarial initiatives to ensure effective use of resources for maximum positive impact. In addition, FPM is tasked with developing mechanisms which: ensure that critical field program delivery issues are addressed; assess program impacts and customer service at the local level; and provide operational feedback designed to constructively influence program design and Departmental policy-making.

The Assistant Deputy Secretary directly supervises the Regional Directors, who in turn have direct supervision over the Field Office Directors within their Regions. The Regional Directors and Field Office Directors are the "operational managers" in each of the field offices serving as the senior management official in their respective offices. Regional and Field Office Directors ensure that limited staff and other resources are used to maximum effect to accomplish Departmental priorities and that the component parts of each field office effectively function as a common enterprise in achieving Departmental goals, both to serve our customers well and use resources efficiently.

TRAVEL

The table below identifies travel requirements for FPM headquarters and field staff activities.

	<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)			
Travel (HQ)	\$886	\$513	\$508	-\$5
Travel (Field)	<u>725</u>	<u>420</u>	<u>416</u>	<u>-4</u>
Total	1,611	933	924	-9

Travel is a critical resource to the field management function. Under this component resources will be used for the following:

- Counterpart meeting for Regional Web Managers - This will further efforts at capacity building, problem solving and the effective dissemination of best practices designed to ensure quality regional web based activities throughout the field.
- Peer reviews of small field offices - FPM has staff cadres in each of HUD's 80 field offices. The smallest of these, 'FPM only' offices, benefit from on-site reviews conducted by FPM peers to build capacity, problem solve, and share innovative practices.
- Short-term coverage for vacant management positions in the field - FPM anticipates numerous management vacancies in fiscal year 2007. When attrition occurs in the smallest field offices travel funds will be needed to temporarily cover the office with an Acting Field Office Director from outside the geographic jurisdiction.

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CONTRACTS

	<u>ACTUAL</u> <u>2005</u>	<u>ENACTED</u> <u>2006</u>	<u>ESTIMATE</u> <u>2007</u>	INCREASE + DECREASE - <u>2007 vs 2006</u>
		(Dollars in Thousands)		
General Support	<u>\$14</u>	<u>\$20</u>	<u>\$21</u>	<u>+\$1</u>
Total	14	20	21	+1

Funding under this component will provide continual support for services such as, meeting rooms, audio/visual equipment required for such meetings, court reporting services, transcript costs, document printing services, EEO publications, marketing and outreach services and postage for mailing training and other materials.

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FIELD POLICY AND MANAGEMENT
Personal Services
Summary of Change
(Dollars in Thousands)

<u>Personal Services</u>	<u>FTE</u>	<u>S&E Cost</u>
2005 Actual.....	483	\$52,343
2006 Appropriation.....	424	47,514
<u>Changes Due To</u>		
2007 January Pay Raise.....	0	836
2006 January Pay Raise.....	0	383
Staffing increase/decrease.....	-5	-562
Other benefit changes.....	0	479
2007 Request.....	419	\$48,650

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FIELD POLICY AND 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	0	0	0	0
Executive Service	13	12	12	0
GS-15	134	121	120	-1
GS-14	81	72	72	0
GS-13	63	57	56	-1
GS-12	34	31	30	-1
GS-11	8	7	7	0
GS-10	0	0	0	0
GS-9	25	23	22	-1
GS-8	6	5	5	0
GS-7	66	60	59	-1
GS-6	12	11	11	0
GS-5	13	12	12	0
GS-4	13	12	12	0
GS-3	0	0	0	0
GS-2	0	0	0	0
GS-1	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>
Total Positions	469	424	419	-5
Average ES Salary	\$145,211	\$150,003	\$153,603	+\$3,600
Average GS Salary	\$85,130	\$87,940	\$90,050	+2,110
Average GS Grade	11.8	11.8	11.8	0

NOTE: The proposed decrease of 5 FTE expected will result in challenges in workload with an already reduced staffing level in 2006. The office will work with the Office of Administration and its human capital efforts to address these challenges. Also, the Office of Field Policy and Management will continue to streamline its activities, in such areas as customer service, coordinating cross-program office efforts, and performing administrative duties, for a more efficient usage of staff.

