

**DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
SALARIES AND EXPENSES**

	FY 2012 Actual		FY 2013		FY 2014		FY 2012 TO FY 2014	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<i>(dollars in thousands)</i>								
<b>PROGRAM OFFICES</b>								
Community Planning and Development	791	\$100,214	783	\$100,612	836	\$109,740	45	\$9,526
Fair Housing and Equal Opportunity	583	71,289	573	73,044	595	76,504	12	5,215
Office of Healthy Homes and Lead Hazard Control	56	7,174	56	7,445	59	7,642	3	468
Housing	3,142	385,465	3,155	393,896	3,020	383,375	(122)	(2,090)
Policy Development and Research	147	22,084	147	22,347	145	21,687	(2)	(397)
Public and Indian Housing	1,530	200,497	1,493	201,224	1,551	220,298	21	19,801
<b>TOTAL</b>	<b>6,248</b>	<b>786,723</b>	<b>6,208</b>	<b>798,568</b>	<b>6,206</b>	<b>819,246</b>	<b>(42)</b>	<b>32,523</b>
<b>EXECUTIVE OFFICES</b>								
Immediate Office of the Secretary	17	3,106	18	3,594	20	3,810	3	704
Office of the Deputy Secretary	5	977	6	1,207	6	1,288	1	311
Office of Congressional and Intergovernmental Relations	17	2,356	17	2,415	19	2,710	2	354
Office of Public Affairs	23	3,552	23	3,537	25	3,567	2	15
Office of Adjudicatory Services	9	1,580	11	1,710	11	1,761	2	181
Office of Faith-based and Neighborhood Partnerships	7	1,342	9	1,457	8	1,404	1	62
<b>TOTAL</b>	<b>78</b>	<b>12,913</b>	<b>84</b>	<b>13,920</b>	<b>89</b>	<b>14,540</b>	<b>11</b>	<b>1,627</b>
<b>ADMINISTRATIVE SUPPORT OFFICES</b>								
Office of the Chief Human Capital Officer	467	256,017	518	256,999	240	52,555	(227)	(203,462)
Office of Administration	-	-	-	-	230	193,602	230	193,602
Office of the Chief Financial Officer	205	46,528	201	48,274	206	48,304	1	1,776
Office of the Chief Procurement Officer	123	17,109	110	14,790	125	17,364	2	255
Office of Small and Disadvantaged Business	5	710	6	746	-	-	(5)	(710)
Office of Field Policy and Management	336	45,343	357	47,791	384	52,761	48	7,418
Office of Departmental Equal Employment Opportunity	20	3,345	22	3,632	18	3,106	(2)	(239)
Office of the General Counsel	615	91,528	627	94,575	621	94,729	6	3,201
Office of Strategic Planning and Management	28	4,974	30	5,031	30	5,494	2	520
Office of Sustainable Housing and Communities	16	2,659	17	2,643	-	-	(16)	(2,659)
Office of the Chief Information Officer	280	38,080	294	42,141	256	37,398	(24)	(682)
Office of Departmental Operations and Coordination	66	10,282	75	10,539	-	-	(66)	(10,282)
<b>TOTAL</b>	<b>2,161</b>	<b>516,575</b>	<b>2,257</b>	<b>527,161</b>	<b>2,109</b>	<b>505,314</b>	<b>(52)</b>	<b>(11,261)</b>
<b>TOTAL FY2014 Salaries and Expenses</b>	<b>8,487</b>	<b>1,316,210</b>	<b>8,549</b>	<b>1,339,648</b>	<b>8,404</b>	<b>1,339,100</b>	<b>(83)</b>	<b>22,890</b>
NOTE: The FY 2014 Congressional Justification does not include the Offices of Departmental Operations and Coordination (ODOC), Small and Disadvantaged Business Utilization (OSDBU) and Sustainable Housing and Communities (SHC). The functions of these offices will be realigned through reorganizations in FY 2013 and FY 2014. This request excludes Government National Mortgage Association (GNMA); they receive administrative support from Program dollars.								

## Housing and Urban Development- Salaries and Expenses Overview

NOTE: The FY 2012 Actuals do not include 50 FTE attributed to the American Recovery and Reinvestment Act (ARRA): Community Planning and Development (37 FTE), Offices of Healthy Homes and Lead Hazard Control (1 FTE) and Public and Indian Housing (12 FTE). In addition to the fiscal years 2013 and 2014 FTE allocations, 9 FTE are attributed to the Hurricane Sandy Disaster Relief efforts within the Office of Community Planning and Development.

