

**DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
ADMINISTRATIVE SUPPORT OFFICES
OFFICE OF FIELD POLICY AND MANAGEMENT**

The Office of Field Policy and Management (FPM) provides strategic leadership, direction, oversight, and support for the Department's 80 Regional and Field Offices nationwide, with the Regional Administrators and Field Office Directors serving as the senior management officials in their respective jurisdictions. FPM ensures that each HUD field office functions as a common enterprise throughout the strategic planning process, and provides seamless program and customer service delivery. FPM is uniquely positioned to ensure HUD's diverse group of stakeholders and partners fully benefit from the agency's programs, and serves as the first point of contact for local and state government. FPM leads regional and local offices in creating effective opportunities for HUD to build and maintain partnerships with local governments, elected officials, industry groups, the media, and the general public. FPM staff collaborates with its program office counterparts to advance Secretarial initiatives and the Department's strategic goals. FPM's operational support plays a critical role in ensuring HUD initiatives are effectively implemented, the Department's annual performance goals are met, and that priorities reflect local needs.

FPM has the lead role in ensuring cross program collaboration, and a "place-based" focus on HUD program delivery in the field while also supporting the efforts of a broad spectrum of HUD clients, (including State and local government elected officials, public and private sector partners, stakeholders, industry groups, and nonprofit organizations). As a result, FPM is responsible for establishing, coordinating, and executing place-based strategies for the full range of Secretarial priorities and special initiatives, including HUD's role in the Federal Strong Cities, Strong Communities (SC2) initiative. FPM also provides local FPM staff time in furthering HUD's Office Economic Resilience (OER) goals through grant-funded activities whereby various FPM staff members serve as Sustainability Officers among their other assigned duties. Other examples of its strategic outreach and communications in ensuring integrated program support are in addressing the critical needs of less advantaged families, persons, and neighborhoods, homeless veterans, chronically homeless persons and families, and the general public. FPM's leadership role in these high priority initiatives frequently requires cross program, interagency and/or public-private collaboration to address the unique concerns of the communities that HUD serves across the country.

Continuity of Operation Planning (COOP)/Disaster and Emergency Management Devolved to FPM in fiscal year 2012

FPM is responsible for coordinating cross agency efforts to ensure successful response and recovery efforts associated with major disasters across the country and will continue to draw upon its unique leadership role and past successful track record in maximizing the use and effectiveness of limited funding and partnership investments in rebuilding neighborhoods, communities, and disaster impacted areas across America.

In fiscal year 2013, FPM led the efforts to staff the Super Storm Sandy response and recovery. Specifically, FPM insured that the Joint Field Offices (JFO) and Disaster Recovery Centers (DRC) were staffed sufficiently with HUD employees with the subject

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knowledge required to serve the victims of the historic super-storm. FPM staff members were deployed to make sure the needs of the community were met. Staffing the JFO's and DRC's require cross-office collaboration with all organizations, oversight of travel, human resource actions, and budget and execution of the communication strategy to all HUD staff.

Integration of the Davis Bacon function to FPM

In fiscal year 2013, the Office of the Departmental Operations and Coordination (ODOC) will be eliminated and the Davis Bacon labor standards compliance functions will be realigned to the Office of Field Policy and Management by end of fiscal year 2013. This initiative will result in a more streamlined operation by reducing the number of offices reporting to the Secretary/Deputy Secretary.

The Office of Labor Relations staff will conduct investigations, monitor visits, and various training sessions with local agencies to ensure effective enforcement of the relevant federal labor standards in HUD's housing and community development programs.

Dedicating Opportunities to End Homelessness

In fiscal year 2012, as part of HUD's Strategic Goal 2; "Meet the Need for Quality Affordable Rental Homes, Subgoal 2A, End Homelessness and substantially reduce the number of families and individuals with severe housing needs", FPM launched the "Dedicating Opportunities to End Homelessness Initiative" (DOEH), an initiative in which FPM partnered with the United States Interagency Council on Homelessness (USICH) to engage mainstream housing providers and community stakeholders to generate commitment of significant resources to homelessness efforts. Initially, ten cities (Atlanta, GA; Tampa, FL; Houston, TX; New Orleans, LA; Seattle, WA; Los Angeles, CA; Fresno, CA; Philadelphia, PA; Phoenix, AZ; and Chicago, IL) were identified around the country to pilot the effort. FPM, with the participation of HUD program offices, heads the management/coordination of this initiative, including disseminating best practices around the country. To date, DOEH has established strong relationships with community stakeholders and housing units have already been committed for the homeless. For example, the City of Atlanta is currently working with 37 local community stakeholders and has established a strong working relationship within the Tri-jurisdictional authorities (City of Atlanta, DeKalb County, and Fulton County), which has been historically challenging. Thanks to their efforts, they have to date 500 additional committed units for homeless families and are working towards an 800 unit goal.