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FIELD POLICY AND MANAGEMENT
Summary of Requirements by Object Class
Salaries and Expenses
(Dollars in Thousands)

<u>Object Class</u>	<u>2005 Actual</u>	<u>2006 Appropriation</u>	<u>2007 Request</u>	<u>Increase/Decrease</u>
Personal Services.....	\$52,343	\$47,514	\$48,650	+\$1,136
Travel and Transportation of Persons.....	1,611	933	924	-9
Transportation of Things.....	0	17	0	-17
Rent, Communications & Utilities.....	0	0	0	0
Printing and Reproduction.....	0	1	1	0
Other Services.....	14	20	21	+1
Supplies and Materials.....	5	3	3	0
Furniture & Equipment.....	0	0	0	0
Insurance Claims & Indemnities.....	190	0	0	0
Total Obligations.....	\$54,163	\$48,488	\$49,599	+1,111

EXPLANATION OF PERFORMANCE

The Office of Field Policy and Management proposes \$49.6 million in S&E funding in 2007 to support Strategic Goal EM: Embrace high standards of ethics, management, and accountability.

FPM directly supports the effective implementation of the President's Management Agenda (PMA) with a focus on the achievement of the Strategic Management of Human Capital and Faith-based and Community Organization components. Since fiscal year 2002, FPM has made significant strides to realign hundreds of employees by redeploying them to program offices in critical frontline program delivery positions in keeping with the Administration's vision of improving program monitoring and oversight. This redeployment has brought a return to a more lean and well-defined management structure supported by new delegations of authority to the Regional and Field Office Directors.

The Department's Management Plan is HUD's road map to success. It is a unifying process for Headquarters and Field Offices to work together to plan and implement national goals and local actions in support of HUD's strategic goals, Secretarial priorities, and the President's Management Agenda. Under the leadership of Regional and Field Office Directors, officewide plans are developed with the full participation from all program organizations. These plans ensure local, integrated strategies and articulate required results that meet the needs of the communities and citizens in each office jurisdiction. Regional and Field Office Directors, as the senior management officials in each regional and field office, have responsibility for the development and implementation of the office-wide management plan. These provide the framework for the efforts of individual program areas as well as cross-programmatic efforts managed and coordinated by FPM. Performance for the Office of Field Policy and Management is most closely related to the Department's Strategic Goal EM: Embrace high standards of ethics, management and accountability.

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FPM's efforts in fiscal year 2007 will continue to focus on ensuring the effective management and coordination of field office operations, with particular emphasis on cross-programmatic Secretarial Initiatives. These include coordinating disaster response efforts, expanding homeownership, reducing chronic homelessness, expanding opportunities for faith-based and community organizations, and others. With enhanced authority to provide leadership in the field (as reflected in Delegations of Authority executed in fiscal year 2002), Regional and Field Office Directors ensure each field office is functioning as a common enterprise in its delivery of programs and services to each jurisdiction.

In fiscal year 2007, FPM will continue to perform traditional office wide functions such as: coordination of emergency preparedness and disaster response efforts; coordination with other federal agencies; liaison to state and local government agencies; liaison to other federal agencies in the field; liaison to industry and client groups; creation and maintenance of local/regional web pages; outreach and public affairs activities; and a wide variety of customer service efforts dealing with individuals and groups, as well as public and private sector entities. These activities are often performed on behalf of program operational staff, and allow these specialists to focus on program delivery, management and oversight.

As a result of the delegations of authority from the Deputy Secretary to Regional and Field Office Directors, FPM in each field office now plays a stronger leadership role in development and implementation of the office's management plan and coordination of program delivery, particularly in support of Secretarial initiatives.

