

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 three fiscal years 2006, 2007, and 2008.

SUMMARY OF BUDGET REQUEST

For fiscal year 2008, Housing's Salaries and Expenses Budget request is for 3,207 FTE supported by \$346,545 thousand for Personal Services and an additional \$8,430 thousand for non-Personal Services. The fiscal year 2008 FTE level represents an increase of 74 FTE over fiscal year 2007.

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 non-profit 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;
- 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;

Salaries and Expenses, Housing and Urban Development
Budget Activity 3: Housing Programs

- 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:

- Marketing of FHA products; reaffirm FHA's mission to help low- and moderate-income families, and, in particular, minority families, to become homeowners, and to help achieve the President's goal of creating 5.5 million new homeowners by 2010;
- 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 and taking enforcement actions against 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 and taking enforcement actions against violations of the Interstate Land Sales Act;
- Implementing new procedures and policies to provide mortgage assistance to victims of natural disasters, such as hurricanes and flooding;
- 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;

Salaries and Expenses, Housing and Urban Development
Budget Activity 3: Housing Programs

- Implementing the Development Application Processing (DAP), an automated underwriting system to support the processing and tracking of applications for HUD multifamily capital advance and mortgage insurance;
- 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;
- Re-engineering the data flow and business processes to align them with HUD's Enterprise Architecture and 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;

Salaries and Expenses, Housing and Urban Development
Budget Activity 3: Housing Programs

- 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;
- Reducing errors in the administration of HUD's rental housing assistance programs, assuring that the right benefits go the right persons;
- 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;
- Performing 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 business activity reviews; performing data integrity reviews; determining whether GSE loan-level data are 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;

Salaries and Expenses, Housing and Urban Development
Budget Activity 3: Housing Programs

- 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;
- 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 HUD-administered 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 FHA underwriting requirements;
- 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;

Salaries and Expenses, Housing and Urban Development
Budget Activity 3: Housing Programs

- Developing, promulgating and evaluating national origination and asset disposition strategies;
- Monitoring and reviewing the performance of Single Family 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;
- Monitoring the performance of Multifamily lenders through Lender Monitoring case reviews and processing referrals of violations to the MAP Review Committee and Mortgagee 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 (PAES) 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;
- Originating 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;
- 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;

Salaries and Expenses, Housing and Urban Development
Budget Activity 3: Housing Programs

- 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 principal factors:

a. PRODUCTION

(1) Single Family

- Monitoring lenders' compliance with FHA program requirements;
- 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 re-insurers, sponsors, developers, state and local governments, and mortgagees in the preparation, review, and approval of applications for grants, capital advances, and mortgage insurance; and
- Responding to 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.

Salaries and Expenses, Housing and Urban Development
 Budget Activity 3: Housing Programs

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.

(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 the estimated Travel requirements for the Office of Housing. All data are presented on a comparable basis for the three fiscal years 2006, 2007, and 2008.

	<u>ACTUAL</u> <u>2006</u>	<u>ESTIMATE</u> <u>2007</u>	<u>ESTIMATE</u> <u>2008</u>	<u>INCREASE +</u> <u>DECREASE -</u> <u>2008 vs 2007</u>
	(Dollars in Thousands)			
Travel (HQ)	\$1,246	\$1,133	\$1,200	+\$67
Travel (Field)	<u>2,096</u>	<u>2,322</u>	<u>2,700</u>	<u>+378</u>
Total	3,342	3,455	3,900	+445

Salaries and Expenses, Housing and Urban Development
 Budget Activity 3: Housing Programs

For fiscal year 2008, the funding required for Travel to implement FHA and other Housing programs is estimated to be \$3,900 thousand. This represents an increase of \$445 thousand over the fiscal year 2007 estimate. The increase is needed to support plans for increased compliance monitoring; field office Quality Management Review visits; and core competency and program technical training as well as for Housing activities related to Workforce Planning and Succession Planning.

OTHER SERVICES

The table below identifies the estimated Other Services requirements, by category, for the Office of Housing. All data are presented on a comparable basis for the three fiscal years 2006, 2007, and 2008.

	ACTUAL <u>2006</u>	ESTIMATE <u>2007</u>	ESTIMATE <u>2008</u>	INCREASE + DECREASE - <u>2008 vs 2007</u>
		(Dollars in Thousands)		
Technical Services	\$4,069	\$2,012	\$3,173	+\$1,161
General Support	<u>595</u>	<u>600</u>	<u>600</u>	<u>...</u>
Total	4,664	2,612	3,773	+1,161

The two Other Services categories for the Office of Housing are Technical Services and General Support.

In fiscal year 2008, Housing's estimate for Technical Services is for:

- Contracts that are for activities that are mandated by such statutes as the Home Mortgage Disclosure Act (HMDA) and the Systematic Alien Verification for Entitlement (SAVE) Program;
- Contracts that are essential for Housing to fulfill its regulatory and programmatic responsibilities such as (a) investigative services for the enforcement of the Real Estate Settlement Procedures Act (RESPA) and the Interstate Land Sales Act (ILS) and (b) financial, analytical, and legal support services for the oversight of Government-Sponsored Enterprises (e.g., Fannie Mae and Freddie Mac).
- Contracts that are associated with HUD/Housing initiatives such as: (a) workforce, succession, and organizational planning; and (b) the development, implementation, and evaluation of training curricula in the areas of leadership, business skills, and program technical training, based on Housing's on-going analysis of staff competencies.

Salaries and Expenses, Housing and Urban Development
 Budget Activity 3: Housing Programs

HOUSING
 Personal Services
 Summary of Change
 (Dollars in Thousands)

<u>Personal Services</u>	<u>FTE</u>	<u>S&E Cost</u>
Actual 2006	3,111	\$310,805
Current Estimate 2007.....	3,133	\$326,380
<u>Changes Due To</u>		
Additional Workdays (2)	0	2,449
2008 January Pay Raise.....	0	5,765
2007 January Pay Raise.....	0	1,934
Staffing increase/decrease.....	+74	7,701
Other benefit changes.....	0	2,316
Estimate 2008	3,207	\$346,545

Salaries and Expenses, Housing and Urban Development
 Budget Activity 3: Housing Programs

