

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT EXECUTIVE OFFICES

The Executive Offices are the central offices that execute and enforce laws and policies and provide the overall direction and leadership for the Department. These offices are responsible for the overall development, implementation and management of Department programs. More specifically, they ensure the accomplishment of the Department's mission and strategic goals; address all Congressional relations activities; provide guidance and education on housing, community development and equal housing opportunity policies to the public and private interest groups; utilize media outreach to make sure the public is regularly informed about the Department's latest activities; conduct hearings to make determinations concerning formal complaints or opposing actions initiated by the Department; and carry out White House directives by providing outreach, convening events, and information exchange to communities largely impacted by the economic and housing crisis.

Executive Offices include:

- The Immediate Office of the Secretary
- Office of the Deputy Secretary
- Office of the Congressional and Intergovernmental Relations
- Office of Public Affairs
- Office of Adjudicatory Services
- Center for Faith-Based and Neighborhood Partnerships

TOTAL - SALARIES AND EXPENSES				
<i>(dollars in thousands)</i>				
	FY 2012 Actual	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Subtotal	11,614	12,590	13,388	1,774
Non-Personnel Services				
Travel	292	388	302	10
Rent, Communications, Utilities	32	17	15	(17)
Printing and Reproduction	31	31	25	(6)
Other Services	831	775	698	(133)
Training	64	53	57	(7)
Supplies	50	67	55	5
Non-Personnel Subtotal	1,300	1,331	1,152	(148)
GRAND TOTAL	12,914	13,921	14,540	1,626
Associated FTE	78	84	89	11

DESCRIPTION OF CHANGE FROM FY 2012 TO FY 2014

The Executive Offices requests \$14,540K and 89 FTE in fiscal year 2014, an increase of \$1,626K and 11 FTE from fiscal year 2012. Overall, the Executive Offices fiscal year 2014 Budget request:

- Increase of 11 FTE above fiscal year 2012. FTE increase explanations are detailed under each office’s FTE/Workload Summary and Summary of Changes.
- Decrease of \$148K in non-personnel services in accordance with Executive Order 13589 to Promote Efficient Spending.

THE IMMEDIATE OFFICE OF THE SECRETARY

The Immediate Office of the Secretary (OSEC) provides program and policy guidance, and operations management and oversight in administering all programs, functions and authorities of the Department. OSEC educates and enforces Federal Fair Housing law and advises the President concerning housing, community development and equal housing opportunity. OSEC also develops recommendations for policy in the areas of housing and community development, and homelessness. OSEC serves as the nerve center for all HUD activities and steers the Department's mission to create strong, sustainable and inclusive communities, and quality affordable homes for all. The table below presents details on the total salaries, expenses and full-time equivalents (FTE) for the Office of the Secretary:

The Immediate Office of the Secretary				
<i>(dollars in thousands)</i>				
	FY 2012 Actual	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Subtotal	\$2,769	\$3,127	\$3,400	\$631
Non-Personnel Services				
Travel	64	90	60	(4)
Printing and Reproduction	4	3	2	(2)
Other Services	222	329	299	77
Training	29	10	19	(10)
Supplies	18	35	30	12
Non-Personnel Subtotal	337	467	410	73
GRAND TOTAL	3,106	3,594	3,810	704
Associated FTE	17	18	20	3

FTE/Workload Summary & Summary of Changes

- 10 FTE will be used to perform program and policy guidance activities, an increase of 2 FTE above fiscal year 2012. The additional FTE will help OSEC address emergent housing challenges, specifically with its coordination between state and local officials, other agencies and advisor activities related to critical housing services. The additional FTE will enhance OSEC's ability to strengthen program integrity by reducing waste, fraud and abuse, and increasing program accountability.
- 10 FTE will be used to perform operations management and oversight activities, an increase of 1 FTE above the fiscal year 2012. The additional FTE will fill a critical backfill within this function. Decrease of \$4K in travel for this function - OSEC is committed to the using video and teleconferencing in lieu of travel whenever possible.
- Increase of \$77K in Other Services for this function – OSEC requires online research and electronic monitoring of news bulletins, articles, special events and social media throughout the nation to aid in critical decision-making. The increase from

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fiscal year 2012 is primarily due to partial costs included for the news clipping service awarded late in the fiscal year, whereas fiscal year 2014 includes an annual cost.

- Increase of \$12K in Supplies for this function – Includes the costs of subscriptions, supplies and an allocation of up to \$25K for the Secretary’s official reception and representation (R&R) expenses, equal to prior years. Actual R&R expenses for fiscal year 2012 were minimal; however, the maximum allocation is budgeted in fiscal year 2014 for official expenses.