Overall Summary of Field Policy and Mangement Staff Requirements

	FTE			Increase + Decrease - 2007 vs 2006	
	Actual	2005	Estimate 2006		Estimate 2007
Headquarters.....		23.0	17.0	17.0	0.0
Field		<u>460.0</u>	<u>407.0</u>	<u>402.0</u>	<u>-5.0</u>
Total.....		483.0	424.0	419.0	-5.0

Summary of Field Policy and Mangement Staff Requirements

	FTE			Increase + Decrease - 2007 vs 2006	
	Actual	2005	Estimate 2006		Estimate 2007
<u>Headquarters Employment</u>					
Provide Field Liaison Support and Guidance		4.5	5.0	5.0	0.0
Provide Management Support and Guidance		7.0	6.0	6.0	0.0
Provide Administrative Support and Guidance		<u>11.5</u>	<u>6.0</u>	<u>6.0</u>	<u>0.0</u>
Subtotal		23.0	17.0	17.0	0.0
<u>Field Employment</u>					
Execute Secretarial Priorities		105.0	95.0	95.0	0.0
Perform FPM Regional/Field Office Special Initiatives		30.0	24.0	24.0	0.0
Coordinate Cross-Program Office Efforts		46.0	44.0	44.0	0.0
Provide Customer Service		105.0	90.0	90.0	0.0
Perform Web Management Activities		62.0	55.0	54.0	-1.0
Perform Regional/Field Administrative Duties		25.0	25.0	23.0	-2.0
Perform Public Affairs Activities		42.0	31.0	31.0	0.0
Support the Federal Executive Board		4.0	4.0	4.0	0.0
Liaison with External Partners		<u>41.0</u>	<u>39.0</u>	<u>37.0</u>	<u>-2.0</u>
Subtotal		460.0	407.0	402.0	-5.0
Total FPM		483.0	424.0	419.0	-5.0

Detail of Field Policy and Mangement Staff Requirements

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	
Headquarters												
Headquarters Office												
Providing Field Liaison Support and Guidance	Number of Offices Supported	80	111.38	4.5		80	117.00	4.5		80	117.00	4.5
Provide Management Support and Guidance	Number of Offices Supported	80	177.83	7.0		80	156.00	6.0		80	156.00	6.0
Provide Administrative Support and Guidance	Number of Offices Supported	80	269.95	<u>11.5</u>		80	169.00	<u>6.5</u>		80	169.00	<u>6.5</u>
Subtotal				23.0				17.0				17.0
Field Employment												
Field Offices												
Execute Secretarial Priorities	NA	105.0		95.0		95.0
Perform FPM Regional/Field Office Special Initiatives	NA	30.0		24.0		24.0
Coordinate Cross-Program Office Efforts	NA	46.0		44.0		44.0
Provide Customer Service	NA	105.0		90.0		90.0
Perform Web Management Activities	Number of Field Offices Supported	80	685.10	62.0		80	660.40	55.0		80	660.40	54.0
Perform Regional/ Field Administrative Duties	Number of FPM Regional Personnel	467	252.68	25.0		379	205.00	25.0		379	205.00	23.0
Perform Public Affairs Activities	Number of Field Offices Supported	80	1193.14	42.0		80	1190.80	31.0		80	1190.80	31.0
Support the Federal Executive Board	NA	4.0		4.0		4.0
Liaison with External Partners		<u>41.0</u>		<u>39.0</u>		<u>37.0</u>
Subtotal				460.0				407.0				402.0
Total FPM				483.0				424.0				419.0

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HEADQUARTERS AND FIELD EMPLOYMENT

EXPLANATION OF CHANGES FROM 2005 BUDGET ACTUAL TO 2006 ESTIMATE

There is a decrease of 59 FTE from fiscal year 2005 actual data to the fiscal year 2006 estimate, due to a reduction in Departmental resources. The Office of Field Policy and Management will be streamlining its activities, in such areas as customer service, coordinating cross-program office efforts, and performing administrative duties, for a more efficient usage of staff.

HEADQUARTERS AND FIELD EMPLOYMENT

EXPLANATION OF CHANGES FROM 2006 ESTIMATE TO 2007 ESTIMATE

There is a decrease of 5 FTE from fiscal year 2006 estimate to the fiscal year 2007 estimate, due to a reduction in Departmental resources. The Office of Field Policy and Management will be streamlining its activities, in such areas as, customer service, coordinating cross program office efforts, and performing administrative duties, for a more efficient usage of staff.