

**DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
PROGRAM OFFICE SALARIES AND EXPENSES
OFFICE OF COMMUNITY AND PLANNING DEVELOPMENT**

The Office of Community Planning and Development's mission is to develop viable communities by promoting integrated approaches that provide decent housing, a suitable living environment, and expand economic opportunities for homeless, low and moderate income persons. CPD manages a portfolio of programs for community development, affordable housing, as well as those that address homelessness. We provide funds to cities and states predominantly by formula and to nonprofits by competition, to achieve these goals. CPD awards funds, administers grants, ensures program compliance through monitoring, and manages technical assistance resources to build grantee capacity. CPD manages a yearly appropriations of approximately \$7 billion, a total portfolio of more than \$27 billion in open grants - including disaster recovery grants and stimulus funds – and billions more invested in completed projects that require continued oversight by CPD, some for as long as 20 years.

CPD's major programs which include Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), Homeless Assistance Grants (HAG), Housing Opportunities for Persons with AIDS (HOPWA) and Capacity Building, have an extensive role in making the Agency Performance Goals, Cross-Agency Collaborations and Presidential Initiatives a success. CDBG is the epitome of a place-based program in that it annually invests in thousands of communities across the country with the objectives of providing decent housing, suitable living environments and economic opportunity.

CPD field offices are organized around the principle that each staff person is responsible for overseeing a range of programs – both formula and competitive – which makes CPD better able to manage the broad mix of projects in local grantee portfolios. CPD staff workload is primarily driven by the following activities: grant administration, awarding funds, ensuring program compliance through monitoring, and providing technical assistance. Consequently, the number of active grants in CPD's portfolio is the most important factor when determining Salaries and Expenses (S&E) needs. Since fiscal year 2004, (pre-Katrina and stimulus), CPD's grant portfolio has grown from 9,280 grants to 18,321 grants in fiscal year 2012, an increase of 97 percent. However, Full-time Equivalent (FTE) resources have decreased by 15 percent over that time. Presently, CPD maintains a ratio of 32.7 grants per field staff person, an increase of 18.4 grants per person compared to the 14.3 per person in fiscal year 2004 – up 128 percent. It is also important to note that regardless of fluctuations in program funding, the number of formula grantees will remain constant, making the most accurate metric for CPD workload the number of grants under active management – not program funding levels which may vary from year to year. In regard to CPD's competitive workload, this will remain constant, and possibly increase, as additional communities and nonprofit organizations compete for scarce dollars and resources.

CPD's programs are often used in tandem. A funding decrease in one program has a direct impact on the demand for other CPD programs in local communities. For example, cuts in programs that provide services to homeowners, and for affordable housing generally, often contribute to an increase in demand for housing for the homeless. The ongoing oversight responsibilities for these open grants – 18,321 grants and \$27 billion invested in projects, with compliance periods of up to 20 years - will by itself keep CPD field staff fully engaged indefinitely to ensure post-grant compliance for the long-term.

Program Office Salaries Expenses-Office of Community Planning and Development

Beyond CPD's core grant workload, CPD staff needs to train grantees to handle several important new developments, including the priorities in the HUD Strategic Plan, Neighborhood Stabilization Program (NSP), the HEARTH Act, Consolidated Plan enhancements, upgrades to Integrated Disbursement Information System (IDIS), increased disaster recovery funds, U.S. Interagency Council on Homelessness (USISCH) Federal Strategic Plan to Prevent and End Homelessness, and other critical initiatives. In addition, CPD programs are under national scrutiny in an environment where there are new regulations for HOME and HEARTH. CPD must provide extensive training to grantees about these new requirements. Further, CPD must provide on-going training for all of its existing programs.

For example, the Budget provides \$200 million in new competitive funding in the Community Development Funding (CDF) for the purpose of neighborhood stabilization efforts that would assist states and communities to address the negative effects of abandoned and foreclosed housing. Lessons learned from the Neighborhood Stabilization Program (NSP), CDBG, and Section 108 programs will help leverage these funds in hardest hit, slow recovering areas with large numbers of vacant, foreclosed, abandoned, and blighted homes in greatest need of demolition, land-banking, and redevelopment. The proposed appropriations language would enable local governments, states and state housing finance agencies to apply for the funding for activities such as acquisition, demolition, clearance, and land banking. Applicants will be required to demonstrate need, capacity and the ability to leverage other funds.

Special Needs and Assistance Programs (SNAPS) have resulted in an 11 percent reduction in chronic homelessness since 2007 and development of nearly 89,000 permanent supportive housing beds since 2001. HOPWA programs contributes to the HUD goals by providing stable housing for HIV/AIDS persons, resulting in linkages to medical and other essential services and ultimately, improved outcomes. Staff of these programs will continue strengthening these programs by working with stakeholders on new rules and legislation, as a part of the 2014 Budget.

