

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

SALARIES AND EXPENSES, HOUSING AND URBAN DEVELOPMENT

BUDGET ACTIVITY 8: 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 four 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, 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 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 Departmentwide 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.

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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 Office of Hearings and Appeals is an independent adjudicatory office within the Office of the Secretary whose administrative judges conduct hearings and appeals for the Department in accordance with existing departmental regulations and procedures. The Office of Hearings and Appeals is headed by a Director appointed by the Secretary who supervises the Department's Office of Appeals and the Office of Administrative Law Judges. The administrative law judges are responsible for hearing cases pursuant to various statutes and regulations, such as the Fair Housing Amendments Act of 1988, the Department of Housing and Urban Development Reform Act of 1989, and the Program Fraud Civil Remedies Act. The administrative judges of the Office of Appeals decide cases relating to the collection of outstanding HUD debt pursuant to the Deficit Reduction Act of 1984 and the Debt Collection Improvement Act of 1996. These cases relate to proposed administrative wage garnishments and administrative offsets of Federal payments due to parties indebted to HUD. These administrative judges also hear and decide cases relating to the debarment and suspension of participants in HUD programs, Mortgage Review Board decisions, and other matters consistent with existing laws and departmental regulations.

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.

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TRAVEL

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

	ACTUAL 2006	ESTIMATE 2007	ESTIMATE 2008	INCREASE + DECREASE - 2008 vs 2007
	(Dollars in Thousands)			
Travel (HQ)	\$1,080	\$733	\$998	+\$265
Total	1,080	733	998	+265

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. An increase in travel is requested because of the Department's emphasis on the President's Management Agenda for improving the government's service to the public. The Office of the Secretary is working closely with the Program offices to reach HUD's constituents with the Administration's goals in this regard. As the staff continues this outreach, more funding will be needed to support the effort. 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 2006 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 2006	ESTIMATE 2007	ESTIMATE 2008	INCREASE + DECREASE - 2008 vs 2007
	(Dollars in Thousands)			
Technical Services	\$125	\$125	\$125	...
Public Information Services ..	353	353	353	...
Training Support, Non-Fed. ...	21	21	21	...
General Support	1,081	1,393	1,529	+\$136
Management Studies
Data and Statistical Services
Total	1,580	1,892	2,028	+136

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a. Technical Services. With the President's interest in improving government service through technology, the requirement continues for technical services which 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) the Office of Hearings and Appeals--to enable the staff to conduct legal research in the most cost efficient manner; and assist 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 governmentwide 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) will continue, as 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. An increase is requested in General Support funding to assist the component offices of Departmental Management in achieving the Secretary's ideals as they pertain to the President's Management Agenda; the Department's Strategic goals, the Management Plan and the Administration's overall vision of a more responsive and better managed Federal government. Departmental Management will use the increase in funding to augment its current resources in order to meet these challenges.

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Personal Services
Summary of Change
(Dollars in Thousands)

<u>Personal Services</u>	<u>FTE</u>	<u>S&E Cost</u>
2006 Actual.....	176	\$19,359
2007 Estimate.....	171	19,715
<u>Changes Due To</u>		
Additional work days (2)		146
2008 January Pay Raise.....	0	344
2007 January Pay Raise.....	0	116
Staffing increase/decrease.....	0	0
Other benefit changes.....	0	10
2008 Request.....	171	\$20,331

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

	<u>2006 Actual</u>	<u>2007 Estimate</u>	<u>2008 Request</u>	<u>Increase/ Decrease</u>
Grade:				
Executive Level IV	2	4	2	-2
Executive Service	16	14	15	1
OGS-15	18	23	17	-6
GS-14	35	29	31	2
GS-13	48	45	46	1
GS-12	19	17	18	1
GS-11	7	12	7	-5
GS-10	3	1	3	2
GS-9	6	7	6	-1
GS-8	10	2	10	8
GS-7	6	8	6	-2
GS-6	0	0	0	0
GS-5	1	2	1	-1
GS-4	7	2	7	5
GS-3	2	3	2	-1
GS-2	0	1	0	-1
GS-1	0	1	0	0
Total Positions	180	171	171	0
Average ES Salary	\$155,241	\$155,808	\$159,547	+\$3,739
Average GS Salary	\$80,394	\$82,092	\$84,062	+\$1,970
Average GS Grade	11.9	12.1	11.9	-0.2

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

<u>Object Class</u>	<u>2006 Actual</u>	<u>2007 Estimate</u>	<u>2008 Request</u>	<u>Increase/Decrease</u>
Personal Services.....	\$19,359	\$19,715	\$20,331	+\$ 616
Travel and Transportation of Persons.....	1,080	733	998	+265
Transportation of Things.....	8	0	0	0
Rent, Communication & Utilities.....	3	6	6	0
Printing and Reproduction.....	73	256	271	15
Other Services.....	1,580	1,892	2,028	+136
Supplies and Materials.....	130	105	108	3
Furniture & Equipment.....	0	0	0	0
Insurance Claims & Indemnities.....	0	0	0	0
Total Obligations.....	\$22,233	\$22,707	\$23,742	+\$1,035