The Department of Housing and Urban Development requests \$1,339.1 million for the Salaries and Expenses (S&E) account in fiscal year 2014, an increase of \$7.6 million and a decrease of 83 FTE from the fiscal year 2012 enacted. Overall, this request includes \$1,104.1 million for Personnel Services and \$235 million for Non-Personnel Services.

The fiscal year 2014 S&E budget is being requested in 8 accounts:

- Executive Offices including \$14.5 million and 89 FTE;
- Administrative Support Offices including \$505.3 million and 2,109 FTE, and
- Program offices including:
  - Housing, \$383.4 million and 3,020 FTE;
  - Community Planning and Development, \$109.7 million and 845 FTE;
  - Public and Indian Housing, \$220.3 million and 1,551 FTE;
  - Fair Housing and Equal Opportunity, \$76.5 million 595 FTE;
  - Office of Healthy Homes and Lead Hazard Control, \$7.6 million and 59 FTE; and
  - Policy Development and Research, \$21.7 million and 145 FTE.

The 2014 Budget streamlines the account structure and is a change from the fiscal year 2012 budget, which includes 23 separate accounts<sup>1</sup>, one for each of the current HUD offices.

### **Description of Need**

Nearly 83 percent of HUD's total budget request is needed solely to renew rental assistance to almost 5 million residents of HUD-subsidized housing, including public housing, and to renew existing HUD grants to homeless assistance programs. Detailed data on over 4.7 million tenants reveals that: 55 percent are elderly or disabled, 76 percent are extremely low-income (below 30 percent of area median income) and an additional 18 percent are very low-income (below 50 percent of area median income). The Department is critical to addressing the structural gap between household incomes and housing prices and the persistent un-affordability of housing. HUD already plays an important role in making housing affordable through its investments in rental vouchers, public and assisted housing, and

<sup>1</sup> Offices as enacted in 2012 appropriations.

## Housing and Urban Development- Salaries and Expenses Overview

HUD-funded efforts led by states and localities. These efforts recognize that ensuring a stable supply of affordable housing in safe, quality communities enables low-income families and individuals to live healthy, productive lives. HUD is also a vehicle for advancing sustainable and inclusive growth patterns, communities of choice, and energy efficiency. In fiscal year 2014, HUD will continue its unprecedented level of collaboration with the Departments of Transportation, Education, and Energy, as well as the Environmental Protection Agency, to ensure that the location of affordable housing enhances access to employment and educational opportunities, and makes the way we develop and redevelop our communities a key part of the nation's strategy for addressing climate change and energy independence.

HUD remains at the forefront of the Federal response to the national mortgage crisis and is central to the economic recovery. In the midst of a credit crunch, the Federal Housing Administration (FHA) is playing a critical countercyclical role. FHA continues to represent nearly a quarter of single family mortgage dollar volume, up from 1.9 percent in 2006. HUD is actively involved in foreclosure mitigation, homeownership counseling, and a myriad of efforts to curb mortgage abuse and lending discrimination.

The Salaries and Expenses Budget is critical to supporting and achieving our strategic goals. These goals include:

- **Stabilizing the Housing Market, Keeping Homeowners in their Homes and Expanding Homeownership Opportunities** - Today, **FHA**--supported by **Ginnie Mae**--continues to build on this commitment, serving Americans by providing access to mortgage financing and foreclosure mitigation opportunities, rental assistance, facilitating the development of affordable rental options and education regarding housing opportunities. To support this, the S&E request includes new FTE for Ginnie Mae, and proposes a reorganization of the Multifamily functions within FHA to better serve the clients and create efficiencies.
- **Preserving HUD Public and Assisted Housing and Transforming Neighborhoods of Concentrated Poverty** - HUD's portfolio of 1.1 million units of public housing, 2.2 million housing vouchers and 1.2 million units of private, assisted housing is critical to low-income families who depend on this resource. Representing tens of billions of dollars in Federal investment in construction and operating costs over the past 75 years, this critical affordable housing resource would be impossible to recreate today at any price.
- **Providing Communities and Regions with the Resources They Need to Prepare for Their Future** - The Budget proposes program funding for the Department's Office of Economic Resilience (formerly, the Office of Sustainable Housing and Communities), to administer the Integrated Planning and Investment Grants, which will integrate housing and transportation planning and investments. These grants are part of a silo-breaking, interagency Partnership for Sustainable Communities with the Department of Transportation and the Environmental Protection Agency that embodies the President's commitment to being a new kind of Federal partner to states, regions, and localities. The S&E Budget supports this goal by funding new FTE in CPD to manage and oversee grants provided for community development, including CDBG and HOME.
- **Ending Veteran, Chronic, and Family Homelessness** - In 2009, the President endorsed *Opening Doors*, the first-ever Federal strategic plan to prevent and end homelessness. This landmark plan set timelines for ending veteran and chronic homelessness by 2015, and family homelessness within the decade. Again, the S&E Budget proposes increased FTE for CPD to support the management and oversight of the thousands of grants CPD oversees, including the Homelessness grants.