CPD has dramatically improved the consolidated planning process by creating the E-Con Suite - a new mapping tool and planning template linked directly to CPD's IDIS reporting system. This new tool will fundamentally change the way HUD/CPD does business by providing improved data and tracking capabilities. Ultimately, HUD will be a better partner to our grantees—helping them understand how they are doing against their goals, and identifying best practices. The tool became available in May 2012 and grantees have begun submitting their multi-year strategies via the tool in November 2012. This new automated and targeted way to create, submit, and review the Consolidated Plan may yield not only better plans/strategies from our grantees, but may result in FTE savings as well, potentially allowing CPD to reallocate FTEs to support our other work function needs. CPD is more important than ever in this environment where communities all across the United States are facing foreclosure problems, neighborhood blight, record unemployment, and increased homelessness, among other serious issues. Furthermore, State and municipal governments are dealing with serious budget cuts along with layoffs and furloughs of local staff, resulting in a historic disinvestment in the capacity of CPD grantees, which significantly increases risks. CPD must look beyond grant administration and focus on building the

Program Office Salaries Expenses-Office of Community Planning and Development

capacity of grantees to deliver quality programs and services to assist in the restoration of our communities. To ensure that this effort is successful, CPD needs an appropriately staffed and supported workforce.

Examples of Proactive FTE and NPS Investments

CPD has prioritized its primary workload functions from “highest to lowest” to allocate limited FTE resources to the most critical functions related to grant administration. In addition, CPD has actively focused on streamlining, automating, and eliminating processes to achieve additional FTE efficiencies to address CPD’s FTE needs.

CPD understands that we must embrace ways to maximize the utility of our limited FTE and dollar resources. A few examples of CPD efforts are summarized below:

- CPD has invested in human capital training for basic and core skills, subject matter specific and management training (e.g., Excel, Project Manager, the Housing and Community Development Executive Education Program at the University of MD, NSP term-staff training, field director conferences, etc).
- CPD is prioritizing hires. The current focus for filling vacancies concentrates primarily on four CPD core areas primarily in the field: CPD Field Office Director, CPD Representative, Financial Analyst, and top-quality management.
- CPD established a working group that reviewed and analyzed key processes and recommended process improvements to maximize CPD’s FTE and IT resources – such as the new Consolidated Plan.
- Developing tools to support our grantees, such as the eCon Planning Suite, which provides grantees with a wealth of information to make targeted, need-based decisions for their communities.
- Consolidating the process from 150 contracts to 25 for the Technical Assistance Division.
- Merging E-SNAPS with IDIS to improve metrics reporting and evaluation.

The Office of Economic Resilience (OER)

The 2014 Budget proposes the Office of Economic Resilience (OER), formerly the Office of Sustainable Housing and Communities (OSHC), to be realigned into CPD. This office’s function is to reduce federal barriers to local and regional strategies that align resources to create economically strong, resilient communities by connecting housing to jobs, fostering local innovation, and supporting energy efficient and affordable housing.

The Office will continue to work in partnership with other federal agencies to align federal funds to improve efficiencies and better support local economic recovery and resilience; coordinate HUD programs and field offices to improve customer service to local,

Program Office Salaries Expenses-Office of Community Planning and Development

regional and state agencies; coordinate technical assistance to stakeholders; and provide analytic tools that assist communities in realizing their own visions.

The Office will administer the **Integrated Planning and Investment Grants** that support work in a mix of cities, counties, metropolitan regions and states, to develop locally created plans that align and leverage public and private investments in housing and infrastructure, resulting in stronger regional economies. These grants assist communities in modernizing zoning and building codes to prepare shovel-ready transportation and infrastructure designs and locally-appropriate affordable housing programs.

TOTAL - SALARIES AND EXPENSES				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Subtotal:	\$98,019	\$98,567	\$107,330	\$9,311
Non-Personnel Services				
Travel	1,031	1,000	1,196	165
Transportation of Things	57	-	-	(57)
Rent, Communications, Utilities	-	-	-	-
Printing and Reproduction	15	20	21	6
Other Services	777	800	810	33
Training	298	200	355	57
Supplies	17	25	28	11
Furniture	-	-	-	-
Claims and Indemnities	-	-	-	-
Non-Personnel Subtotal	2,195	2,045	2,410	215
GRAND TOTAL	100,214	100,612	109,740	9,526
Associated FTE	791	780	836	45

- **FY 2012 ASSOCIATED FTE DOES NOT INCLUDE 37 FTE ATTRIBUTED FOR AMERICAN RECOVERY REINVESTMENT ACT.**
- **FY 2013 AND 2014 ASSOCIATED FTE DOES NOT INCLUDE 9 FTE ATTRIBUTED TO DISASTER RELIEF APPROPRIATIONS ACT.**