Delivering Together Cross Program Collaboration (CPC)

In fiscal year 2012, "Delivering Together", a project to help implement HUD's Strategic Goal 5, "Transforming the Way HUD Does Business" evolved into the "Cross Program Collaboration" project in which the objective is to identify and replicate the best collaborative practices that our field and headquarters offices have already developed and put them into operation. In effect, the "best practices" become "standard practices" everywhere in the Department. With results in 2012 to inform efforts going forward, FPM will continue to spearhead this effort in all local field offices.

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ProofPoint

During the last quarter of fiscal year 2012, FPM started the first implementation phase of a new knowledge management software application called Proofpoint. To date Proofpoint has improved the operations of FPM by providing FPM Headquarters with interactive reports on the progress each Field Office is making toward the achievement of the Department’s Strategic Goals and the workload in each jurisdiction. The system permits FPM Senior Leadership to drill down to each jurisdiction and understand the unique needs of that local community and how HUD programs are achieving the agency priority goals at a place-based level. This single repository not only consolidates our data in an interactive and transparent format but it will be used to advance FPM’s ability to track its progress toward the strategic goals, both qualitatively and quantitatively, thus improving accountability on all levels.

TOTAL - SALARIES AND EXPENSES				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Services	\$43,729	\$46,478	\$50,960	\$7,231
Non-Personnel Services				
Travel	1,249	869	1,000	(248)
Transportation of Things	57	40	-	(57)
Printing and Reproduction	1	20	24	23
Other Services	91	260	391	300
Training	205	100	372	167
Supplies	13	24	15	2
Non-Personnel Subtotal	1,614	1,313	1,801	187
GRAND TOTAL	45,343	47,791	52,761	7,418
Associated FTE	336	354	384	48

DESCRIPTION OF CHANGE FROM FY 2012 TO FY 2014

In fiscal year 2014, FPM is requesting \$52,761K in S&E and 384 FTE. This increase in Personnel Services assumes a .75 percent pay raise/Cost of Living Adjustment (COLA) and funding for promotions and scheduled within grade increases (WIGs). The increase of

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48 FTE from fiscal year 2012 to fiscal year 2014 is primarily due to the realignment of 44 FTE to support the Davis-Bacon and Wage Enforcement from the Office of Departmental Operations and Coordination to Field Policy and Management.

- An increase of \$7,231K in Personnel Services includes \$5,836k and 44 FTE for the absorption of Davis-Beacon Labor Relations function in the Field.
- Total increase of \$187K in Non Personnel Services costs which will support the Labor Relations requirement contracts and \$167K in Training to expand development opportunities for all employees.

BUDGET REQUEST BY FUNCTION

Operations, Management and Oversight

Leadership Activities to Improve Accountability involves planning, coordinating, and directing internal field operations; serving as a catalyst for transformation and cross program collaboration throughout the field. As the driver of cross-program strategic plans in the Field, FPM is critical to fostering relationships across program areas and aligning resources to reduce duplicative, ineffective efforts. Field Policy and Management acts as the nexus for HUD’s external relationships with key federal, state, and local decision-makers. In this role, FPM serves as the front-line link between internal and external decision makers and is responsible for relaying the most relevant, up-to-date place-based information to program participants and the public.

Operations, Management and Oversight				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Services	\$12,152	\$12,550	\$12,043	(\$109)
Non-Personnel Services				
Travel	1,249	869	800	(449)
Transportation of Things	57	40	-	(57)
Printing and Reproduction	1	20	14	14
Other Services	91	260	291	200
Training	205	100	92	(112)
Supplies	13	24	5	(8)
Non-Personnel Subtotal	1,614	1,313	1,202	(412)
GRAND TOTAL	13,766	13,863	13,245	(521)
Associated FTE	92	96	91	(1)