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

<u>Grade:</u>	<u>Estimate</u> <u>2006</u>	<u>Estimate</u> <u>2007</u>	<u>Estimate</u> <u>2008</u>	<u>Increase +</u> <u>Decrease -</u> <u>2008 vs. 2007</u>
Executive Level IV	1	1	1	0
Executive Service	14	10	14	+4
GS-15	169	171	164	-7
GS-14	306	267	296	+29
GS-13	940	903	915	+12
GS-12	1,125	1,149	1,095	-54
GS-11	109	134	106	-28
GS-10	4	5	4	-1
GS-9	88	58	86	+28
GS-8	26	18	25	+7
GS-7	322	342	313	-29
GS-6	12	19	12	-7
GS-5	44	22	43	+21
GS-4	84	22	82	+60
GS-3	26	8	25	+17
GS-2	17	4	17	+13
GS-1	9	0	9	+9
Total Positions	3,296	3,133	3,207	+74
Average ES Salary	\$147,936	\$149,586	\$153,176	+\$3,590
Average GS Salary	\$78,308	\$81,861	\$83,826	+\$1,965
Average GS Grade	11.5	11.8	11.5	-0.3

Salaries and Expenses, Housing and Urban Development
 Budget Activity 3: Housing Programs

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

<u>Object Class</u>	<u>Actual</u> 2006	<u>Estimate</u> 2007	<u>Request</u> 2008	<u>Increase +</u> <u>Decrease -</u> <u>2008 vs. 2007</u>
Personal Services.....	\$310,805	\$326,380	\$346,545	+\$20,165
Travel and Transportation of Persons.....	3,342	3,455	3,900	+445
Transportation of Things.....	18	0	0	0
Rent, Communication & Utilities.....	4	5	5	0
Printing and Reproduction.....	583	325	517	+192
Other Services.....	4,664	2,612	3,773	+1,161
Supplies and Materials.....	241	230	235	+5
Furniture & Equipment.....	52	1	0	-1
Insurance Claims & Indemnities.....	0	0	0	0
Total Obligations.....	\$319,709	\$333,008	\$354,975	+\$21,967

Summary of Housing Staff Requirements

	FTE			Increase + Decrease - 2008 vs 2007
	Actual 2006	Estimate 2007	Estimate 2008	
<u>Housing Employment</u>				
Headquarters	746.0	794.0	813.0	19.0
Field	2,366.0	2,339.0	2,394.0	55.0
Total	3,112.0	3,133.0	3,207.0	74.0

	FTE			Increase + Decrease - 2008 vs 2007
	Actual 2006	Estimate 2007	Estimate 2008	
<u>Housing Headquarters Employment</u>				
Office of the Assistant Secretary for Housing				
Immediate Office of the Assistant Secretary for Housing	15.6	12.0	12.0	0.0
Office of Government Sponsored Enterprises	5.0	5.0	5.0	0.0
Subtotal, A/S	20.6	17.0	17.0	0.0
Office of Insured Health Care Facilities	11.2	13.0	13.0	0.0
DAS for Finance and Budget				
Immediate Office of the DAS	3.5	6.0	6.0	0.0
Office of Asset Sales	6.3	9.0	9.0	0.0
Housing-FHA Comptroller	4.0	4.0	4.0	0.0
Office of Financial Services	4.0	4.0	4.0	0.0
Single Family Insurance Operations Division	48.3	47.0	47.0	0.0
Single Family Post Insurance Division	29.5	32.0	32.0	0.0
Multifamily Operations Division	24.1	24.0	24.0	0.0
Subtotal, OFS	105.9	107.0	107.0	0.0
Office of Financial Analysis and Reporting	51.9	56.0	56.0	0.0
Subtotal, Housing-FHA Comptroller	161.8	167.0	167.0	0.0
Office of Evaluation	20.4	19.0	19.0	0.0
Office of Budget & Field Resources	17.6	19.0	19.0	0.0
Office of Systems and Technology	8.4	9.0	9.0	0.0
Subtotal, F&B Headquarters	218.0	229.0	229.0	0.0

Summary of Housing Staff Requirements

	FTE			Increase + Decrease - 2008 vs 2007
	Actual 2006	Estimate 2007	Estimate 2008	
DAS for Operations				
Immediate Office of the DAS	4.3	5.0	5.0	0.0
Office of Management:				
Immediate Office of the Director	3.0	3.0	3.0	0.0
Employee Services Support Division	10.8	11.0	11.0	0.0
Administrative Services Support Division	10.5	9.0	9.0	0.0
Procurement Management Division	20.1	19.1	19.1	0.0
Organizational Policy, Planning and Analysis Division	16.0	9.5	9.5	0.0
Subtotal, Management	60.4	51.6	51.6	0.0
Office of Business Development:				
Immediate Office of the Director	3.0	3.0	3.0	0.0
Communication and Marketing Division	16.6	24.0	24.0	0.0
Systems and Technology Division	12.2	10.4	10.4	0.0
Subtotal, Business Development	31.8	37.4	37.4	0.0
Subtotal, Operations	96.5	94.0	94.0	0.0
DAS for Regulatory Affairs & Manufactured Housing				
Immediate Office of the DAS	3.8	12.6	12.6	0.0
Office of RESPA & Interstate Land Sales	21.0	30.1	30.1	0.0
Office of Manufactured Housing Programs	11.6	11.3	11.3	0.0
Subtotal, RAMH	36.4	54.0	54.0	0.0
DAS for Single Family Housing Programs				
Immediate Office of the DAS	11.5	12.0	12.0	0.0
Office of Single Family Program Development	35.3	38.6	41.7	3.1
Office of Single Family Asset Management	73.5	80.1	80.0	-0.1
Office of Lender Activities and Program Compliance	39.3	42.0	43.0	1.0
Subtotal, SF Headquarters	159.6	172.7	176.7	4.0

Summary of Housing Staff Requirements

	FTE			Increase + Decrease - 2008 vs 2007
	Actual 2006	Estimate 2007	Estimate 2008	
DAS for Multifamily Housing Programs				
Immediate Office of the DAS	10.5	10.6	10.6	0.0
Office of Housing Assistance and Grant Administration	30.0	33.3	33.3	0.0
Office of Housing Assistance Contract Administration Oversight	24.1	26.4	26.4	0.0
Office of Program Systems Management	10.5	10.0	10.0	0.0
Office of Multifamily Development	36.2	39.0	39.0	0.0
Office of Asset Management	40.1	39.0	39.0	0.0
Financial Management of Project-Based Section 8	0.0	0.0	15.0	15.0
Subtotal, MF Headquarters	151.4	158.3	173.3	15.0
DAS for Affordable Housing Preservation				
OAHP Headquarters Staff	23.9	27.1	26.2	-0.9
OAHP Outstationed HQ Staff	28.4	28.9	29.8	0.9
Subtotal, OAHP	52.3	56.0	56.0	0.0
Subtotal, Housing Headquarters	746.0	794.0	813.0	19.0
<u>Housing Field Employment</u>				
DAS for Finance and Budget				
Albany Financial Operations Center				
Office of the Director	3.8	3.0	3.0	0.0
Asset Recovery Division	27.6	30.0	30.0	0.0
Insurance Operations Division	13.9	13.0	13.0	0.0
Subtotal, F&B Field	45.3	46.0	46.0	0.0
DAS for Single Family Housing				
Single Family Homeownership Centers				
Offices of the HOC Directors	18.9	22.0	27.0	5.0
Customer Service and Operations Divisions	47.9	32.0	45.7	13.7
Quality Assurance Divisions	135.0	117.9	132.0	14.1
Processing and Underwriting Divisions	224.3	243.9	221.0	-22.9
Program Support Divisions	176.1	152.6	200.3	47.7
Real Estate Owned Divisions	146.0	169.6	147.0	-22.6
Subtotal, SF Field	748.2	738.0	773.0	35.0