Program Office Salaries Expenses-Office of Community Planning and Development

DESCRIPTION OF CHANGE FROM FY 2012 TO FY 2014

- CPD is requesting \$109,740K and 835 FTE in fiscal year 2014, which reflects an increase of \$9,526K and an increase of 44 FTE as compared to fiscal year 2012. Fiscal year 2014 level assumes a .75 percent pay raise/Cost of Living Adjustment and 1 percent for promotions and within grade increases.
- 26 FTE are allocated to improve grantee oversight and increase FTE resources in functions relating to Compliance: Monitoring and Risk Assessment, Audits, Formula Grants Management, and Competitive Grant Management. The Department is highly selective regarding recommending salaries and expense increases. This addition highlights the priority of additional program monitoring and risk assessment.
- 18 FTE are to establish the Office of Economic Resilience (OER) within Community Planning and Development to manage the Integrated Planning and Implementation grants. The Office will work across the Department and in partnership with other federal agencies to remove barriers and align resources to catalyze strong and resilient local economies and provide technical assistance to build the capacity of local, regional and state entities. This request reflects a realignment of the salaries and expense budget for OER (18 FTE and \$2.65m) to the CPD budget for these purposes.
- For Non-Personnel Services (NPS), CPD's fiscal year 2014 requests an increase of \$215K. The increase includes the support of the new Office of Economic Resilience within Community Planning and Development for travel relating to monitoring and training, contracts, and training. In addition, these expenses will support to HOME Rule, HEARTH Act, Con Plan, and other efforts that strengthen grant management.

SUMMARY OF SYSTEMS/TOOLS REQUIRED TO MANAGE PROGRAM

CPD uses several information systems to automate and streamline grants management processes for HUD staff and grantees. These processes include grant activity setup, electronic funding draws, application intake and review, performance reporting, data mapping, and grantee risk analysis and monitoring. CPD's Information Technology budget in current year and budget year for information systems is \$4,199K (fiscal year 2013) and \$4,715K (fiscal year 2014). Funding will be used to provide operational support for six information systems: Integrated Disbursement Information System (IDIS), Disaster Recovery Grants Reporting (DRGR), Electronic Special Needs Assistance Program System (*e-snaps*), Grants Monitoring Process (GMP), Title V / BRAC, and Empowerment Zones/Renewal Communities Performance Measurement System (PERMS). These systems provide significant value to CPD by enforcing program rules and funds control; adding business capabilities and augmenting staffing capacity; improving data accessibility, data accuracy, and program reporting; reducing paperwork and administrative burden; lowering time to award; and improving productivity by streamlining or eliminating rote, paper-based processes.

Program Office Salaries Expenses-Office of Community Planning and Development

BUDGET REQUEST BY FUNCTION

Program and Administration: Technical Assistance (TA) and Training

CPD must provide technical assistance to grantees, which is particularly important as grantees nationwide are experiencing decreased capacity due to the economic downturn and historic disinvestment. CPD will use the FTE to assist grantees, many whom are overwhelmed, understaffed, and inexperienced to deliver quality programs and services. In addition, CPD has a robust training strategy to ensure that CPD’s employees receive core and program specific training. CPD understands that CPD employees must continue to strengthen their skill sets in order to be able to effectively administer CPD programs. CPD has new policy directions with the HOME and HEARTH regulations.. These new policy’s require that CPD staff master the changes and then invest a large amount of time training grantees to comply.

Program Administration: TA and Training				
(dollars in thousands)				
	FY2012	FY2013	FY2014	FY2012 to FY 2014
Personnel Services Subtotal	\$7,428	\$7,555	\$7,687	\$259
Non-Personnel Services				
Travel	394	416	432	38
Transportation of Things	57	-	-	(57)
Printing and Reproduction	1	1	1	0
Other Services	313	330	330	17
Training	298	200	350	52
Supplies	2	2	2	(0)
Non-Personnel Services Subtotal	1,065	949	1,115	50
GRAND TOTAL	8,493	8,504	8,802	309
Associated FTE	60	60	60	-

FTE/Workload Summary & Summary of Change

- 60 FTE of CPD’s FTE resources are allocated to Program Administration: TA and Training.
- 39 FTE will be used to conduct training activities for grantees and CPD staff, which is the same level as fiscal year 2012.
- 21 FTE will be used to provide technical assistance on CPD programs and IDIS systems, which is the same level as fiscal year 2012.

Program Office Salaries Expenses-Office of Community Planning and Development

CPD has sought to manage and maximize its FTE and dollar resources effectively by:

- Investing in grantees by designing and implementing OneCPD to provide capacity building and technical assistance to grantees.
- Consolidating the process from 150 contracts to 25 for the Technical Assistance Division.
- Re-vamping and staffed-up the Technical Assistance Division.
- Developing Financial Management Strategy for Grantees and Stakeholders.
- Developing CPD Funding and Performance Matrices and the GPA tool.
- Implementing Section 4 set-aside.
- Investing in human capital training for basic, core skills, CPD program subject matter expert and management training (excel, project manager, and Housing and Community Development Executive Education Program, NSP term staff training, field director conference, and etc.).

Information Management

CPD has several systems and processes that assist in program administration and managing its massive grant workload. It is critical that CPD has adequate FTE and dollar resources to provide the infrastructure (information technology/data management capabilities) to administer CPD's programs.