FTE/Workload Summary & Summary of Changes

- 53 FTE will be used to provide Field Management, Guidance and Oversight for 78 field offices. This is the same FTE level as fiscal year 2012.
- 13 FTE will be used to provide training, Technical Assistance, and educational events, trainings/TA/events. This is the same level as fiscal year 2012.
- 13 FTE will be used to prepare 47 "hot issues" reports and briefing papers. This is the same FTE level as fiscal year 2012.
- 4 FTE will be used to support 86 COOP activities. This is a decrease of 1 FTE from fiscal year 2012. In fiscal year 2012 COOP and Disaster Activities were combined and workload was defined as the level of effort. In fiscal year 2014 COOP and Disaster Activities were separated and workload was assigned to each activity. In addition, the definition for each activity was updated and in some instances workload moved from one activity to another activity. These changes resulted in better/more accurate reporting of workload and the corresponding FTE requirement. The fiscal year 2014 FTE projection is a better reflection of the FTE requirement for COOP activities.
- 5 FTE will be used to support 68 Disaster activities. This is the same FTE level as fiscal year 2012.
- 2 FTE will be used to provide Headquarters/Field Office Support. This is a 1 FTE decrease from fiscal year 2012. The reduction in FTE in Operations, Management, and Oversight is the result of the FPM realignment of resources in fiscal year 2014 and the planned small office realignment. In fiscal year 2014, FPM's workload decreased from 80 field offices supported to 78 field offices supported. As a result less resources and FTE will be required to support this activity.
- 1 FTE will be used to provide support to Secretary/Deputy Secretary and provide Headquarters/Field Office Support to 78 offices. This is the same FTE level as fiscal year 2012.
- 1 FTE will be used to provide support to Secretary/Deputy Secretary and provide Headquarters/Field Office Support to 78 offices. This is a decrease of 1 FTE to provide Headquarters/field Office support is the result of the FPM realignment of resources in fiscal year 2014 and the planned small office realignment. In fiscal year 2014, FPM's workload decreased from 80 field offices supported in fiscal year 2012 to 78 field offices supported in fiscal year 2014. As a result less resources and FTE will be required to support this activity.

FPM developed its workload projections based on ProofPoint Data.

Financial Management and Budget/Human Resources Management

Financial Management and Budget/Human Resource Management function provides budget and human resource support to FPM. FPM staff manages the budget formulation and execution process, manages S&E dollars and the administration/management of human resources. FPM provides advice and guidance on budget issues in Headquarters and the Field. In addition, FPM oversees the IT Customer Service Portfolio.

FINANCIAL MANAGEMENT AND BUDGET/HUMAN RESOURCE MANAGEMENT				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Services	\$1,074	\$1,434	\$1,326	\$252
Non-Personnel Services				
Printing and Reproduction	-	-	-	-
Training	-	-	10	10
Supplies	-	-	-	-
Non-Personnel Subtotal	-	-	10	10
GRAND TOTAL	1,074	1,434	1,336	262
Associated FTE	8	11	10	2

FTE/Workload Summary & Summary of Changes

- 5 FTE will be used to perform Budget and Financial Management responsibilities for 78 offices. This is the same FTE level as fiscal year 2012.
- 4 FTE will be used to provide Human Resource Administration and support for 384 staff. This is an increase of 1 FTE from fiscal year 2012.
- 1 FTE will be used provide IT portfolio management. This is an increase of 1 FTE from fiscal year 2012 as a result of new IT Customer Services Management Segment responsibilities assigned to FPM.

FPM developed its workload projections based on ProofPoint Data.

Cross Program Collaboration, Coordination and Communication

Collaboration, Coordination and Communication involves developing policy and procedures for Field Offices, providing program technical assistance and guidance, providing human resources guidance, processing grievances, performing special initiatives, studies, and projects, conducting field office reviews and field oversight/remote reviews activities, and developing/participating in training. In addition, FPM is critical to implementing cross program initiatives and ensuring the internal alignment of agency processes. Examples include the Management Action Plan, Field Working Groups, representation of HUD in local and regional initiatives, and Proofpoint management.

Proofpoint will improve the operations of FPM HQ with interactive reports on the progress each Field Office is making toward the achievement of the Department’s Strategic Goals. The system permits FPM Senior Leadership to drill down to each jurisdiction and understand the unique needs of that local community and how HUD programs are achieving the agency priority goals at a place based level. Proofpoint will provide a single repository for all of the regional and local operating plans during the fiscal year and not only consolidate data in an interactive and transparent format, but it will be used to advance FPM’s ability to track its progress toward the strategic goals, both qualitatively and quantitatively, thus improving accountability on all levels.

With the migration of the Office of Labor Relations (OLR) to FPM there is the necessity of augmenting or enhancing the Proofpoint system to track workload for the OLR staff in the field. Therefore, the current Proofpoint system will need an enhancement.