## Housing and Urban Development- Salaries and Expenses Overview

- **Enabling All Americans to Live with Dignity in the Community, Free from Discrimination** - As we build an economic recovery, we need strategies that allow all individuals and all communities to work together to ensure no one is left behind and that everyone has equal and fair access to housing. To that end, the fiscal year 2014 S&E Budget requests new FTE to invest in removing discriminatory barriers to housing and services through new and expanded enforcement. The **Fair Housing Assistance Program (FHAP)** consists of almost 100 State and local agencies that enforce civil rights laws and the **Fair Housing Initiatives Program (FHIP)** to foster compliance with the Fair Housing Act.
- **Making the Department a Better, More Efficient Partner** - The Department's fiscal year 2014 Budget also reflects key investments to further its progress toward becoming a more efficient, performance-based operation—one that imposes less administrative burden on its partners while demanding greater accountability, and is better able to identify and fund what works while defunding what doesn't.

In addition to revamping the way the Information Technology and the Salaries and Expenses budgets are developed and justified, HUD is making strategic investments in training across all HUD offices, looking for opportunities to initiate shared services agreements, where other government organizations have achieved excellence in service, and reducing administrative FTE across-the-board to ensure a lean effective workforce.

### Changes in the Salaries and Expenses Budget

Account Structure. The fiscal year 2014 Budget request streamlines 23 separate accounts into 8 accounts. There are no changes to the program office accounts, but the Budget consolidates six offices into the Executive Office account and twelve into the Administrative Support Offices account. The current account structure is extremely burdensome to manage, and creates significant challenges to efficiently work across silos to administer HUD's multi-billion dollar programs. With this account structure, HUD will continue to manage the offices separately, but the proposed funding structure for the Executive Offices and Administrative Support Offices will provide HUD the flexibility to efficiently make strategic realignments to support Administration priorities and emerging issues. For example, as programs require more cross-cutting support, such as Choice Neighborhoods or Transformation Initiative, the new structure would enable HUD to align resources quickly with needs

Functional Analysis. To address the concerns of Congress, and other internal and external stakeholders, the S&E budget was developed at a functional level to provide more detail and to link these resources, to the greatest extent possible, directly to the program dollars they manage and support. In this Budget request, HUD has included the functional details for the 21 HUD offices reflected in 134 functions. These functions include a brief description of the work and activities being accomplished, and the full-time equivalent and non-personnel dollars needed. Although HUD plans to continue to refine these functions, this is a significant step forward to providing the level of detail needed to understand the activities and related resources needed to manage the programs across the Department, including finding areas with potential efficiency gains. We believe this level of transparency will help justify the requested FTEs, and give greater insight into the resources needed to manage the programs in HUD.

## Housing and Urban Development- Salaries and Expenses Overview

Organizational Changes. The fiscal year 2014 Budget request also reflects several organizational changes. A significant organizational change is the separation of the human capital functions from the administrative support functions in the current Office of the Chief Human Capital Officer (OCHCO). Two offices are being proposed from the current OCHCO. The Office of Administration will support the building, security and general administrative functions of the Department. The OCHCO office will retain the name of the current office, but will focus exclusively on the human capital functions allowing OCHCO to acquire, develop and retain the best talent for the Department.

The HUD fiscal year 2014 request implements the reorganization, requested in fiscal year 2013, of the largest function within the Office of Department Operations and Coordination--wage enforcement or enforcement of the Davis-Bacon statutes--to the Field Policy and Management Office. HUD is also implementing the realignment of the Office of Small and Disadvantage Businesses into the Office of the Chief Procurement Officer. Finally, HUD is requesting to realign the Office of Economic Resilience (formerly called the Office of Sustainable Housing and Communities) into the Office of Community Planning and Development program account. All of these realignments will help streamline the organization and reduce some overhead costs, while maintaining the important functions of these organizations.