Program Administration Information Management includes activities associated with developing, maintaining, and supporting information systems that support CPD programs to include, but not limited to: participating in the development and refinement of new and existing information systems; responding to specific data requests from information systems; performing administrative and maintenance functions for information systems; and performing web management activities. In addition, all activities associated with report generation and analysis relating to CPD's programs.

Program Office Salaries Expenses-Office of Community Planning and Development

Program Administration: Information Management				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY2012 to FY 2014
Personnel Services Subtotal	\$3,842	\$2,896	\$2,684	(\$1,158)
Non-Personnel Services				
Printing and Reproduction	1	1	1	0
Other Services	322	330	330	8
Supplies	2	2	2	(0)
Non-Personnel Services Subtotal	325	333	333	8
GRAND TOTAL	4,167	3,229	3,017	(1,150)
Associated FTE	31	23	20	(11)

FTE/Workload Summary & Summary of Change

- 20 of CPD’s FTE resources are allocated to Program Administration: Information Management, which is an 11 FTE decrease compared to fiscal year 2012. CPD is reallocating the FTE to support functions that improve grantee oversight such as Compliance: Monitoring and Risk Assessment and Formula Grant Management.
- 10 FTE will be used to develop, maintain, and support the information/data bases that support CPD Programs, which is a 6 FTE decrease compared to fiscal year 2012. The Department is streamlining IT systems and resources, which should yield FTE savings for CPD.
- 10 FTE will be used to develop tools to support the grantees, upgrade IDIS to interface with SNAPS and DRGR, and create online management systems to improve application processes, which is a 6 FTE decrease compared to fiscal year 2012. The Department is streamlining IT systems and resources, which should yield FTE savings for CPD.

In an environment with new and expanding program requirements, CPD has made a deliberate effort to leverage information technology to achieve its goals by:

- Implementing The HEARTH Act, this introduces a new competitive grant (Rural Housing Stability Program) and combines three existing Continuum of Care competitive grant programs into one.
- Overhaul the Emergency Solutions Grant (HESG) program which establishes three new Technical Assistance (TA) grant programs; and fosters a more integrated approach between all CPD programs.
- Developing tools to support our grantees, such as the eCon Planning Suite, which provides grantees with a wealth of information to make targeted, need-based decisions for their communities.

Program Office Salaries Expenses-Office of Community Planning and Development

- Creating an on-line management system for the Rural Innovation Fund to improve the application process, maintain grant applications and improve accountability.
- Using web-based mechanism such as HUD Ideas in Action in order to help the Department meet its goals under the National HIV/AIDS Strategy by engaging stakeholders in the conversation.
- Upgrading IDIS to interface with SNAPS and DRGR.
- Expanding the capacity of GMP to allow for more meaningful metrics and reporting capabilities.

Consolidated Plan

All communities that receive CPD grants are required by law to complete a Consolidated Plan. Grantees complete multiyear strategies and annual plans, and at the end of each year, they report their progress to HUD. The Consolidated Plan is an important tool for HUD and grantees to assess progress, results, and ensures that communities have been good stewards of taxpayer dollars.

The Consolidated Plan refers to all activities pertaining to the review of CPD Consolidated and/or Action Plans. Pre-assessment activities include, but are not limited to: reviewing submission procedures; identifying citizen participation and timing requirements; determining eligibility in conjunction with national objective; receiving plan submissions, and providing training assistance to grantees. Plan Review and Assessment Activities include, but are not limited to: providing internal coordination and distribution of plans to the appropriate staff; reviewing plans for consistency and compliance and requesting additional information if required; providing input and data entry into the Grants Management Process (GMP); requesting and tracking Congressional Release Notifications, completing assessment and preparing award letters/approval packages. Post assessment activities include but are not limited to: transmitting award letter; conducting IDIS post-award verification and tracking; and providing technical assistance to grantees.

All activities associated with reviewing the Consolidated Annual Performance and Evaluation Reports (CAPER) to include, but not limited to: preparing and providing advice and guidance material to grantees on how to prepare a quality CAPER; reviewing submitted CAPERS; updating the GMP and Field Office tracking system; generating, formatting and reviewing IDIS report, maintaining interaction with grantees regarding the CAPER; comparing accomplishments to goal using CAPERS and best practices; and performing best practices activities. As discussed earlier, CPD has fundamentally changed the consolidated planning process by creating the E-Con Suite, which is a new mapping tool and planning template that interfaces with IDIS. The improvements will ultimately streamline HUD's processes and strengthen grantees' ability to use funds effectively.

Program Office Salaries Expenses-Office of Community Planning and Development

Consolidated Plan				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY2012 to FY 2014
Personnel Services Subtotal	\$12,889	\$12,843	\$12,555	(\$333)
Non-Personnel Services				
Printing and Reproduction	1	1	1	0
Supplies	1	2	2	1
Non-Personnel Services Subtotal	2	3	3	1
GRAND TOTAL	12,891	12,846	12,558	(332)
Associated FTE	104	102	98	(6)

FTE/Workload Summary & Summary of Change

- 98 FTE of CPD’s FTE resources are allocated to the Consolidated Plan, which is a 6 FTE decrease compared to fiscal year 2012.
- 98 FTE will be used to review 1,208 strategic and annual plan reviews and perform 1,208 CAPERS reviews, which is a 6 FTE decrease compared to fiscal year 2012 due to improvements in the consolidated plan process.