CROSS PROGRAM COLLABORATION, COORDINATION AND COMMUNICATION				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Services	\$6,743	\$6,737	\$6,794	\$51
Non-Personnel Services				
Printing and Reproduction	-	-	-	-
Training	-	-	54	54
Supplies	-	-	-	-
Non-Personnel Subtotal	-	-	54	54
GRAND TOTAL	6,743	6,737	6,848	105
Associated FTE	52	52	51	(1)

FTE/Workload Summary & Summary of Changes

- 20 FTE will be used to support meetings regarding Field Working Group Activities including HUDStat, Rstat, CityStat. This is the same FTE level as fiscal year 2012.
- 14 FTE will be used to support the development of the 78 Management Plans and activities associated with ProofPoint. This is a decrease of 1 FTE from fiscal year 2012. This reduction in workload is the result of the planned small office realignment.
- 12 FTE will be used identify/resolve cross program/local issues. This is the same FTE level as fiscal year 2012.
- 5 FTE will be used to perform cross programmatic training and professional development opportunities. This is the same FTE level as fiscal year 2012.

FPM developed its workload projections based on ProofPoint Data.

Customer Service

Customer Service to Improve the Impact of HUD Programs and Services: The Office of Field Policy and Management is the front-line response system for agencywide inquiries, both internal and external. FPM ensures comprehensive, place-based responses and information regarding HUD programs and services to customers, partners, elected officials, the general public and to its internal counterparts. It improves the quality, and maximizes the benefit, of HUD programs.

CUSTOMER SERVICE				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Services	\$12,152	\$13,426	\$12,878	\$726
Non-Personnel Services				
Training	-	-	94	94
Non-Personnel Subtotal	-	-	94	94
GRAND TOTAL	12,152	13,426	12,972	820
Associated FTE	94	103	97	3

FTE/Workload Summary & Summary of Changes

- 55 FTE will be used to manage 685,025 customer calls, respond to emails and walk-in visitors per year. This is the same FTE level as fiscal year 2012.

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- 19 FTE to will be used to manage 2024 pieces of controlled correspondence. This is an increase of 3 FTE from fiscal year 2012. As a result of improved reporting in ProofPoint, FPM is able to collect better information regarding workload activity. In ProofPoint the number of Controlled Correspondence completed increased from 1,450 in fiscal year 2012 to 2,024 in fiscal year 2014. This increase in workload was accomplished by the additional FTE associated with this activity.
- 5 FTE will be used to update 78 Customer Service Plans. This is the same FTE level as fiscal year 2012.
- 15 FTE used to process 1608 FOIAs. This is the same FTE level as fiscal year 2012.

FPM developed its workload projections based on ProofPoint Data.

Executive Secretarial/Agency Priorities

Execution of Secretarial/Agency Priorities: The Office of Field Policy and Management is responsible for establishing, coordinating and executing place-based strategies for the full range of Secretarial and agency priorities, special initiatives, and outreach. FPM leads high-impact initiatives which call for cross-program, interagency, or public-private collaboration to address community concerns.

EXECUTIVE SECRETARIAL/AGENCY PRIORITIES				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Services	\$6,678	\$7,117	\$7,202	\$524
Non-Personnel Services				
Training	-	-	55	55
Non-Personnel Subtotal	-	-	55	55
GRAND TOTAL	6,678	7,117	7,257	579
Associated FTE	52	55	54	2

FTE/Workload Summary & Summary of Changes

- 15 FTE will be used to perform 447 foreclosure mitigation activities. This is an increase of 2 FTE from fiscal year 2012. As a result of improved reporting in ProofPoint FPM is able to accurately forecast its workload activity and the FTE requirement needed to complete this task.
- 13 FTE will be used to manage, coordinate and participate in 136 sustainability activities. This is the same FTE level as fiscal year 2012.

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- 15 FTE will be used to manage, coordinate and participate in 771 homeless events. This is a decrease of 1 FTE from fiscal year 2012. FPM reported 824 Homeless Activities in fiscal year 2012 and 771 Homeless Activities in fiscal year 2014. This activity is based on a projected decrease in workload based on current ProofPoint projections.
- 5 FTE will be used to manage, coordinate and participate in 63 fair housing activities. This is a decrease of 1 FTE from fiscal year 2012.
- 5 FTE to participate in 241 energy efficiency and weatherization activities. This is an increase of 2 FTE from fiscal year 2012. Based on more accurate ProofPoint reporting FPM projects an increase in FTE requirements for fiscal year 2014. While projected workload remains constant the amount of time required to accomplish the workload increased from fiscal year 2012 to fiscal year 2014.
- 1 FTE to support activities focused on 29 non-APG Secretarial Initiatives; participate in 127 vacancy rate reduction activities, 405 affordable rental housing activities and 25 faith-based and neighborhood partnership activities. This is the same FTE level as fiscal year 2012.