Summary of Housing Staff Requirements

	FTE			Increase + Decrease - 2008 vs 2007
	Actual 2006	Estimate 2007	Estimate 2008	
DAS for Multifamily Housing				
Multifamily Property Disposition Centers:				
Offices of the MF PD Center Directors	3.0	4.0	4.0	0.0
Management Teams	19.5	18.8	18.8	0.0
Sales Teams	18.4	15.5	15.5	0.0
Subtotal, MF PD Centers	40.9	38.3	38.3	0.0
Multifamily Hubs:				
Offices of the Hub and PC Directors	73.0	72.8	72.8	0.0
HUB Operations	137.7	137.9	137.9	0.0
Asset Development	524.4	539.4	539.4	0.0
Asset Management	796.5	766.6	766.6	0.0
Subtotal, MF Hubs	1,531.6	1,516.7	1,516.7	0.0
Financial Management of Project-Based Section 8	0.0	0.0	20.0	20.0
Subtotal, MF Field	1,572.5	1,555.0	1,575.0	20.0
 Subtotal, Housing Field	 2,366.0	 2,339.0	 2,394.0	 55.0
 Total, Housing	 <u>3,112.0</u>	 <u>3,133.0</u>	 <u>3,207.0</u>	 74.0
	Estimate	Enacted	Estimate	Increase +
	2006	2007	2008	Decrease -
	<hr/>			2008 vs 2007
<u>Summary</u>				
Immediate Office of the A/S for Housing	15.6	12.0	12.0	0.0
Government-Sponsored Enterprises Staff	5.0	5.0	5.0	0.0
Office of Health Care Facilities	11.2	13.0	13.0	0.0
DAS for Finance and Budget	263.3	275.0	275.0	0.0
DAS for Operations	96.5	94.0	94.0	0.0
DAS for Regulatory Affairs & Manufactured Housing	36.4	54.0	54.0	0.0
DAS for Single Family Housing	907.8	910.7	949.7	39.0
DAS for Multifamily Housing	1,723.9	1,713.3	1,748.3	35.0
DAS for Affordable Housing Preservation	52.3	56.0	56.0	0.0
 Total, Housing	 <u>3,112.0</u>	 <u>3,133.0</u>	 <u>3,207.0</u>	 <u>74.0</u>

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----			----- Fiscal Year 2008 -----		
		Actual Accomplishment	Actual Unit Cost (Hrs)	Unit FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	Unit FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	Unit FTE
Summary										
Office of the FHA Commissioner—A/S for Housing				15.6					12.0	12.0
Office of Government Sponsored Enterprises				5.0					5.0	5.0
Office of Insured Health Care Facilities				11.2					13.0	13.0
DAS for Finance and Budget				263.3					275.0	275.0
DAS for Operations				96.5					94.0	94.0
DAS for Regulatory Affairs & Manufactured Hsng				36.4					54.0	54.0
DAS for Single Family Housing				907.8					910.7	949.7
DAS for Multifamily Housing Programs				1,723.9					1,713.3	1,748.3
DAS for Affordable Housing Preservation				52.3					56.0	56.0
Total, Housing				3,112.0					3,133.0	3,207.0
<u>OFFICE of HOUSING</u>										
<u>Assistant Secretary for Housing</u>										
Immediate Office of the Assistant Secretary										
Provide Policy and Program Support	NA	10.6	8.0	8.0
Provide General Direction	# of encumbered positions	5	2,080.00	5.0	4	2,080.00	4.0	4	2,096.00	4.0
Subtotal				15.6					12.0	12.0
Government-Sponsored Enterprises Staff										
Perform GSE Regulatory Oversight	NA	4.0	3.0	3.0
Provide General Direction	# of encumbered positions	1	2,080.00	1.0	2	2,080.00	2.0	2	2,096.00	2.0
Subtotal				5.0					5.0	5.0
Subtotal, Office of the Assistant Secretary				20.6					17.0	17.0

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----			----- Fiscal Year 2008 -----		
		Actual Accomplishment	Actual Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Office of Insured Health Care Facilities										
Insured Health Care Application Process	# of (full) Applications	16	430.00	3.3	15	554.67	4.0	16	540.00	4.1
Insured Health Care Loan Management	# of Insured and Secretary-held Loans in Portfolio	74	191.62	6.8	74	196.50	7.0	74	196.50	6.9
Provide General Direction	# of encumbered positions	1	2,080.00	1.1	2	2,080.00	2.0	2	2,096.00	2.0
Subtotal, Insured Health Care Facilities				11.2			13.0			13.0
<u>DAS for Finance and Budget</u>										
Headquarters										
Immediate Office of the DAS for Finance and Budget										
Program Management and Policy Evaluation	NA	1.5	3.0	3.0
General Direction	# of encumbered positions	2	2,080.00	2.0	3	2,080.00	3.0	3	2,096.00	3.0
Subtotal				3.5			6.0			6.0
Office of Asset Sales										
Perform Note Sales	NA	4.5	7.0	7.0
Provide General Direction	# of encumbered positions	2	2,080.00	1.8	2	2,080.00	2.0	2	2,096.00	2.0
Subtotal				6.3			9.0			9.0
Housing-FHA Comptroller										
Perform Program Management and Policy Evaluation	NA	1.0	1.0	1.0
Provide General Direction	# of encumbered positions	3	2,080.00	3.0	3	2,080.00	3.0	3	2,096.00	3.0
Subtotal				4.0			4.0			4.0
Office of Financial Services										
Provide Program and Policy Analysis	NA	1.0	1.0	1.0
Provide General Direction	# of encumbered positions	3	2,080.00	3.0	3	2,080.00	3.0	3	2,096.00	3.0
Subtotal				4.0			4.0			4.0
Single Family Insurance Operations Division										
Manage Systems	# of systems managed	6	4,393.26	12.7	6	5,910.59	17.0	6	5,938.00	17.0
Process Insurance in Force	# of insured SF Mortgages In Force (000's)	4,032	9.33	18.1	4,000	8.32	16.0	4,000	8.38	16.0