SUMMARY OF SYSTEMS/TOOLS REQUIRED TO MANAGE PROGRAM

OSEC uses an online research service to provide access to legal, financial and general public record materials. This service is invaluable when preparing for interviews, determining reporter tendencies, and measuring the results of outreach.

In addition, the office requires a news clipping service. This service is essential to HUD leadership because it compiles and disseminates national and local news stories concerning HUD programs and services, and assists with critical decision making in a timely manner.

OFFICE OF THE DEPUTY SECRETARY

The Office of the Deputy Secretary (DEPSEC) provides program and policy guidance, and operations management and oversight under the direction of the Office of the Secretary. The DEPSEC helps the Department achieve its strategic goals by providing management and support to program offices working with human capital, financial management, procurement and information technology. The table below presents details on the total salaries, expenses and full-time equivalents (FTE) for the Office of the Deputy Secretary:

Office of the Deputy Secretary				
<i>(dollars in thousands)</i>				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Subtotal	\$845	\$1,057	\$1,162	\$317
Non-Personnel Services				
Travel	16	40	30	14
Printing and Reproduction	0	1	1	1
Other Services	104	98	84	(20)
Training	5	5	5	-
Supplies	7	6	6	(1)
Non-Personnel Subtotal	132	150	126	(6)
GRAND TOTAL	977	1,207	1,288	311
Associated FTE	5	6	6	1

FTE/Workload Summary & Summary of Changes

- 1 FTE will be used to perform program and policy guidance activities.
- 5 FTE will be used to perform operations management and oversight activities, an increase of 1 FTE level above fiscal year 2012. Additional support will be used to enhance management and accountability over critical support operations to include information technology, procurement and contracting, personnel management, and monitoring and controlling the Department’s budget.
- Increase of \$14K in Travel, DEPSEC staff will utilize teleconference and/or video conference technology whenever possible. Turnover at the Deputy Secretary position, coupled with a 6-month confirmation process, resulted in minimal travel under this account through mid-fiscal year 2012. Fiscal year 2014 travel costs anticipate a full year of travel for the Deputy Secretary and key staff.
- Decrease of \$20K in Other Services from fiscal year 2012.

OFFICE OF CONGRESSIONAL AND INTERGOVERNMENTAL RELATIONS

The Office of the Assistant Secretary for Congressional and Intergovernmental Relations (CIR) is responsible for coordinating Congressional and intergovernmental relations activities involving program offices to ensure the effective and accurate presentation of the Department's views. The Office collaborates with the Office of General Counsel and program offices in developing the Department's position on relevant legislative matters.

The Office is responsible for coordinating the presentation of the Department's legislative and budget program to the Congress. It monitors and responds to the HUD-related activities of the Department's Congressional oversight, authorizing and appropriations committees. It is also the principal Departmental advocate before Congress regarding HUD's legislative initiatives and other legislative matters. In this regard, the Office is responsible for ensuring that all testimony and responses to Congressional inquiries are consistent with the Secretary's and the Administration's views. The Assistant Secretary also facilitates internal stakeholder views during the development of the Department's proposed budget and legislative proposals.

The Office provides functional supervision of, and is ultimately responsible for, the Congressional relations activities of HUD's regional and field offices.

The Assistant Secretary for Congressional and Intergovernmental Relations is the principal advisor to the Secretary, Deputy Secretary and senior staff with respect to legislative affairs, Congressional relations, and policy matters affecting federal, state and local governments, and public and private interest groups.

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The table below presents details on the total salaries, expenses and full-time equivalents (FTE) for the Office of Congressional and Intergovernmental Relations:

Office of Congressional and Intergovernmental Relations				
<i>(dollars in thousands)</i>				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Subtotal	\$2,321	\$2,347	\$2,672	\$351
Non-Personnel Services				
Travel	21	46	22	1
Printing and Reproduction	1	1	1	-
Other Services	1	4	1	1
Training	8	10	10	2
Supplies	5	7	4	(1)
Non-Personnel Subtotal	35	68	38	3
GRAND TOTAL	2,356	2,415	2,710	354
Associated FTE	17	17	19	2

FTE/Workload Summary & Summary of Changes

- 5 FTE will be used to perform state/local/regional activities.
- 3 FTE will be used to Congressional correspondence activities.
- 7 FTE will be used to perform Congressional liaison activities.
- 4 FTE will be used to perform legislative support activities, an increase of 2 FTE from fiscal year 2012. Additional staff will help ensure the office is able to fulfill two key functions:
 - encompass rental housing issues; and
 - outreach to non-federal elected officials.