Audits

CPD programs are continuously audited by OIG, CFO, GAO, and other entities to ensure the integrity of CPD’s programs and taxpayer funds. CPD commits a considerable amount of time supporting and responding to various requests from auditing entities about our programs, grantees, and partners. Audits include all activities associated with the audit process, including but not limited to: participating and resolving Office of Inspector General (OIG), General Accounting Office (GAO), CFO Risk Assessment audits, and review and follow up on Grantee A-133 audits.

Program Office Salaries Expenses-Office of Community Planning and Development

Audits				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY2012 to FY 2014
Personnel Services Subtotal	\$2,107	\$2,140	\$2,818	\$712
Non-Personnel Services				
Printing and Reproduction	1	1	1	0
Supplies	1	2	2	1
Non-Personnel Services Subtotal	2	3	3	1
GRAND TOTAL	2,109	2,144	2,822	713
Associated FTE	17	17	22	5

FTE/Workload Summary & Summary of Change

- FTEs will be used to manage audits, which is a 5 FTE increase compared to fiscal year 2012. CPD’s has a significant audit related workload and must allocate additional FTE resources to work with grantees, resolve findings, thereby improving the delivery of CPD’s programs.

Customer Service

CPD must employ a considerable amount of customer service and collaboration to enable the progress of viable urban, suburban and rural communities as well as implementing integrated approaches to housing, and community and economic development that secure quality rental housing and assist families in moving towards homeownership. Customer Service consists of all activities associated with the communities CPD serves to include, but not limited to: responding to agency, citizens, and congressional request for information and complaints; provide customer service to public and institutional entities; responding to HQ’s requests and communication; addressing special assignments, and attending meetings with individuals/delegations seeking information. CPD’s technological improvement has allowed CPD to reach larger populations with meaningful data and has improved the quality of the customer service that CPD provides.

Program Office Salaries Expenses-Office of Community Planning and Development

Customer Service				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY2012 to FY 2014
Personnel Services Subtotal	\$13,880	\$14,102	\$14,349	\$469
Non-Personnel Services				
Printing and Reproduction	1	1	1	0
Supplies	1	2	2	1
Non-Personnel Services Subtotal	2	3	3	1
GRAND TOTAL	13,882	14,105	14,352	470
Associated FTE	112	112	112	-

FTE/Workload Summary & Summary of Change

- 112 of CPD’s FTE resources are to Customer Service, which is the same level as fiscal year 2012.
- 71 FTE will be used to provide service to public and institutional entities, including grantees, which is the same level as fiscal year 2012.
- 29 FTE will be used to respond to agency, citizens, and congressional requests for information, which is the same level as fiscal year 2012.
- 12 FTE will be used for special assignments and hot issues, which is the same level as fiscal year 2012.

Compliance: Monitoring and Risk Assessment

The monitoring of grants that CPD administers is a fundamental function of CPD business. Yearly, CPD monitors over 900 formula and competitive grantees. The function refers to all activities relating to compliance such as conducting risk assessments and monitoring of CPD formula, competitive and NSP/ARRA grant recipients. This includes but not limited to: conducting risk analysis; reviewing annual CPD/HQ guidance and obtaining clarification; developing work plans; and managing and supporting the grants management process and the Grants Management Process (GMP) system.

Program Office Salaries Expenses-Office of Community Planning and Development

Compliance: Monitoring and Risk Assessment				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY2012 to FY 2014
Personnel Services Subtotal	\$9,419	\$9,821	\$12,043	\$2,624
Non-Personnel Services				
Travel	587	534	649	61
Printing and Reproduction	1	1	1	0
Supplies	1	2	2	1
Non-Personnel Services Subtotal	590	537	652	62
GRAND TOTAL	10,008	10,358	12,695	2,687
Associated FTE	76	78	94	18

FTE/Workload Summary & Summary of Change

- 94 of CPD’s FTE resources for Monitoring and Risk Assessment, which is an 18 FTE increase compared to fiscal year 2012. CPD reallocated FTE from Program Administration: Information Management and requested additional FTE to support Monitoring and Risk Assessment to improve grantee oversight.
- 86 FTE will be used to monitor 1,074 formula, competitive, NSP, and ARAA, and disaster grantees, which is a 16 FTE increase over fiscal year 2012. In particular, the increase of 16 FTE will allow CPD to perform more in-depth monitoring, provide additional grantee oversight, and help address the historic loss of capacity of grantees due to local and state government layoffs.
- 8 FTE will be used to conduct 4,479 risk analyses, which is a 2 FTE increase over fiscal year 2012. The increase of 2 FTE will allow CPD to continue to focus on targeting the greatest risk grantees and provided necessary assistance to those grantees.