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----			----- Fiscal Year 2008 -----		
		Actual Accomplishment	Actual Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Process Refunds	# of cases for which refunds were processed (000's)	425	85.43	17.5	420	69.33	14.0	420	69.87	14.0
Subtotal				48.3			47.0			47.0
Single Family Post Insurance Division										
Process Claims	# of SF properties in the portfolio	199,287	0.24	23.0	200,000	0.25	24.0	201,216	0.25	24.0
Manage Property Portfolio	# of SF properties in the portfolio	30,503	0.44	6.5	30,559	0.55	8.0	30,559	0.55	8.0
Subtotal				29.5			32.0			32.0
Multifamily Operation Division										
Provide MF Notes Servicing	# of MF Notes in Portfolio	2,963	4.63	6.6	2,595	4.84	6.0	2,595	4.84	6.0
Process MF Insurance in Force	# of Insured MF Mortgages In Force	12,361	1.74	10.3	13,396	1.56	10.0	13,396	1.56	10.0
Process MF Claims	# of Multifamily Mortgage Claims Processed	350	42.86	7.2	473	35.18	8.0	473	35.50	8.0
Subtotal				24.1			24.0			24.0
Office of Financial Analysis and Reporting										
Perform Financial Analysis and Funding Controls	NA	4.4	8.0	8.0
Perform General Ledger Activities	NA	27.8	25.0	25.0
Perform Cash Controls Functions	NA	10.6	15.0	15.0
Perform Reporting and Audit Monitoring	NA	6.9	3.0	3.0
Perform Improper Payment Reviews/Data Mining	NA	0.1	1.0	1.0
Perform Systems Projects and Operational Activities	NA	0.1	1.0	1.0
Provide General Direction	# of encumbered positions	2	2,080.00	2.0	3	2,080.00	3.0	3	2,096.00	3.0
Subtotal				51.9			56.0			56.0
Office of Evaluation										
Perform actuarial, credit and policy analysis	NA	15.7	14.0	14.0
Manage and monitor FHA investments	NA	1.6	1.5	1.5
Perform contract administration	NA	0.3	0.5	0.5
Perform General Direction	# of encumbered positions	3	2,080.00	2.8	3	2,080.00	3.0	3	2,096.00	3.0

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----			----- Fiscal Year 2008 -----		
		Actual Accomplishment	Actual Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Subtotal				20.4			19.0			19.0
Office of Budget & Field Resources										
Perform Housing Budget Formulation/Execution	NA	14.1	13.9	13.9
Perform Legislation Activities	NA	1.2	1.1	1.1
Perform General Direction	# of encumbered positions	2	2,080.00	2.3	4	2,080.00	4.0	4	2,096.00	4.0
Subtotal				17.6			19.0			19.0
Office of Systems and Technology										
Provide Housing Systems Support	# of Systems Supported	46	289.00	6.4	46	317.74	7.0	46	317.74	7.0
Perform General Direction	# of encumbered positions	2	2,080.00	2.0	2	2,080.00	2.0	2	2,096.00	2.0
Subtotal				8.4			9.0			9.0
Subtotal, DAS for F&B – Headquarters				218.0			229.0			229.0
DAS for Finance and Budget										
Field (Albany Financial Operations Center)										
Immediate Office of the Director										
Provide Special Projects Support - Albany FOC	NA	1.8	1.0	1.0
Perform General Direction	# of encumbered positions	2	2,080.00	2.0	2	2,080.00	2.0	2	2,096.00	2.0
Subtotal				3.8			3.0			3.0
Asset Recovery Division										
Process Notes Portfolio	# of Notes in Portfolio	26,629	2.08	26.6	27,050	2.23	29.0	27,100	2.24	29.0
Perform General Direction	# of encumbered positions	1	2,080.00	1.0	1	2,080.00	1.0	1	2,096.00	1.0
Subtotal				27.6			30.0			30.0
Insurance Operations Division										
Process Title I Insurance In Force	# of Title I loans w/ insurance in force	53,874	0.05	1.3	50,844	0.09	2.2	51,235	0.09	2.2
Process Claims	# of Claims Received	1,520	5.82	4.3	1,600	6.11	4.7	1,600	6.16	4.7
Financial Transactions Processing	# of Notes in Portfolio	28,096	0.08	1.1	29,000	0.07	1.0	29,000	0.07	1.0
Perform Commercial Debt Recovery	# of commercial debts	1,467	8.74	6.2	1,500	5.69	4.1	1,500	5.73	4.1
Perform General Direction	# of encumbered positions	1	2,080.00	1.0	1	2,080.00	1.0	1	2,096.00	1.0
Subtotal				13.9			13.0			13.0

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----			----- Fiscal Year 2008 -----		
		Actual Accomplishment	Actual Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Subtotal, DAS for R&B – Field				45.3			46.0			46.0
Subtotal, DAS for Finance and Budget				263.3			275.0			275.0
<u>DAS for Operations</u>										
Immediate Office of the DAS for Operations										
Provide Operations Policy and Program Support (Including Environmental Support)	NA	2.1	1.0	1.0
Provide General Direction	# of encumbered positions	2	2,080.00	2.2	4	2,080.00	4.0	4	2,096.00	4.0
Subtotal				4.3			5.0			5.0
Office of Management										
Provide General Direction	# of encumbered positions	3	2,080.00	3.0	3	2,080.00	3.0	3	2,096.00	3.0
Subtotal				3.0			3.0			3.0
Employee Services Support Division										
Provide General Support Services	Number of Employees Supported In all of Housing	3,112	7.21	10.8	3,133	7.30	11.0	3,207	7.20	11.0
Subtotal				10.8			11.0			11.0
Administrative Services Support Division										
Provide General Support Services	Number of Employees Supported In all of Housing	3,112	7.00	10.5	3,133	5.98	9.0	3,207	5.91	9.0
Subtotal				10.5			9.0			9.0
Procurement Management Division										
Perform Contract Administration	# of Contract Actions Performed	659	39.47	12.5	600	39.52	11.4	600	39.82	11.4
Perform Procurement Management	NA	6.5	6.0	5.9
Develop and Perform Training	# of Housing Employees	3,112	0.70	1.1	3,133	1.15	1.7	3,207	1.15	1.8
Subtotal				20.1			19.1			19.1
Organizational Policy, Planning and Analysis Division										
Monitor and Oversee Housing's Organizational Policy, Planning, Analysis and Selected Legal Activities	NA	15.0	8.0	8.0