CIR strives to ensure that requests and questions from the Hill and from Governors, Mayors and other elected officials can be appropriately answered, and that key HUD legislative and administrative initiatives are effectively presented to Congress and other elected officials (including state and local officials who are often charged with implementing HUD policies or determining funding recipients). The additional staff will also play an important role in necessary collaboration with other Federal agencies. As a result of

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recent budget constraints, we have been responding slower to inquiries from Congress specifically in the area of rental housing policy and on a broader range of issues for non-federal elected officials, and we have been less effective in facilitating HUD program offices in their efforts to reach out to external stakeholders (e.g., explaining details of NOFAs, responding to requests for briefings, and tracking legislation and covering hearings and markups). Increasing the CIR budget will help to address these deficiencies.

OFFICE OF PUBLIC AFFAIRS

The Office of Public Affairs (OPA) strives to educate and keep the American people informed about the Department's mission to create strong, sustainable, inclusive communities and quality affordable homes for all. By pursuing media outreach, OPA works to ensure homeowners, renters, and those living in subsidized housing to hear directly from key officials about the Department's latest initiatives and goals. Using communication tools such as press releases, press conferences, the Internet, media interviews, new media and community outreach, OPA provides Americans with information about housing policies and programs that are important to them. The table below presents details on the total salaries, expenses and full-time equivalents (FTE) for the Office of Public Affairs:

Office of Public Affairs				
<i>(dollars in thousands)</i>				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Subtotal	\$3,346	\$3,402	\$3,403	\$57
Non-Personnel Services				
Travel	67	70	70	3
Printing and Reproduction	1	1	1	-
Other Services	124	53	82	(42)
Training	7	6	6	(1)
Supplies	7	5	5	(2)
Non-Personnel Subtotal	206	135	164	(42)
GRAND TOTAL	3,552	3,537	3,567	15
Associated FTE	23	23	25	2

FTE/Workload Summary & Summary of Changes

- 16 FTE will be used to provide advice on public information and public opinions.
- 9 FTE will be used to provide web management activities.
- Decrease of \$42K in Other Services to meet mission critical workload needs and maintain staffing levels consistent with fiscal year 2012, OPA will reduce its reliance on temporary support staff. OPA will initiate efforts to realign workload and take advantage of the Department's developmental rotational opportunities whenever possible. Rotational opportunities will not only expand the knowledge base of current HUD staff, but will help minimize the administrative support void with the reduction in resources to temporary support services.

SUMMARY OF SYSTEMS/TOOLS REQUIRED TO MANAGE PROGRAM

The Office of Public Affairs is responsible for the Department's external and internal communications. Systems and tools utilized to support both forms of messaging are provided below.

HUDweb (PCAS 203560) is the Department's primary intranet. It allows HUD staff to quickly access pertinent information and to work on-line. HUDConnect is a new social networking platform that is piloting HUDwide. HUDConnect allows employees to interact more directly with colleagues in an open format through signals (like tweets), project collaboration, groups and personal profiles.

HUD.gov (PCAS 411200) is the Department's primary external website, www.hud.gov. It provides a foundation for offering information and applications in support of the Department's mission and strategic goals, E-Government, and the Paperwork Elimination Act, and serves over 3.9 million unique visitors every month.

Public Affairs Media System (PCAS 203530) provides access to a full-service, national media outreach and distribution system. The media system provides the ability to access the greatest number of media outlets in order to distribute HUD's press releases and information quickly and efficiently.

HUD Communication Manager (HCM) (PCAS 203070) is a Visual Basic-based client/server mail and correspondence management system that was developed by the Development Technology Division. The application was initially designed to automate the processing of outgoing mail from various offices within the Department by enabling access to a Microsoft SQL server-based central database of names and addresses, formatted to conform to the U.S. Postal Service's mail addressing requirements. Over time, the usage of the system has migrated from generating letters for mailing through the U.S. Postal Service to faxing letters electronically from Microsoft Word. Currently HCM is used to fax grantee award information to Congress.

HUD Client Information and Policy System (PCAS 203090) is the Department's online repository of forms, handbooks and mortgagee letters. This online repository serves close to 500,000 unique visitors per year and enables the public access to HUD's forms, guidebooks, letters, etc., 24 hours a day/7 days a week. This initiative works out to be about \$0.56 per visitor. Considering postage alone, to mail the form to someone would at a minimum cost, \$0.44 per visitor – and this does not include the staff time it would take to print and mail it out – you can see a significant savings for the Department. The 500,000 visitors per year amount to approximately 41,666 visits each month. If each visit or request took 1 minute to fill manually, that would be 41,666 minutes or 694 hours each month. HUD would need about five additional staff to handle the volume, costing the Department approximately \$505K per year. The combined cost savings is evident.