Overall Summary of Departmental Management Staff Requirements

	FTE			
	Actual 2006	Estimate 2007	Estimate 2008	Increase + Decrease - 2008 vs 2007
Headquarters.....	110.0	114.0	114.0	0.0
Field	66.0	57.0	57.0	0.0
Total	176.0	171.0	171.0	0.0

Summary of Departmental Management Staff Requirements

	Actual 2006	Estimate 2007	Estimate 2008	Increase + Decrease - 2008 vs 2007
<u>Headquarter Employment</u>				
Departmental Management				
Provide Services to Support HUD's Mission	22.0	26.0	26.0	0.0
Management of A/S Office Activities	2.2	0.0	0.0	0.0
Independent Forum for Hearings/Final Decisions	5.2	5.2	5.2	0.0
Provide Technical Direction and Coord. Related to Small and Disadvantaged Businesses	4.0	4.1	4.1	0.0
Independent Judge of Fact in on the Record Hearings	7.1	7.1	7.1	0.0
Oversight and General Direction	22.0	22.2	22.2	0.0
Provide Advice on Public Information and Public Opinions	16.5	16.5	16.5	0.0
DM Total	79.0	81.0	81.0	0.0
Office of Departmental Operations and Coordination				
Provide General Direction	2.0	2.0	2.0	0.0
Support Activities	11.0	13.0	13.0	0.0
Ensure compliance with Prevailing Federal/Wage Requirements in all HUD programs	10.0	10.0	10.0	0.0
Web Team	5.0	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	31.0	33.0	33.0	0.0
<u>Field Employment</u>				
Office of Labor Relations	66.0	57.0	57.0	0.0
ODOC Total	97.0	90.0	90.0	0.0
Total	176.0	171.0	171.0	0.0

Detail of Departmental Management Staff Requirements

Workload Indicator	Fiscal Year 2006			Fiscal Year 2007			Fiscal Year 2008				
	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Provide Services to Support HUD's Mission Management of A/S Office Activities	NA	...	22.0		26.0		26.0
Independent Forum for Hearings/Final Decisions	NA	...	2.2	
Independent Forum for Hearings/Final Decisions	NA	...	5.2		5.2		5.2
Provide Technical Direction and Coord. Related to Small and Disadvantaged Businesses	NA	...	4.0		4.1		4.1
Independent Judge of Fact in on the Record Hearings	NA	...	7.1		7.1		7.1
Oversight and General Direction	NA	...	22.0		22.2		22.2
Provide Advice on Public Information and Public Opinions	NA	...	16.5		16.5		16.5
		...	79.0		81.0		81.0
Provide General Direction	NA	...	2.0		2.0		2.0
Support Activities	NA	...	<u>11.0</u>		<u>13.0</u>		<u>13.0</u>
Subtotal			13.0				15.0				15.0
Ensure compliance with Prevailing Federal/Wage Requirements in all HUD programs	N/A	...	<u>10.0</u>		<u>10.0</u>		<u>10.0</u>
		...	10.0				10.0				10.0
Provide Web Support to the Department	NA		<u>5.0</u>				<u>5.0</u>				<u>5.0</u>
			5.0				5.0				5.0

Workload Indicator	----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----			----- Fiscal Year 2008 -----				
	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
Provide support and coordination for the Southwest Border Region, Colonias and Migrant/Farmworker Initiative	Level of Effort	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	
				3.0			3.0			3.0	
Total ODOC HQ				31.0			33.0				33.0
Perform Monitoring Reviews	# of reviews completed	500	33.41	10.0	500	33.41	8.0		500	33.41	8.0
Establish Annual Wage Determinations	# of Annual wages determined/established (PHA and TDHE)	2,490	19.21	23.0	2,490	19.21	23.0		2,490	19.21	23.0
Perform Contractor Compliance Reviews	# of Compliance Reviews	2,700	10.03	13.0	2,700	10.03	13.0		2,700	10.03	13.0
Perform Administrative Functions	Level of Effort	8.0	6.0		6.0
Perform Technical Oversight and Management	Level of Effort	<u>12.0</u>	<u>7.0</u>		<u>7.0</u>
				66.0			57.0				57.0
				97.0			90.0				90.0
				176.0			171.0				171.0

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EXPLANATION OF CHANGES FROM 2007 ESTIMATE TO 2008 ESTIMATE

There is no change from 2007 to 2008.