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----			----- Fiscal Year 2008 -----		
		Actual Accomplishment	Actual Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Provide Technical Guidance and Support Services to Housing's Program and Admin. Offices, Partners, and Clients	NA	1.0	1.5	1.5
Subtotal				16.0			9.5			9.5
Office of Business Development										
Provide General Direction	# of encumbered positions	3.0	2,080.00	3.0	3.0	2,080.00	3.0	3.0	2,096.00	3.0
Subtotal				3.0			3.0			3.0
Communication and Marketing Division										
Perform Communications and Marketing Initiatives	Number of Program Offices Supported	90	383.32	16.6	90	555.00	24.0	90	560.00	24.0
Subtotal				16.6			24.0			24.0
Systems and Technology Division										
Perform Office Technology Coordination	Number of Systems Users	850	22.35	9.1	793	14.15	5.4	793	14.15	5.4
Perform Web Management Activities	NA	2.5	4.0	4.0
Perform E-Government Activities	NA	0.6	1.0	1.0
Subtotal				12.2			10.4			10.4
Subtotal, DAS for Operations				96.5			94.0			94.0
<u>DAS for Regulatory Affairs & Manufactured Housing</u>										
Immediate Office of the DAS for RAMH										
Develop Policy and Perform Special Initiatives	NA	0.0	9.6	9.6
General Direction	# of encumbered positions	4	2,080.00	3.8	3	2,080.00	3.0	3	2,096.00	3.0
Subtotal				3.8			12.6			12.6
Office of RESPA & Interstate Land Sales										
Register Developers	# of Registrations Received	5,058	1.80	4.4	5,000	2.08	5.0	5,100	3.80	9.2
Perform ILS Compliance Investigation	# of ILS Cases Received	613	7.50	2.2	613	8.48	2.5	670	8.90	2.8
Perform RESPA Compliant Investigation	# of RESPA Complaints Closed	6,152	4.08	12.1	6,200	6.58	19.6	6,200	5.10	15.1

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----			----- Fiscal Year 2008 -----		
		Actual Accomplishment	Actual Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Provide General Direction	# of Encumbered positions	2	2,080.00	2.3	3	2,080.00	3.0	3	2,096.00	3.0
Subtotal				21.0			30.1			30.1
Office of Manufactured Housing Programs										
Develop Policy/Special Initiatives	NA	1.2	2.5	1.2
Perform Technical Reviews of Manufactured Housing Products and Enforcement Duties	# of Technical Reviews Received	3,050	4.92	7.2	3,050	3.41	5.0	3,050	4.90	7.1
Administer Requirement of the Manufactured Hsng Improvement Act (MIHAS)	NA	1.0	1.8	1.0
Perform General Direction	# of encumbered positions	2	2,080.00	2.2	2	2,080.00	2.0	2	2,096.00	2.0
Subtotal				11.6			11.3			11.3
Subtotal, DAS for RAM				36.4			54.0			54.0
<u>DAS for Single Family Housing</u>										
Headquarters										
Immediate Office of the DAS for Single Family Housing										
Perform National Program Management	NA	8.2	9.0	9.0
General Direction	# of encumbered positions	3	2,080.00	3.3	3	2,080.00	3.0	3	2,096.00	3.0
Subtotal				11.5			12.0			12.0
Office of Single Family Program Development										
Provide Home Mortgage Insurance Services	# of FHA Applications Received	635,801	0.07	21.4	624,000	0.08	24.0	650,000	0.08	23.8
Provide Program Support Services	NA	4.5	4.6	7.2
Administer Housing Counseling Program	NA	6.2	7.0	7.7
Provide General Direction Services	# of encumbered positions	3	2,080.00	3.2	3	2,080.00	3.0	3	2,096.00	3.0
Subtotal				35.3			38.6			41.7
Office of Single Family Asset Management										
Perform Policy Related Work (HQ)	NA	25.7	14.8	15.0
Perform Customer Service (HQ)	# of Controlled Correspondence	416	30.72	6.1	416	36.00	7.2	416	36.28	7.2

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----			----- Fiscal Year 2008 -----		
		Actual Accomplishment	Actual Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Perform Contract Administration (HQ)	# of Procurement Plan Actions	69	24.30	0.8	69	90.43	3.0	69	91.13	3.0
Participate in Audit Process (HQ)	# of Open Audits	6	87.48	0.3	22	95.00	1.0	22	96.00	1.0
Respond to Customer Inquiries via the Call Center (OK)	# of Inquiries registered in the Vantive System	247,549	0.06	7.1	156,000	0.04	3.0	157,200	0.04	3.0
Service Other Secretary-owned Mortgages (OK)	# of Other Secretary-Owned Mortgages in the Portfolio	205,777	0.08	7.9	199,900	0.22	21.1	200,073	0.22	21.0
Provide Loss Mitigation Services (OK)	# of Defaults Reported in the F42D System	253,656	0.17	20.7	253,000	0.23	28.0	253,000	0.23	27.8
Provide General Direction Services (HQ)	# of encumbered positions	5	2,080.00	4.9	2	2,080.00	2.0	2	2,096.00	2.0
Subtotal				73.5			80.1			80.0
Office of Lender Activities and Program Compliance										
Provide Lender Approval Services	# of Applications Received	1,085	31.91	16.6	1,200	21.32	12.3	1,200	21.32	12.2
Provide Lender Recertification Services	# of Lenders Recertified	8,535	1.41	5.8	10,000	2.43	11.7	10,000	2.43	11.6
Conduct Quality Assurance Reviews	# of QA Reviews for Title I and Title II cases	553	29.62	7.9	500	14.56	3.5	500	12.16	2.9
Perform Credit Watch Terminations	# of Proposed Lender Branch Terminations	21	117.66	1.2	30	152.53	2.2	30	152.53	2.2
Conduct Risk Management Operations	# of Staff at SF HOCs Supported	137	28.10	1.9	160	55.24	4.2	160	55.24	4.2
Mortgage Review Board	NA	3.7	5.1	6.9
Provide General Direction Services	# of encumbered positions	2	2,080.00	2.2	3	2,080.00	3.0	3	2,096.00	3.0
Subtotal				39.3			42.0			43.0
Subtotal, DAS for SF – Headquarters				159.6			172.7			176.7
<u>DAS for Single Family Housing</u>										
Field (Single Family Home Ownership Centers)										
Offices of the HOC Directors										
Provide HOC Policy Support	NA	11.1	10.0	15.0
Provide General Direction	# of encumbered positions	7.8	2,080.00	7.8	12.0	2,080.00	12.0	12.0	2,096.00	12.0
Subtotal				18.9			22.0			27.0