In addition to the organizational changes above, the Budget reflects efforts begun in 2013 to consolidate and streamline the functions and offices in Multifamily Housing and Field Policy and Management. The Multifamily changes include modernizing functions and processes, and re-distributing the workload throughout the Multifamily enterprise. This will not only improve the services and management, but will create savings and efficiencies. In Field Policy and Management, HUD has proposed to consolidate small offices in the field, to streamline the organization and achieve efficiencies.

Delivery of Services. HUD has made specific investments in FTEs and non-personnel expenses in several Offices. In CPD and PIH, HUD has added FTEs to increase our ability to oversee grants and to manage troubled PHAs. In CFO, HUD is making investments in the Budget office to improve the quality and timeliness of budget products and information. Other changes, which are reflected throughout the 2014 Budget, include increases in training and reductions in administrative support staffs. These savings show our commitment to reducing administrative costs, and investing in priority programs and strengthening our workforce.

Finally, HUD is looking at other ways to improve our management and delivery of services. HUD is pursuing a shared-service arrangement with the Bureau of Public Debt (BPD), in the Department of the Treasury, for financial system and accounting services support and has initiated a pilot in the Office of Housing to explore if BPD's services could help improve recruitment and hiring. There are certainly great potential for increases in efficiency and effectiveness with these shared service arrangements, but we are still analyzing the cost benefits of these services. Because the Department has yet to finalize our assessment of estimated savings or efficiencies, the impacts are not reflected in this budget request.

## Housing and Urban Development- Salaries and Expenses Overview

### **Personnel Services: \$1,104.1 million**

The Department requests \$1,104.1 million to fund employee salaries; this request assumes a pay raise of 1.0 percent for fiscal year 2014, and increases and decreases for field consolidation and other programmatic changes. The fiscal year 2014 request is estimated to support a total of 8,404 FTE, a decrease of 83 FTE from the fiscal year 2012 enacted.

### **Non-Personnel Services: \$235 million**

HUD requests \$235 million for Non-Personnel Services in fiscal year 2014. This represents a \$4.6 million decrease from the fiscal year fiscal year 2012 enacted. This includes the implementation of travel and other administrative support reductions and increase to support program funding increases.

## Housing and Urban Development- Salaries and Expenses Overview

	TRAVEL	TRANS OF THINGS	RENT, UTIL, COMM	PRINTING	OTHER SERVICES	TRAINING	SUPPLIES	EQUIP.	CLAIMS	TOTAL
<i>(dollars in thousands)</i>										
<b>PROGRAM OFFICES</b>										
Community Planning and Development	\$1,196	-	-	\$21	\$810	\$355	\$28	-	-	<b>\$2,410</b>
Fair Housing and Equal Opportunity	789	-	15	29	521	576	31	-	-	<b>1,961</b>
Office of Healthily Homes and Lead Hazard Control	170	-	-	21	8	47	8	-	-	<b>254</b>
Housing	3,599	-	4	99	2,398	2,305	300	-	-	<b>8,705</b>
Policy Development and Research	150	-	-	60	781	60	11	-	-	<b>1,062</b>
Public and Indian Housing	5,959	-	15	145	8,008	2,872	130	-	-	<b>17,129</b>
<b>TOTAL</b>	<b>11,863</b>	<b>-</b>	<b>34</b>	<b>375</b>	<b>12,526</b>	<b>6,215</b>	<b>508</b>	<b>-</b>	<b>-</b>	<b>31,521</b>
<b>EXECUTIVE OFFICES</b>										
Immediate Office of the Secretary	60	-	-	2	299	19	30	-	-	<b>410</b>
Office of the Deputy Secretary	30	-	-	1	84	5	6	-	-	<b>126</b>
Office of Congressional and Intergovernmental Relations	22	-	-	1	1	10	4	-	-	<b>38</b>
Office of Public Affairs	70	-	-	1	82	6	5	-	-	<b>164</b>
Office of Adjudicatory Services	40	-	-	-	102	10	6	-	-	<b>158</b>
Office of Faith-based and Neighborhood Partnerships	80	-	15	20	130	7	4	-	-	<b>256</b>
<b>TOTAL</b>	<b>302</b>	<b>-</b>	<b>15</b>	<b>25</b>	<b>698</b>	<b>57</b>	<b>55</b>	<b>-</b>	<b>-</b>	<b>1,152</b>
<b>ADMINISTRATIVE OFFICES</b>										
Office of the Chief Human Capital Officer	554	-	-	-	11,218	3,744	50	60	-	<b>15,626</b>
Office of Administration	1,710	58	123,636	238	34,820	230	1,750	1,740	-	<b>164,182</b>
Office of the Chief Financial Officer	85	-	55	46	11,514	195	45	-	-	<b>11,940</b>
Office of the Chief Procurement Officer	184	-	12	10	195	390	57	-	-	<b>848</b>
Office of Field Policy and Management	1,000	-	-	24	391	372	15	-	-	<b>1,801</b>
Office of Departmental Equal Employment Opportunity	6	-	-	-	564	10	4	-	-	<b>584</b>
Office of the General Counsel	718	20	-	998	959	619	316	-	900	<b>4,530</b>
Office of Strategic Planning and Management	26	-	-	14	1,377	65	5	-	-	<b>1,486</b>
Office of the Chief Information Officer	362	15	-	2	256	596	36	100	10	<b>1,377</b>
<b>TOTAL</b>	<b>4,646</b>	<b>93</b>	<b>123,703</b>	<b>1,332</b>	<b>61,293</b>	<b>6,220</b>	<b>2,278</b>	<b>1,900</b>	<b>910</b>	<b>202,374</b>
<b>TOTAL FY2014 Salaries and Expenses</b>	<b>16,811</b>	<b>93</b>	<b>123,752</b>	<b>1,732</b>	<b>74,517</b>	<b>12,492</b>	<b>2,841</b>	<b>1,900</b>	<b>910</b>	<b>235,047</b>