CPD is in the process of streamlining the Risk Assessment process to identify more efficient ways to target grantees that need services and intervention.

Standards and Guidance

CPD has several programs such as CDBG, SNAPs, HOME, Rural Innovative Fund (RIF) and Capacity Building that it must provide standards and guidance to ensure Congress’s intent is followed and the programs are effective. The standards and guidance are targeted to not only grantees and stakeholders, but CPD field employees as well. Standards and Guidance relates to all activities in the development and dissemination of CPD program regulations, including but not limited to, analyzing, developing, and disseminating controls and procedures to ensure regulatory and timeliness requirements of CPD’s programs. CPD is in the midst of a significant workload increase relating to demand for capacity building, providing services to communities facing enormous

Program Office Salaries Expenses-Office of Community Planning and Development

challenges, for more affordable housing, and for strategies to reduce homelessness. In addition, new policy directions with the HOME and HEARTH regulations, and possible new Section 3 rule, all require that CPD staff master the changes and then invest a large amount of time training grantees to comply. CPD remains the main portal for implementation of these policies and must provide standards and guidance.

Compliance: Standards and Guidance				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY2012 to FY 2014
Personnel Services Subtotal	\$2,726	\$2,770	\$2,818	\$92
Non-Personnel Services				
Printing and Reproduction	1	1	1	0
Supplies	1	2	2	1
Non-Personnel Services Subtotal	2	3	3	1
GRAND TOTAL	2,729	2,773	2,822	93
Associated FTE	22	22	22	-

FTE/Workload Summary & Summary of Change

- 22 FTE will be used to provide standards and guidance on programs such as CBDG, SNAPs, HOME, and Capacity Building, which is the same as fiscal year 2012. CPD has new regulations relating to the HEARTH Act and the New HOME rule, which will require additional policies and procedures to support CPD staff, grantees, general public, and partners.

Competitive Grants Management

Competitive Grants Management includes all activities associated with program management of competitive grants to include, but not limited to: preparing assessment for competitive grantees; conducting or participating in start-up conferences; performing Line of Credit Control Systems (LOCCS) administrative functions; reviewing policy documentation, reports, and requests for amendments and associated tasks; coordinating program exceptions, notifying grantees of changes to fair market rents; reviewing and approving vouchers; conducting financial close-outs; and reviewing timeliness program expenditure requirements. CPD has several competitive programs such as SNAPs, Rural Innovative Fund, Capacity Building, HOPWA Competitive, and Economic Development Programs. Furthermore, CPD is at the forefront of ending homelessness and is implementing the Federal Strategic Plan (FSP) to Prevent and End Homelessness.

Program Office Salaries Expenses-Office of Community Planning and Development

CPD has made significant program administrative changes that have positively affected CPD’s ability to manage its competitive programs such as:

- Implementing the HEARTH Act.
- Merging E-SNAPS with IDIS to improve metrics reporting and evaluation.
- Developing Opening Doors and the Federal Strategic Plan to Prevent and End Homelessness.
- Creating an on-line management system for the Rural Innovation Fund to improve the application process, maintain grant applications and improve accountability.
- Expanding the capacity of the Grant Management Process system to allow for more meaningful metrics and reporting capabilities.

Competitive Grants Management				
(dollars in thousands)				
	FY2012	FY2013	FY2014	FY2012 to FY 2014
Personnel Services Subtotal	\$13,012	\$13,220	\$13,836	\$824
Non-Personnel Services				
Printing and Reproduction	1	1	1	0
Supplies	1	2	2	1
Non-Personnel Services Subtotal	2	3	3	1
GRAND TOTAL	13,015	13,224	13,839	825
Associated FTE	105	105	108	3

FTE/Workload Summary & Summary of Change

- 108 FTE of CPD’s FTE resources are allocated to Competitive Grant Management, which is a 3 FTE increase compared to fiscal year 2012.
- 70 FTE will be used to manage 16,014 competitive grants, which is a 3 FTE increase over fiscal year 2012. The 3 FTE increase will support the implementation of the HEARTH Act, which altered the ways CPD distributes federal funds to homeless assistance providers. Consolidating the grants will require CPD to provide additional support to grantees.
- 38 FTE will be used to process grants and renewals for the SNAPs, Rural Housing, Economic Development, and HOPWA programs and to support the HEARTH Act, which introduces a new competitive grant (Rural Housing Stability Program) and combines three existing Continuum of Care competitive grant programs into one; overhauls the Emergency Solutions Grant

Program Office Salaries Expenses-Office of Community Planning and Development

(HESG) program; establishes three new Technical Assistance (TA) grant programs; and fosters a more integrated approach between all CPD programs.

Competitive Awards

CPD must conduct competitions to evaluate potential grantees to fund. The competitive award process is an important workload function relating to CPD’s ability to administer grants.