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----			----- Fiscal Year 2008 -----		
		Actual Accomplishment	Actual Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Customer Service and Operations Divisions										
Provide Customer Service Functions	# of Inquiries Received (Written & Oral)	111,184	0.47	25.1	42,000	0.39	7.9	42,000	0.60	12.0
Perform Operations Functions	NA	17.7	18.1	25.7
Provide General Direction	# of encumbered positions	5	2,080.00	5.1	6	2,080.00	6.0	8	2,096.00	8.0
Subtotal				47.9			32.0			45.7
Quality Assurance Divisions										
Perform Reviews of Lenders, Risk Assessment and Quality Control	# of On-Site Lender Reviews Conducted	542	464.32	121.0	500	356.50	85.7	500	389.10	92.8
Perform Reviews of Monitoring Reports	# of Monitoring Reports Reviewed	576	35.41	9.8	600	83.89	24.2	620	105.48	31.2
Provide General Direction	# of encumbered positions	4	2,080.00	4.2	8	2,080.00	8.0	8	2,096.00	8.0
Subtotal				135.0			117.9			132.0
Processing and Underwriting Divisions										
Perform Post-Endorsement Technical Reviews	# of Post-Endorsement Tech Review Conducted	24,774	4.17	49.7	24,700	2.90	34.4	24,800	2.77	32.8
HOC Administrative Work	NA	33.3	0.0	0.0
HOC FHA Insurance Endorsement (Underwriting)	# of Insurance Endorsement Cases reviewed	163,176	0.67	52.6	163,500	1.59	125.0	164,000	1.37	107.2
Process Lender Test Cases - Mortgage Insurance Certificate (MIC)	# of Test Cases Processed	1,355	14.93	9.7	1,400	9.95	6.7	1,300	8.38	5.2
Perform Appraisal Review Process	# of Reviews Processed	9,569	3.52	16.2	9,600	5.35	24.7	9,500	5.35	24.4
Provide Technical Assistance to lenders, appraisers, builders and others	# of Phone Calls and Emails	335,676	0.36	58.1	335,000	0.28	45.1	324,880	0.28	43.4
Provide General Direction	# of encumbered positions	5	2,080.00	4.7	8	2,080.00	8.0	8	2,096.00	8.0
Subtotal				224.3			243.9			221.0
Program Support Divisions										
Review and approve SuperNOFA Housing Counseling Grant Applications	Number of Applications Approved	330	383.12	60.8	330	376.29	59.7	334	383.12	61.1
Perform M&M contract monitoring	Number of Contracts	20	1,258.61	12.1	20	946.40	9.1	20	1,100.40	10.5
Provide Support to other Divisions/ Ad Hoc Duties	NA	6.2	4.0	13.4

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----			----- Fiscal Year 2008 -----		
		Actual Accomplishment	Actual Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Perform Nonprofit Program Activities	# of New/Recertification Nonprofit Agencies Maintained	267	156.63	20.1	270	215.70	28.0	280	239.54	32.0
Perform Housing Counseling Program Activities	# of HUD Approved Housing Counseling Agencies	1,093	92.36	48.5	1,000	49.92	24.0	1,000	62.46	29.8
Perform Education, Outreach and Support Activities	NA	24.0	19.8	45.5
Provide General Direction	# of encumbered positions	4	2,080.00	4.4	8	2,080.00	8.0	8	2,096.00	8.0
Subtotal				176.1			152.6			200.3
Real Estate Owned Divisions										
Perform Monitoring of Properties	Number of Acquisitions	51,800	0.59	14.7	52,000	0.51	12.8	51,373	0.51	12.5
Perform Property Management and Sales	Number of Closings/ Property Sales	51,237	1.22	30.1	55,000	1.54	40.7	54,000	1.46	37.6
Perform Contract Monitoring	# of Contracts Monitored	22	6,793.97	71.9	30	5,478.51	79.0	28	5,190.20	69.3
Perform Support Activities (Other REO Administration)	NA	15.6	14.5	5.2
Perform REO Support Activities (Performed by PSD)	# of Contracts Monitored	50	346.19	8.3	50	607.36	14.6	50	603.65	14.4
Provide General Direction	# of encumbered positions	5	2,080.00	5.4	8	2,080.00	8.0	8	2,096.00	8.0
Subtotal				146.0			169.6			147.0
Subtotal, DAS for SF – Field				748.2			738.0			773.0
Subtotal, DAS for Single Family Housing				907.8			910.7			949.7
<u>DAS for Multifamily Housing Programs</u>										
Headquarters										
Immediate Office of the DAS for Multifamily Housing Programs										
Policy Staff	NA	6.5	6.6	6.6
Provide General Direction	# of encumbered positions	4	2,080.00	4.0	4	2,080.00	4.0	4	2,096.00	4.0
Subtotal				10.5			10.6			10.6
Office of Housing Assistance and Grants Administration										

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----			----- Fiscal Year 2008 -----		
		Actual Accomplishment	Actual Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Perform Housing Assistance Policy Functions	# of Hubs supported	18	901.33	7.8	18	980.00	8.5	18	989.78	8.5
Provide Grant and Housing Assistance Field Support	# of Hubs supported	18	197.03	1.7	18	272.00	2.4	18	279.47	2.4
Support RHIP and E-Grants Initiatives and Perform Special Projects	NA	3.9	4.0	4.0
Provide Grant Policy and Management Process Waivers	# of Grants , Capital Advances and Applications	9,501	1.99	9.1	9,500	2.23	10.2	9,500	2.25	10.2
	# of waivers processed	366	21.81	3.8	300	28.90	4.2	300	29.34	4.2
Provide General Direction	# of encumbered positions	4	2,080.00	3.7	4	2,080.00	4.0	4	2,096.00	4.0
Subtotal				30.0			33.3			33.3
Office of Housing Assistance Contract Admin. Oversight										
Perform Management, Monitoring, and Oversight of Neighborhood Networks	N/A	1.6	3.0	3.0
Perform Monitoring, Oversight and Evaluation	N/A	10.5	12.0	12.0
Perform Financial Operation Activities	N/A	6.7	6.4	6.4
Perform Tenant Rental Assistance Certification (TRACS) Functions	N/A	1.3	2.0	2.0
Provide General Direction	# of encumbered positions	4	2,080.00	4.0	3	2,080.00	3.0	3	2,096.00	3.0
Subtotal				24.1			26.4			26.4
Office of Program Systems Management										
Provide Program Systems Management	NA	7.5	8.0	8.0
Provide General Direction	# of encumbered positions	3	2,080.00	3.0	2	2,080.00	2.0	2	2,096.00	2.0
Subtotal				10.5			10.0			10.0
Office of Multifamily Development										
Provide Technical Assistance to field offices	NA	8.3	9.0	9.0
Provide Policy Support for Multifamily development	NA	9.8	10.0	10.0
Perform MAP Lender Qualifications	N/A	15.6	16.0	16.0