Housing and Urban Development- Salaries and Expenses Overview

**Program Offices**  
**FTE and DOLLARS**  
*(dollars in thousands)*

<b>PROGRAM AREA</b>	<b>FUNCTION</b>	<b>FTE</b>	<b>PS</b>	<b>NPS</b>	<b>TOTAL (PS+NPS)</b>
<b>Community Planning and Development</b>	Program Administration: TA and Training	60	\$7,687	\$1,115	\$8,802
	Program Administration: Information Management	20	2,684	333	3,017
	Consolidated Plan	98	12,555	3	12,558
	Audits	22	2,818	3	2,822
	Customer Service	112	14,349	3	14,352
	Compliance: Monitoring and Risk Assessment	94	12,043	652	12,695
	Compliance: Standards and Guidance	22	2,818	3	2,822
	Competitive Grants Management	108	13,836	3	13,839
	Competitive Awards	25	3,203	43	3,246
	Formula Grants Management	149	18,961	78	19,039
	Loan Management	15	1,922	3	1,925
	Environmental Review	40	5,125	78	5,204
	Cross Program Collaboration	23	2,947	3	2,950
	Operations	30	3,858	3	3,861
	Economic Resilience	18	2,525	84	2,609
<b>TOTAL</b>		<b>836</b>	<b>107,330</b>	<b>2,410</b>	<b>109,740</b>

FY 2014 FTE allocations, 9 FTE are attributed to the Hurricane Sandy Disaster Relief efforts within the Office of Community Planning and Development



## Housing and Urban Development- Salaries and Expenses Overview

<b>Fair Housing and Equal Opportunity</b>	Affirmatively Furthering Fair Housing	120	14,651	325	14,976
	Investigations	373	46,944	1,199	48,142
	Immediate Office of AS and Policy Oversight	35	4,467	133	4,600
	Policy Development and Review	13	1,628	65	1,693
	Education and Outreach	8	1,048	92	1,140
	Fair Housing Initiatives Program	21	2,701	90	2,791
	Fair Housing Assistance Program	25	3,105	57	3,162
<b>TOTAL</b>		<b>595</b>	<b>74,544</b>	<b>1,961</b>	<b>76,504</b>
<b>Office of Healthy Homes and Lead Hazard Control</b>	Grants Management	27	3,350	121	3,471
	Policies and Standards	7	792	10	802
	Enforcement	9	1,169	40	1,209
	Education and Public Outreach	9	1,169	40	1,209
	Business Operations & Management	5	649	37	686
	Contract Management	2	260	5	265
<b>TOTAL</b>		<b>59</b>	<b>7,388</b>	<b>254</b>	<b>7,642</b>
<b>Housing</b>	Healthcare Asset Management and Recapitalization	61	7,530	271	7,801
	Healthcare Policy Development	8	996	56	1,052
	Healthcare Production and Processing	74	9,210	283	9,493
	Multifamily Asset Management and Recapitalization	678	84,377	1,599	85,977
	Multifamily Grant Administration	114	14,189	481	14,670
	Multifamily Policy Development	51	6,347	303	6,650
	Multifamily Production and Processing	387	48,105	744	48,849