FPM developed its workload projections based on ProofPoint Data.

Coordinate and Leverage Federal Policies and Investments

Leveraging partnerships to improve delivery of service and streamline processes involves establishing and maintaining partnerships is a critical function of FPM, enabling HUD leadership to identify and connect with existing resources within federal, state and local governments, the business community, and key stakeholders. Not only does FPM’s coordinating role encourage long-term partnership alignment, it also facilitates and meets the need to establish a common enterprise with counterpart agencies delivering programs and services which address community needs.

COORDINATE AND LEVERAGE FEDERAL POLICIES AND INVESTMENTS				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Services	\$2,252	\$2,372	\$2,162	(\$90)
Non-Personnel Services				
Training	-	-	18	18
Non-Personnel Subtotal	-	-	18	18
GRAND TOTAL	2,252	2,372	2,180	(72)
Associated FTE	17	18	16	(1)

FTE/Workload Summary & Summary of Changes

- 12 FTE will be used to coordinate special events/official visits. This is a decrease of 1 FTE from fiscal year 2012. The workload associated with coordinating special events/official visits is considered a level of effort. This workload fluctuates from year to year and from location to location. With the realignment of small offices FPM anticipates that the activity associated with coordinating special events/official visits may decrease and the FTE required to support this activity may also decrease.
- 4 FTE will be used to support 48 interagency events with internal partners. This is the same FTE level as fiscal year 2012.

FPM developed its workload projections based on ProofPoint Data.

Public Affairs and Intergovernmental Affairs

Public Affairs and Intergovernmental Affairs involves conducting media and public relations support, promoting special HUD events, processing Freedom of Information Act (FOIAs), developing Public Affairs materials and keeping abreast of current events. It also ensures that information is current, complete and accurate and that applicable laws, regulations, and policies involving the release of information to the public are followed so that the Department’s activities are as transparent to the public as possible.

PUBLIC AFFAIRS AND INTERGOVERNMENTAL AFFAIRS				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Services	\$2,679	\$2,842	\$2,719	\$40
Non-Personnel Services				
Training	-	-	21	21
Non-Personnel Subtotal	-	-	21	21
GRAND TOTAL	2,679	2,842	2,740	61
Associated FTE	21	22	21	0

FTE/Workload Summary & Summary of Changes

- 12 FTE will be used to conduct 101 briefings with elected officials. This is the same FTE level as fiscal year 2012.

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- 9 FTE will be used to conduct external media relations and internal communications outreach. This is the same FTE level as fiscal year 2012.

FPM developed its workload projections based on ProofPoint Data.

Davis-Bacon and Wage Enforcement

The organization performs a broad range of cross-program functions that assist the Deputy Secretary with HUD’s continuing management improvement initiatives. Key responsibilities include providing expertise on compliance and monitoring, program evaluation, efficient, customer-oriented operations; and performing statutory labor standards compliance activities pursuant to Davis Bacon and other Acts requirements. Labor Relations also carry out investigations, monitoring visits and training sessions with Local Contract Agencies, Public and Indian Housing Authorities, Community Development Block Grants entitlement communities, and contractors.

DAVIS-BACON AND WAGE ENFORCEMENT				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Services	-	-	\$5,836	\$5,836
Non-Personnel Services				
Travel	-	-	200	200
Printing and Reproduction	-	-	10	10
Other Services	-	-	100	100
Training	-	-	28	28
Supplies	-	-	10	10
Non-Personnel Subtotal	-	-	348	348
GRAND TOTAL	-	-	6,184	6,184
Associated FTE	-	-	44	44

FTE/Workload Summary & Summary of Changes

HUD will be proposing a re-organization in fiscal year 2013 to include this function in FPM. Staff will use variety of methods to accomplish the workload including the use of the LR2000 automated system.

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- 8 FTE to perform wage requirements compliance.
- 8 FTE will be used to support 3,650 Labor standards and Enforcement activities.
- 8 FTE will be used to conduct 3,440 monitoring reviews.
- 7 FTE will be used to conduct 3,206 wage determinations.
- 2 FTE will be used to provide administrative support.
- 6 FTE will be used to conduct 1862 labor standards investigations.
- 5 FTE to perform management and technical oversight.

FPM developed its workload projections based on ProofPoint Data.

The Office of Field Policy and Management will be able to carry out its mission with the available funding.



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