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----			----- Fiscal Year 2008 -----		
		Actual Accomplishment	Actual Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Provide General Direction	# of encumbered positions	3	2,080.00	2.5	4	2,080.00	4.0	4	2,096.00	4.0
Subtotal				36.2			39.0			39.0
Office of Asset Management										
Perform Policy and Participation Standards Functions	NA	9.3	9.0	9.0
Manage Portfolio	# of properties maintained in M/F Portfolio	28,766	1.19	16.5	28,549	1.02	14.0	28,563	1.02	13.9
Perform Business Relationships and Special Initiatives	NA	9.9	10.0	10.0
Manage Multifamily Property Disposition/Special Projects and Training	NA	0.5	2.0	2.1
Provide General Direction	# of encumbered positions	4	2,080.00	3.9	4	2,080.00	4.0	4	2,096.00	4.0
Subtotal				40.1			39.0			39.0
Financial Management of Project-Based Section 8										
All Headquarters Activities		15.0
Subtotal				0.0			0.0			15.0
Subtotal, DAS for MF – Headquarters				151.4			158.3			173.3
<u>DAS for Multifamily Housing Programs</u>										
Field (Multifamily Hubs/PD Cts./Program Cts.)										
Multifamily Property Disposition Centers										
General Direction - Two PD Ctrs.	NA	3	2,080.00	3.0	4	2,080.00	4.0	4	2,096.00	4.0
Subtotal				3.0			4.0			4.0
Management Teams										
Provide inventory management and relocation (insured and uninsured) services	# of Mortgagee-in-Possession & HUD-Owned Properties in Inventory	5	3,886.85	9.3	5	4,160.00	10.0	5	4,192.00	10.0
Perform Relocation Activities	# of Families Requiring Relocation	793	13.69	5.2	790	13.16	5.0	790	13.27	5.0
Property Disposition - GTR Activities	# of PD Contracts Administered	13	200.91	1.3	15	200.00	1.4	15	200.00	1.4
Manage Up-Front Grants	# of Up-Front Grants Administered	48	158.82	3.7	50	100.00	2.4	50	100.00	2.4

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----			----- Fiscal Year 2008 -----		
		Actual Accomplishment	Actual Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Subtotal				19.5			18.8			18.8
Sales Teams										
Process Sales	# of Properties for Sale at the beginning of the month	29	1,250.52	17.4	30	1,046.93	15.1	30	1,054.99	15.1
Advertise Property (only performed in FTW)	# of Properties Advertised	131	15.09	1.0	125	6.66	0.4	125	6.71	0.4
Subtotal				18.4			15.5			15.5
Subtotal				40.9			38.3			38.3
Multifamily Hubs and Program Centers										
Offices of the Hub Directors and PC Directors										
General Direction - Hubs	# of encumbered positions	38	2,080.00	38.0	39	2,080.00	38.9	39	2,096.00	38.9
General Direction - Program Ctrs.	# of encumbered positions	35	2,080.00	35.0	34	2,080.00	33.9	34	2,096.00	33.9
Subtotal				73.0			72.8			72.8
Hub Operations										
Procurement/Contract Admin.	N/A	6.6	7.0	7.0
Support 202/811 Application Processing	NA	4.6	3.5	3.5
Support MAP & TAP Application Processing	N/A	9.8	10.0	10.2
Construction Monitoring	N/A	15.4	15.0	15.3
Information Technology, Data Quality and Reports	NA	17.6	20.0	20.0
Monitor Section 8 Performance-Based Contract Administrator and Provide COAM Oversight	# of PBCA Contracts	1,469	36.86	26.0	1,500	36.75	26.5	1,500	36.75	26.3
	# of Troubled and Potentially Troubled Projects in HUB Portfolio	3,864	10.13	18.8	4,000	9.20	17.7	4,000	9.22	17.6
Provide Project Management (Field) Hub Ops Administrative Coordination	NA	11.2	14.0	14.0
Monitor Grant Administration	# of Grants in HUB Portfolio	1,708	16.81	13.8	1,800	16.64	14.4	1,800	16.65	14.3
Neighborhood Networks	# of Neighborhood Networks in HUB Portfolio	1,548	12.28	9.1	1,200	10.00	5.8	1,200	10.00	5.7
Audits Management	# of Open Audit Findings at the end of the month	61	12.51	0.4	50	12.21	0.3	50	12.21	0.3

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----			----- Fiscal Year 2008 -----		
		Actual Accomplishment	Actual Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Prepare and Report on Management Plan	# of Field Offices Supported	66	137.75	4.4	66	117.27	3.7	66	117.27	3.7
Subtotal				137.7			137.9			137.9
Asset Development										
Process TAP Applications	Number of Traditional Applications (TAP) Processed	1,500	106.10	76.5	1,530	107.81	79.3	1,530	107.81	78.7
Review and Process MAP Applications	Number of MAP applications reviewed	383	1,138.53	209.6	400	1,124.76	216.3	400	1,125.03	214.7
Administer 202/811 Programs, Risk Sharing and Other Special Purpose Grts	Number of Section 202/811 applications	1,033	238.24	118.3	1,100	236.36	125.0	1,100	236.28	124.0
Initial Endorsement /Closing	Total number of initial closings (MAP, TAP, 2102/811)	1,282	64.53	39.8	1,200	63.00	36.3	1,200	63.00	36.1
Monitor Construction Projects	Number of 202/811, TAP and MAP Projects Monitored	47	2,077.13	46.9	50	2,142.40	51.5	50	2,142.11	51.1
Process Final Closings	Number of final closings processed	1,358	32.51	21.2	1,345	30.31	19.6	1,342	30.31	19.4
Procurement/Contract Administration (Includes TDC Purchase Orders – Invoices & Contracts)	N/A	8.1	8.0	12.0
Process Owner's Audited Cost Certification	Number of Cost Certificates Processed	628	13.20	4.0	620	11.41	3.4	620	11.49	3.4
Subtotal				524.4			539.4			539.4
Asset Management										
Monitor Performance-Based Contract Administrator (PBCA)	# of Section 8 Contracts Assigned to the PBCAs	13,188	15.93	101.0	17,495	15.00	126.2	17,495	15.12	126.2
Liaison w/ PD on Foreclosures, Mortgagee-In-Possession, or HUD-Owned Projects	# of Foreclosures, MIPs, and HUD-Owned Properties	20	592.00	5.7	20	550.00	5.3	20	555.44	5.3
HUD-Admin Section 8 Contracts and Project Rental Assistance Contracts	# of HUD-Administered Section 8 Contracts and Project Rental Assistance Contracts	11,677	19.81	111.2	5,000	16.81	40.4	5,000	16.94	40.4
Manage Project Financial Information	# of Projects in Portfolio requiring Financial Statement	20,900	9.58	96.3	21,500	10.80	111.6	21,500	10.88	111.6