## Housing and Urban Development- Salaries and Expenses Overview

	Multifamily Subsidy Administration	215	26,759	1,234	27,992
	Manufactured Housing	8	996	10	1,006
	Risk Management	52	6,472	719	7,191
	Single Family Asset Management	243	29,012	581	29,592
	Single Family Customer Service	25	3,111	153	3,264
	Single Family Lender Oversight	187	23,274	544	23,818
	Single Family Policy Development	76	9,459	195	9,654
	Single Family Production/Processing	376	46,810	563	47,374
	Housing Counseling Outreach and Capacity Building	25	3,111	76	3,188
	Housing Counseling Policy & Grants Administration	17	2,116	29	2,144
	Housing Counseling Prog. Oversight & Accountability	25	3,111	83	3,195
	Finance and Budget	246	30,580	256	30,836
	Business Development	53	6,596	118	6,714
	Housing Human Capital & Procurement	88	10,890	332	11,222
	Executive Direction	13	1,618	76	1,694
	<b>TOTAL</b>	<b>3,020</b>	<b>374,670</b>	<b>8,705</b>	<b>383,375</b>
<b>Policy Development and Research</b>	Data Collection and Analysis	24	3,412	289	3,701
	Research and Program Evaluation	27	3,838	38	3,876
	Policy Development and Coordination	18	2,572	25	2,597
	Provide Local Housing Market Intelligence	39	5,544	325	5,869
	Outreach and Policy Dissemination	24	3,411	289	3,700
	Regulatory Review and Analysis	7	995	10	1,005

## Housing and Urban Development- Salaries and Expenses Overview

	Management and Operations	6	853	86	939
	<b>TOTAL</b>	<b>145</b>	<b>20,625</b>	<b>1,062</b>	<b>21,687</b>
<b>Public and Indian Housing</b>	TBRA Operations Monitoring	295	38,656	6,000	44,656
	Public Housing Operations Monitoring	297	38,751	1,940	40,690
	Indian Housing Operation Monitoring	108	14,092	1,254	15,346
	PH Modernization and Development	93	12,216	398	12,614
	Innovation Program & Demolition	35	4,697	398	5,095
	Native American & Native Hawaiian Home Ownership	46	5,855	279	6,134
	Resource Formulation, Allocation & Financial Mgmt.	91	11,976	279	12,255
	Financial, Physical and Program Integrity	258	33,946	1,586	35,531
	Quality Assurance, Training & Development	127	16,913	3,468	20,381
	Strategic Planning & Risk Management	61	8,157	279	8,436
	Legislative-Policy Development, Research & Review	69	8,916	158	9,074
	Business Analysis & Operations	69	8,995	1,090	10,086
	<b>TOTAL</b>	<b>1,551</b>	<b>203,170</b>	<b>17,129</b>	<b>220,299</b>
<b>TOTAL PROGRAM OFFICES</b>		<b>6,206</b>	<b>787,727</b>	<b>31,521</b>	<b>819,247</b>

Housing and Urban Development- Salaries and Expenses Overview

**Executive Offices**  
**FTE and DOLLARS**  
*(dollars in thousands)*

PROGRAM AREA	FUNCTION	FTE	PS	NPS	TOTAL (PS+NPS)
<b>Executive Offices</b>	The Immediate Office of the Secretary	20	\$3,400	\$410	\$3,810
	Office of the Deputy Secretary	6	1,162	126	1,288
	Office of Congressional and Intergovmt'l Relations	19	2,672	38	2,710
	Office of Public Affairs	25	3,403	164	3,567
	Office of Adjudicatory Services	11	1,603	158	1,761
	Center for Faith-Based & Neighborhood Partnerships	8	1,148	256	1,404
<b>TOTAL EXECUTIVE OFFICES</b>		<b>89</b>	<b>13,388</b>	<b>1,152</b>	<b>14,540</b>

**Administrative Support Offices**  
**FTE and DOLLARS**  
*(dollars in thousands)*

PROGRAM AREA	FUNCTION	FTE	PS	NPS	TOTAL (PS+NPS)
<b>Office of Chief Procurement Officer</b>	Contracting Operations	90	\$11,886	\$662	\$12,548
	Policy, Systems and Compliance/Risk Management	19	2,547	51	2,598
	Budget and Admin Services and Program Support	11	1,444	69	1,513
	Small and Disadvantaged Business Utilization*	5	638	66	704
<b>TOTAL</b>		<b>125</b>	<b>16,516</b>	<b>848</b>	<b>17,364</b>