CPD leveraged information technology investments to approve the competitive awards process such as:

- By implementing the complex business rule changes set forth in the HEARTH Act in e-snaps, HUD will automate intake and processing of over 7,000 grant applications a year.
- Creating an on-line management system for the Rural Innovation Fund to improve the application process, maintain grant applications and improve accountability.
- Reengineering the application process for administering Technical Assistance and Capacity Building.

Competitive Awards				
(dollars in thousands)				
	FY2012	FY2013	FY2014	FY2012 to FY 2014
Personnel Services Subtotal	\$3,098	\$3,148	\$3,203	\$105
Non-Personnel Services				
Printing and Reproduction	1	1	1	0
Other Services	41	40	40	(1)
Supplies	1	2	2	1
Non-Personnel Services Subtotal	43	43	43	0
GRAND TOTAL	3,141	3,191	3,246	105
Associated FTE	25	25	25	-

FTE/Workload Summary & Summary of Change

- 25 FTE will be used to award SNAPS, OneCPD, NSP, and Other CPD Competitive Grants, which is the same level as fiscal year 2012.

Program Office Salaries Expenses-Office of Community Planning and Development

Formula Grants Management

CDBG is the epitome of a place-based program in that it annually invests in thousands of communities across the country with the objectives of providing decent housing, suitable living environments and economic opportunity. As the federal government’s foremost community development program, CDBG has been, is and can continue to be a key part of the Obama Administration’s efforts to strengthen economic competitiveness of the nation’s neighborhoods and communities.

Formula Grants Management is all activities associated with management of Entitlement Grants to include, but not limited to: conducting program management activities, conducting financial management activities, conducting policy development activities, conducting reporting activities, reviewing timeliness program expenditures requirements, and conducting other activities in the post award process.

Formula Grants Management				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY2012 to FY 2014
Personnel Services Subtotal	\$16,235	\$16,494	\$18,961	\$2,726
Non-Personnel Services				
Printing and Reproduction	1	1	1	-
Other Services	76	75	75	(1)
Supplies	1	2	2	1
Non-Personnel Services Subtotal	78	78	78	-
GRAND TOTAL	16,313	16,572	19,039	2,726
Associated FTE	131	131	149	18

FTE/Workload Summary & Summary of Change

- 149 FTE of CPD’s FTE resources are allocated to Formula Grants Management, an increase of 18 FTE, compared to fiscal year 2012. CPD reallocated FTE from Program Administration: Information Management and requested additional FTE to support Formula Grants Management to improve grantee oversight.
- 120 FTE will be used to manage and oversee 3,416 Formula Grantees and 28 FTE will be used for Grant Closeout.
- The increase of 17 FTE will help address the historic loss of capacity of grantees due to local and state government layoffs and to improve grantee oversight for programs such as HOME, CDBG, HOPWA, and ESG.

Program Office Salaries Expenses-Office of Community Planning and Development

Loan Management

Loan Management involves all activities associated with loan management, including but not limited to: develop and conduct program oversight/management: provide policy guidance; enforce Section 108 program; processing and portfolio management of Section 108 loans; reviewing and providing technical assistance on section 108 loan guarantee applications; and preparing approval/disapproval memo for section 108 requests.

Loan Management				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY2012 to FY 2014
Personnel Services Subtotal	\$1,859	\$1,889	\$1,922	\$63
Non-Personnel Services				
Printing and Reproduction	1	1	1	-
Supplies	1	2	2	1
Non-Personnel Services Subtotal	2	3	3	1
GRAND TOTAL	1,861	1,892	1,925	63
Associated FTE	15	15	15	-

FTE/Workload Summary & Summary of Change

- 15 FTE will be used to manage 71 section 108 loans, which is the same as fiscal year 2012.

Environmental Review

Environmental Review refers to all activities associated with conducting environmental reviews for HUD programs, including but not limited to: performing environmental monitoring activities, conducting in-depth environmental monitoring of HUD clients; conducting environmental reviews for HUD program analysis and all necessary grantee performance analysis and follow through; providing support, technical assistance and training; serving as a liaison between HUD and the environmental community; and providing oversight reviews and preparing special guidance materials for HUD and client staff. CPD bears the full expense of environmental staff to support the entire Department.

Program Office Salaries Expenses-Office of Community Planning and Development

Environmental Review				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY2012 to FY 2014
Personnel Services Subtotal	\$4,957	\$5,036	\$5,125	\$168
Non-Personnel Services				
Travel	50	50	50	-
Printing and Reproduction	1	1	1	-
Other Services	25	25	25	-
Supplies	1	2	2	1
Non-Personnel Services Subtotal	77	78	78	1
GRAND TOTAL	5,034	5,115	5,204	169
Associated FTE	40	40	40	-

FTE/Workload Summary & Summary of Change

- 40 FTE of CPD’s FTE resources are allocated to Environmental Review, which is the same as fiscal year 2012.
- 13 FTE will be used to perform 1,101 part 58 and 50 reviews, 20 FTE will be used to provide support, technical assistance, and training to environmental clients, and 7 FTE will be used to complete 125 in-depth monitoring reviews, which this is the same level as fiscal year 2012.