OFFICE OF ADJUDICATORY SERVICES

The Office of Adjudicatory Services (OAS), formerly the Office of Hearings and Appeals, is an independent judicial office within the Office of the Secretary. For purposes of efficiency, clarity and governance, this office was recently reorganized to consolidate the functions of Administrative Judges (hearing officers) and the Administrative Law Judges into one office. The office is headed by a Chief Administrative Law Judge, appointed by the Secretary, who supervises judges and administrative support staff. The OAS Administrative Judges and Administrative Law Judges conduct hearings and make determinations regarding formal complaints or adverse actions initiated by HUD, based upon alleged violations of federal statutes and implementing regulations. OAS hearing procedures are governed by HUD regulations and are guided by the rules applicable to trials in federal court. In each case, the judge seeks to make a fair and impartial decision based upon the law and the facts established by the evidence. The table below presents details on the total salaries, expenses and full-time equivalents (FTE) for the Office of Adjudicatory Services:

Office of Adjudicatory Services				
<i>(dollars in thousands)</i>				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Subtotal	\$1,332	\$1,520	\$1,603	\$271
Non-Personnel Services				
Travel	17	40	40	23
Other Services	223	134	102	(121)
Training	3	10	10	7
Supplies	5	6	6	1
Non-Personnel Subtotal	248	190	158	(90)
GRAND TOTAL	1,580	1,710	1,761	181
Associated FTE	9	11	11	2

FTE/Workload Summary & Summary of Changes

- 1 FTE will be used to perform legislative/regulatory activities.
- 1 FTE will be used to perform conciliatory activities.
- 9 FTE will be used to perform adjudication activities, an increase of 2 FTE compared to fiscal year 2012. With the increased FTE, the office will fill critical vacant positions: Chief Administrative Law Judge (CALJ) and Attorney Advisor. Currently, gaps in service resulting from these lost FTE have been absorbed by a current Administrative Law Judge (ALJ) acting in the

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capacity of the CALJ and utilizing the help of unpaid legal interns. The CALJ position is a critical backfill, given the CALJ is the head of the office and will provide the necessary leadership and direction to OAS staff.

- A decrease of \$121K for Other Services, results from a recent organizational change that eliminated the need for the Environmental Protection Agency's (EPA) assistance with monitoring, reviewing, hearing, and issuing decisions on cases. Additionally, the Department will no longer need to assign cases to the EPA to adjudicate on the Department's behalf. Further, costs for the case management tool will decrease from fiscal year 2012. Costs paid in fiscal year 2012 for tool development, training, reference guide materials, and application enhancements were greater than monthly maintenance and technical support costs planned in fiscal years 2013 and 2014.
- Overall decrease for non-personnel costs of \$90K is sustainable due to recent organizational changes made within the office.

CENTER FOR FAITH-BASED AND NEIGHBORHOOD PARTNERSHIPS

With Executive Order 13498, President Obama established the White House Office of Faith-Based and Neighborhood Partnerships and called for an “all hands on deck” approach to addressing the needs of communities hardest hit by the economic and housing crisis. The faith-based “centers” at 13 federal agencies including the Center for Faith-Based and Neighborhood Partnerships (CFBNP) at HUD, are tasked with building partnerships between faith-based and neighborhood organizations and government to help meet these needs. HUD’s CFBNP plays a vital role in actively supporting both the White House faith based office and HUD’s overall mission and strategic objectives as it relates to providing discrimination free affordable housing and building sustainable, inclusive communities. It does so by building partnerships with faith-based and secular nonprofit organizations through grant writing training, sustained outreach, convening events, information exchange and capacity building programs. Further the CFBNP has gained a national reputation for grant writing training and capacity building expertise. CFBNP facilitates intra departmental and inter agency cooperation to reach nonprofits with two-way information sharing, technical assistance, training opportunities and encourages new partnerships in order to more effectively reach communities where HUD and the White House office of Faith-Based and Neighborhood Partnerships seek to have an impact. The Center coordinates closely with FPM, CPD, PIH, FHEO and other program offices to identify local training needs and interests in issues of strategic importance to HUD. Examples of these needs include, engaging more nonprofits and religious leaders to promote the Making Home Affordable Program, combating mortgage fraud, housing discrimination and predatory lending.