Housing and Urban Development- Salaries and Expenses Overview

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<b>Office of Administration</b>	Executive Secretariat	41	5,245	4,605	9,850
	Facilities	120	15,350	154,497	169,847
	Broadcasting	8	1,023	3,000	4,023
	Disaster and Emergency Management	24	3,070	1,785	4,855
	Business Operations	31	3,965	289	4,254
	Accountability	6	767	6	773
	<b>TOTAL</b>	<b>230</b>	<b>29,420</b>	<b>164,182</b>	<b>193,602</b>
<b>Office of the Chief Financial Officer</b>	Business Operations	16	10,851	1,455	12,306
	Budget	49	6,580	183	6,763
	Accounting HQ	39	5,237	1,431	6,668
	Accounting Field	41	5,505	95	5,601
	Financial Management	26	3,491	7,028	10,520
	System	35	4,700	1,748	6,448
	<b>TOTAL</b>	<b>206</b>	<b>36,364</b>	<b>11,940</b>	<b>48,304</b>
<b>Office of the Chief Human Capital Officer</b>	Recruitment	66	8,442	1,592	10,034
	Retention	75	16,594	4,537	21,130
	Development	26	3,326	3,866	7,192
	Accountability	11	1,407	28	1,435
	Business Operations	62	7,160	5,604	12,763
	<b>TOTAL</b>	<b>240</b>	<b>36,929</b>	<b>15,626</b>	<b>52,555</b>

## Housing and Urban Development- Salaries and Expenses Overview

<b>Office of Field Policy and Management</b>	Operations, Management and Oversight	91	12,043	1,202	13,245
	Financial Mgmt. & Budget/Human Resource Mgmt.	10	1,326	10	1,336
	Cross Program Collaboration, Coordination and Communication	51	6,794	54	6,848
	Customer Service	97	12,878	94	12,972
	Executive Secretarial/Agency Priorities	54	7,202	55	7,257
	Coordinate and Leverage Federal Policies and Investment	16	2,162	18	2,179
	Public Affairs and Intergovernmental Affairs	21	2,719	21	2,740
	Davis-Bacon and Wage Enforcement	44	5,836	348	6,184
<b>TOTAL</b>		<b>384</b>	<b>50,960</b>	<b>1,801</b>	<b>52,761</b>
<b>Office of the Chief Information Officer</b>	Enterprise Program Management	53	7,501	234	7,735
	Investment Management	10	1,418	61	1,479
	Enterprise Architecture	9	1,276	50	1,326
	Business and IT Resource Management	40	5,672	220	5,892
	Policy/Audit Compliance/ Personnel Management	17	2,411	90	2,501
	Data Center Operations	43	5,830	235	6,065
	Desktop and Headquarters Service Delivery	12	1,702	67	1,769
	IT Field Service Delivery	61	8,650	308	8,959
	Privacy and Security Compliance	11	1,560	112	1,671
<b>TOTAL</b>		<b>256</b>	<b>36,021</b>	<b>1,377</b>	<b>37,398</b>

## Housing and Urban Development- Salaries and Expenses Overview

<b>Office of General Counsel</b>	Management	7	1,017	28	1,045
	Operations	24	3,489	1,978	5,467
	Multifamily Housing	152	22,053	484	22,537
	Single Family Housing	24	3,431	49	3,480
	Ginny Mae	14	2,035	32	2,067
	Assisted Housing	29	4,216	64	4,280
	Community Planning & Development	18	2,617	37	2,654
	Fair Housing	58	8,431	134	8,565
	Legislation and Regulations	15	2,181	967	3,148
	Litigation	59	8,582	156	8,738
	Ethics & Personnel Law	46	6,681	181	6,862
	Procurement Law	15	2,118	51	2,169
	Program Enforcement	39	5,757	89	5,846
	Departmental Enforcement Center	103	14,944	233	15,177
	Administrative Law	15	2,210	38	2,248
	Native American Programs	3	437	9	446
<b>TOTAL</b>	<b>621</b>	<b>90,199</b>	<b>4,530</b>	<b>94,729</b>	
<b>Office of Strategic Planning &amp; Mgmt.</b>	Transformation Project Support & Oversight	13	1,703	430	2,133
	Performance Management	10	1,383	415	1,798
	Grant Management & Oversight	7	922	641	1,563
<b>TOTAL</b>	<b>30</b>	<b>4,008</b>	<b>1,486</b>	<b>5,494</b>	