Cross Program Collaboration

Cross Program Collaboration refers to all activities associated with cooperating across cylinders collaboration and joint delivery of services such as White House, Congressional, and Secretarial Priorities; Interagency Partnerships with other agencies; Cross Program Collaboration with other entities, stakeholders, and partners; Coordination with other programs areas at HUD; and Goal Reporting and High Priority Performance Goal (HPPG), Agency Priority Goal (APG), Annual Performance Report (APR), Management Action Plan (MAP). Cross Collaboration is more important than ever as we all look for additional ways to save money and pool resources. Currently, GAO is actively looking for federal programs that are duplicative, fragmented, or overlapped to recommend for reduction, and in some cases, elimination. CPD recognizes that cross collaborating is necessary to proactively leverage resources in order to achieve quality delivery of services. Therefore, CPD has incorporated cross-collaboration into its business processes.

Program Office Salaries Expenses-Office of Community Planning and Development

Program Office Salaries Expenses-Office of Community Planning and Development

Examples of cross-collaboration include:

- Developing Opening Doors, Federal Strategic Plan to Prevent and End Homelessness.
- Creating Homelessness National HIV/AIDS Strategy.
- Developing and launching Border Community Capital Initiative with USDA and CDFI Fund.
- Participating in the process to re-write the rule for Affirmative Furthering Fair Housing.
- Coordinating with other program areas on the Section 3 Rule.
- Establishing Field Management Council.
- Localized Disaster Response.

Cross Program Collaboration				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY2012 to FY 2014
Personnel Services Subtotal	\$2,850	\$2,896	\$2,947	\$97
Non-Personnel Services				
Printing and Reproduction	1	1	1	-
Supplies	1	2	2	1
Non-Personnel Services Subtotal	2	3	3	1
GRAND TOTAL	2,852	2,899	2,950	98
Associated FTE	23	23	23	-

FTE/Workload Summary & Summary of Change

- 23 FTE will be used for Cross Program Collaboration with the White House, Congress, Interagency partnerships and stakeholders, which is the same level as fiscal year 2012.

Operations

All activities associated with providing administrative, system development and evaluation, and budget support for Community Planning and Development. CPD’s administration; system development and evaluation, and budget support staff directly support CPD programs and interests, while addressing the needs of the Department. The support that Operations staff provides is specific to CPD programs and differs from the support that is provided by OCHCO, OCIO, and OCFO. For example, CPD’s system development and evaluation staff must have specific knowledge on CPD’s program and requirements to effectively administer and develop the system. The staff serves as subject matter expert on how the system supports CPD’s programs and goals. They meet regularly with GAO, OIG, and other auditors to discuss the relationship between CPD’s programs and the system that

Program Office Salaries Expenses-Office of Community Planning and Development

supports the grantees. CPD’s system staff serves as a hybrid of program and technical expertise that differs from the services provided by OCIO.

Operations				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY2012 to FY 2014
Personnel Services Subtotal	\$3,718	\$3,757	\$3,858	\$140
Non-Personnel Services				
Printing and Reproduction	1	1	1	-
Supplies	1	2	2	1
Non-Personnel Services Subtotal	2	3	3	1
GRAND TOTAL	3,720	3,761	3,861	141
Associated FTE	30	30	30	-

FTE/Workload Summary & Summary of Change

- 30 FTE of CPD’s FTE resources are allocated to Operations which will be used to provide administrative, system development and evaluation, and budget support, which is the same level as fiscal year 2012.

Economic Resilience:

The Office of Economic Resilience will manage the Integrated Planning and Implementation grants requested in this budget. The Office will work across the Department and in partnership with other federal agencies to remove barriers and align resources to catalyze strong and resilient local economies and provide technical assistance to build the capacity of local, regional and state entities.

HUD is proposing that the FTEs and S&E budget allocated for the former Office of Sustainable Housing and Communities (18 FTE and \$2.73m) be realigned to the CPD budget for these purposes.

Program Office Salaries Expenses-Office of Community Planning and Development

Economic Resilience				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Services	-	-	\$2,492	\$2,492
IPA	-	-	155	155
Personnel Services Subtotal	-	-	2,647	2,647
Non-Personnel Services				
Travel	-	-	65	65
Printing and Reproduction	-	-	1	1
Other Services	-	-	10	10
Training	-	-	5	5
Supplies	-	-	3	3
Non-Personnel Services Subtotal	-	-	84	84
GRAND TOTAL	-	-	2,731	2,731
Associated FTE	-	-	18	18

FTE/Workload Summary & Summary of Change

- 18 of CPD’s FTE resources are allocated to establish the Office of Economic Resilience.
- 11 FTE will be used to oversee and manage 172 grantees and to run a grant competition to award 40 new grants and close out 5 grants.
- 1 FTE will be used to manage 6 contracts and respond to an estimated 74 FOIA/Audit Requests.
- 6 FTE will be used to formulate and promote policies and programs through interagency partnerships.

OFFICE OF COMMUNITY PLANNING AND DEVELOPMENT