The Center for Faith-Based and Neighborhood Partnerships’ function’s primary activities include:

- Policy, Program Review and Coordination with Other Offices.
- Providing program policy and guidance.
- Facilitating intra Departmental and inter agency conferences, conference calls and forums to address the needs of faith-based and community nonprofit organizations.
- Creating and coordinating service specific conferences such as Foreclosure, Tribal Communities, HIV and youth violence Conferences.
- Conducting Grant Writing/Capacity Building Workshops.
- Designing and developing Grant Writing Training Materials and Guides.
- Designing, developing and disseminating toolkits and other outreach publications.
- Monitoring the provision of the Center’s outreach and technical assistance programs.

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The table below presents details on the total salaries, expenses and full-time equivalents (FTE) for Center for Faith-Based and Neighborhood Partnerships:

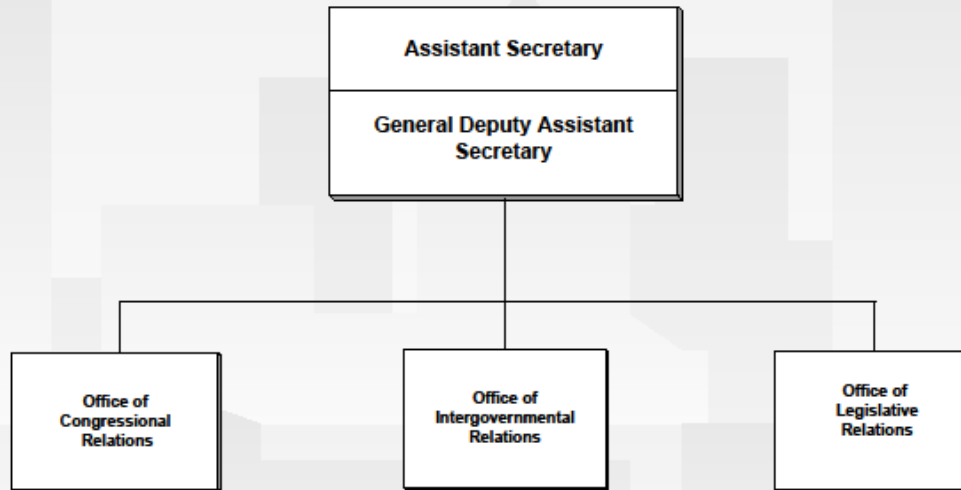
Center for Faith-Based and Neighborhood Partnerships				
<i>(dollars in thousands)</i>				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Subtotal	\$1,001	\$1,137	\$1,148	\$147
Non-Personnel Services				
Travel	107	102	80	(27)
Rent, Communications, Utilities	32	17	15	(17)
Printing and Reproduction	25	25	20	(5)
Other Services	157	157	130	(27)
Training	12	12	7	(5)
Supplies	8	8	4	(4)
Non-Personnel Subtotal	341	320	256	(85)
GRAND TOTAL	1,342	1,457	1,404	62
Associated FTE	7	9	8	1

FTE/Workload Summary & Summary of Changes

- 8 FTE will be used to coordinate HUD's Faith Based activities and White House directives. An increase of 1 FTE from fiscal year 2012. The additional FTE will be used to support CFBNP's efforts in coordinating activities and providing guidance.
- 85K decrease in non-personnel services for the following:
 - maximizing "dual purpose" trips and minimizing trip lengths;
 - utilizing Federal facilities to conduct conference;
 - reducing the size of CFBNP's Toolkit brochure;
 - improving the Center's quality, timeliness and efficiency of services provided to Faith-Based and Community Organizations throughout the country. These services often call for long distance nationwide planning of meetings, roundtables, workshops and conferences held in diverse states and on Indian reservations; and
 - promoting efficient spending, Executive Order 13589.



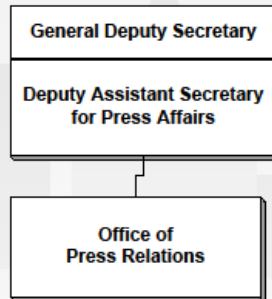
OFFICE OF CONGRESSIONAL AND INTERGOVERNMENTAL RELATIONS



February 4, 2008



OFFICE OF PUBLIC AFFAIRS



February 4, 2008



Office of Adjudicatory Services

**Office of Adjudicatory
Services**

December 18, 2011



Center for Faith-Based and Neighborhood Partnerships

**Center for Faith-Based
and Neighborhood
Partnerships**

October 14, 2009