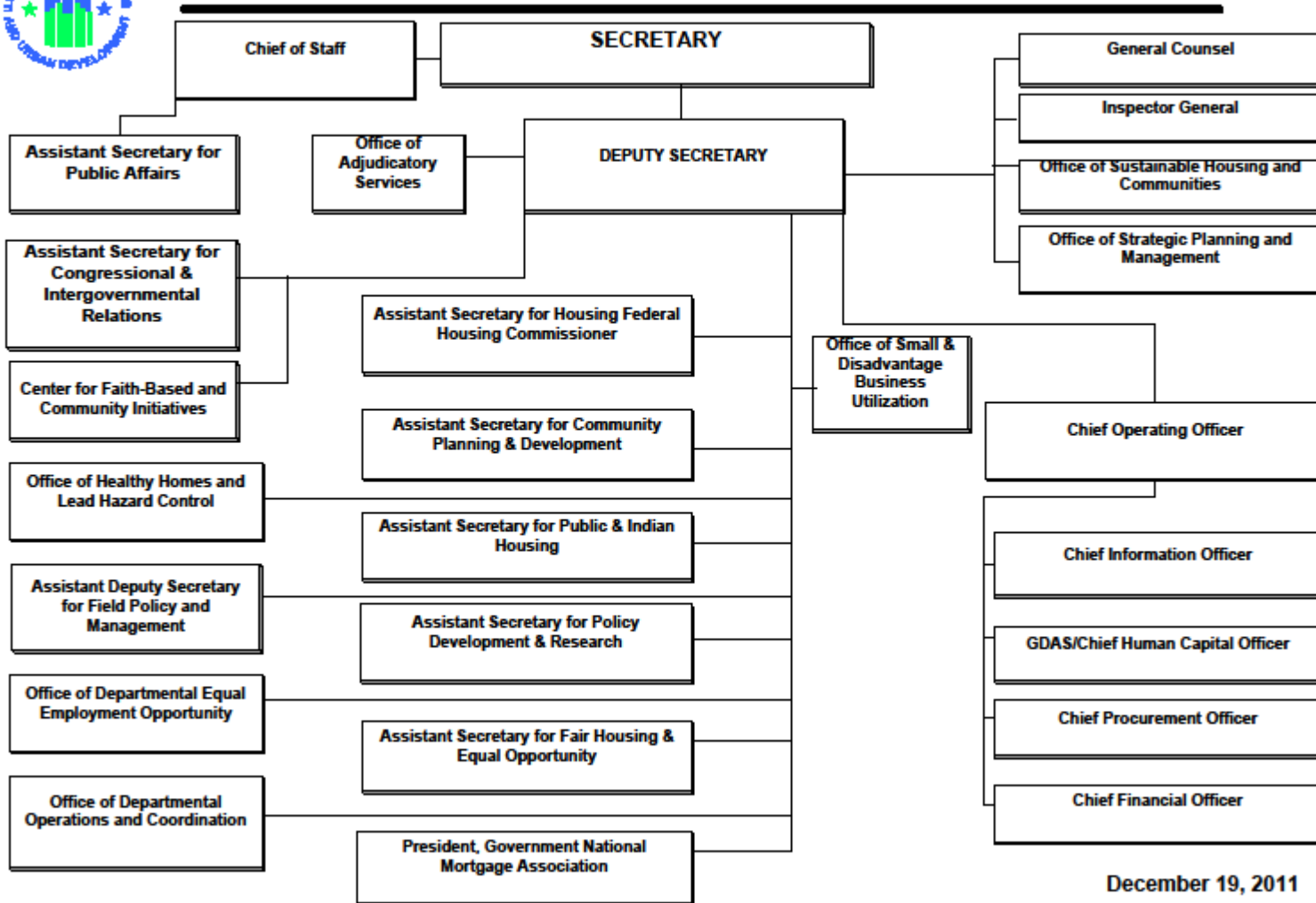
Housing and Urban Development- Salaries and Expenses Overview

<b>Departmental Equal Employment Opportunity</b>	Affirmative Employment	5	698	17	715
	Federal Processing EEO Complaints	13	1,824	567	2,391
<b>TOTAL</b>		<b>18</b>	<b>2,522</b>	<b>584</b>	<b>3,106</b>
<b>TOTAL: ADMINISTRATIVE SUPPORT OFFICES</b>		<b>2,109</b>	<b>302,939</b>	<b>202,374</b>	<b>505,313</b>
<b>HUD S&amp;E TOTAL</b>		<b>8,404</b>	<b>1,104,055</b>	<b>235,047</b>	<b>1,339,100</b>





## HUD ORGANIZATIONAL OVERVIEW



December 19, 2011