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----			----- Fiscal Year 2008 -----		
		Actual Accomplishment	Actual Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Manage Projects	# of Active Properties in Program Center Portfolio	28,496	21.68	297.0	29,500	22.00	312.0	29,500	22.17	312.0
Service Mortgages	# of insured, HUD-held, and 202/811 Projects under management	19,465	13.88	129.9	21,800	13.00	136.3	21,800	13.10	136.3
Monitor Contract Administrator	# of Section 8 contracts Administered by the CA	3,639	17.38	30.4	0	15.00	0.0	0	15.00	0.0
Administer Grants and Flexible Subsidies	# of Open Grants (incl. Flex. Sub.) in the PC Jurisdiction	1,542	20.18	15.0	2,350	25.00	28.2	2,350	25.15	28.2
Administer Neighborhood Networks	Established in the PC Jurisdiction	1,548	10.59	7.9	1,256	9.00	5.4	1,256	9.00	5.4
Other Administration	NA			2.1			1.2			1.2
Subtotal				796.5			766.6			766.6
Subtotal, MF Hubs and PCs				1,531.6			1,516.7			1,516.7
Financial Management of Project-Based Section 8										
All Field Office Activities		20.0
Subtotal				0.0			0.0			20.0
Subtotal, DAS for MF – Field				1,572.5			1,555.0			1,575.0
Subtotal, DAS for Multifamily Housing Programs				1,723.9			1,713.3			1,748.3

Detail of Housing Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----			----- Fiscal Year 2008 -----		
		Actual Accomplishment	Actual Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
<u>DAS for Affordable Housing Preservation</u>										
OAHP Headquarters										
Provide Multifamily Housing Assistance Restructuring Support Services	Number of Full Restructurings	121	376.00	21.9	139	376.00	25.1	135	376.00	24.2
Perform General Direction	# of encumbered positions	2	2,080.00	2.0	2	2,080.00	2.0	2	2,096.00	2.0
Subtotal				23.9			27.1			26.2
OAHP Outstationed Headquarters										
Provide Multifamily Housing Assistance Restructuring	Number of Completed/Closings Restructures	265	191.36	24.4	271	191.36	24.9	272	191.36	24.8
Perform General Direction	# of encumbered positions	4	2,080.00	4.0	4	2,080.00	4.0	5	2,096.00	5.0
Subtotal				28.4			28.9			29.8
Subtotal, DAS for Affordable Housing Preservation				52.3			56.0			56.0
Total, Office of Housing				3,112.0			3,133.0			3,207.0

Salaries and Expenses, Housing and Urban Development
Budget Activity 3: Housing Programs

EXPLANATION OF CHANGES FROM 2007 BUDGET ESTIMATES TO 2008 BUDGET ESTIMATES

For fiscal year 2008, Housing is requesting 3,207 FTE, an increase of 74 FTE above the fiscal year 2007 level of 3,133 FTE. This increase is composed of the following components.

1. Single Family: 39 FTE

- To revamp Single Family business processes in line with current trends and practices in the mortgage industry.
- To undertake industry analysis, promotional strategies, and event facilitation associated with efforts to expand FHA products.
- To increase programmatic oversight of Housing Counseling grantees.
- To increase oversight of FHA appraisers and Special Property Inspections of REO properties to assure appropriate quality control of the performance of Housing's Management & Marketing contractors.
- To certify or recertify an increased number of nonprofit organizations for participation in FHA's Single Family mortgage insurance programs.
- To prepare and publish revised and updated regulations that increase lender compliance and accountability for Single Family FHA mortgage insurance programs.

2. Multifamily: 35 FTE

- To transfer, from the Office of Public and Indian Housing to the Office of Housing, the FTE associated with a proposed transfer of the project-based Section 8 functions performed by the Financial Management Center.

EXPLANATION OF CHANGES FROM 2006 BUDGET ESTIMATES TO 2007 BUDGET ESTIMATES

In fiscal year 2006, Housing was given the authority to fill 263 positions from outside the Department so long as Housing did not exceed its staffing ceiling of 3,172 FTE. As soon as Housing was granted this authority, it began an energetic hiring initiative, which included providing the Office of Administration with \$200 thousand of contractor support for recruitment processing in the Office of Human Resources. With this external hiring authority, Housing has been able to begin addressing several important staff management issues falling under HUD's overall Workforce Planning and Succession Planning initiatives.

For fiscal year 2007, Housing plans to continue the initiatives begun in fiscal year 2006 that will not only revitalize its workforce but also strengthen its programs. The programmatic initiatives will continue to be mainly in the offices of Single Family and Multifamily Housing.

For the Office of Single Family Housing, the Office will continue its major rejuvenation and renewal efforts with three objectives in mind: (i) expanding FHA products, (ii) increasing minority homeownership and reducing predatory lending practices, and (iii) addressing the concerns of financially-stretched homebuyers in need of the lowest interest rates and the best consumer protection available. All three objectives support HUD's Strategic Goal of promoting homeownership.

Salaries and Expenses, Housing and Urban Development
Budget Activity 3: Housing Programs

Single Family will continue to refocus its staffing resources in order to better assist families that are not being served or that are only marginally served in the subprime and conventional markets. Particular attention will continue to be given to customer outreach, homeownership promotion, and the expansion of FHA products.

For the Office of Multifamily Housing, the Office will continue to engage in the less glamorous, but equally critical, renewal efforts aimed at shoring up its assisted and insured housing programs. Although for some time Multifamily had prioritized staff resources toward more critical and immediate program issues, Multifamily will continue to address the needs of neglected programs in order to avert possible problems.

The Multifamily project-based Section 8 program has been patched together over the years in response to new legislation and regulations. As a result, the program's regulations and records are in need of being updated, better maintained, and better managed. In fiscal year 2007, Multifamily will continue to direct resources toward this essential and staff-intensive effort.

Multifamily will also continue the rigorous physical inspections mandated by the President's Management Agenda. These inspections are successfully identifying troubled and potentially troubled projects that require intervention and remedial asset management actions.