

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

**Program Area Overview**

The Office of Community Planning and Development (CPD) manages a wide range of community development, affordable housing, homeless, special needs, disaster recovery, and economic stimulus programs that support communities, low-income households and others requiring such assistance.

CPD staff workload is primarily driven by the fiduciary and oversight responsibilities with which we are charged and include, among others, the following activities:

- Grant administration, audit resolution;
- Risk assessment and monitoring to ensure program compliance; and
- Providing technical assistance and customer support.

CPD field office oversight of grantee regulatory compliance and program performance uses the “cross-program” place-based specialist approach where staff is assigned responsibility for overseeing a range of programs – both formula and competitive – in designated geographical areas. This structure provides grantees with a single point of contact, for the most part, and enables CPD to more effectively manage the broad mix of projects in a typical grantee portfolio, as well as our own staff resources.

Under the “cross-program”, place-based specialist approach, CPD field staff performs multiple functions that include, grant administration, risk assessment and monitoring, audit resolution, planning reviews and approval, and technical assistance. The most important workload driver for CPD is the number of grants (and projects) in CPD’s portfolio. The number of active grants, in CPD’s portfolio, is the most important factor when determining S&E needs – not program funding levels. As long as the number of grants remains the same or increases, the staffing necessary to carry out our fiduciary and oversight responsibilities cannot be reduced without consequences. Since fiscal year 2004, (pre-Katrina, stimulus, and Sandy), CPD’s grant portfolio has grown from 9,280 grants to 19,430 grants in fiscal year 2012, an increase of 109 percent. However, FTE resources have decreased by 15 percent over that time. Presently, CPD maintains a ratio of 36.9 grants per field staff person, an increase of 22.2 grants per person compared to 14.6 per person in fiscal year 2004—up 150 percent. Approximately \$6.5 billion enters under management each year – on top of a total portfolio of outstanding grants of more than \$40.1 billion, including disaster recovery grants and stimulus funds. These are long-term staffing obligations for ongoing oversight and compliance responsibilities for these open grants - 19,430 grants and \$40.1 billion invested in projects, with compliance periods of up to 20 years.

If CPD does not receive its requested program funding levels, there will still be a considerable or the same amount of workload associated with reduced funding to grantees. At the same time, CPD would have to develop, construct, implement, and rollout the

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proposed new Housing Trust Fund program. These factors contribute to the difficulty in maintaining an effective compliance regime; CPD grantees have experienced decreased capacity to manage HUD programs generally due to layoffs and furloughs over recent years. Decreases in program funding actually contribute to an increase in the workload for CPD in the short and medium term as fewer administrative dollars result in more layoffs and furloughs of grantee staff – creating a downward spiral in local capacity. In this situation, some of the workload functions and risks associated with administering these programs are effectively transferred to CPD's staff. In the absence of a compensating increase in CPD involvement and technical support, these grantees are even more likely to fall out of compliance with program regulations which, in turn, will increase the workload burden on CPD further as instances of waste, fraud and abuse grow. This means current FTE on board perform fewer grantee monitoring visits which are farther apart, and are shorter and narrower in scope. Current staffing levels results in only 7 percent of our funded projects and only one in five grantees being reviewed in any one year. The lack of staff and travel funds means some grantees can go 6, 7 years or more without any on-the-ground oversight, just remote monitoring.

Beyond CPD's core grant workload, CPD staff:

- Manages supplemental grants and appropriations relating to economic recovery \$6.9B (NSP 1-3 not including program income, which must be monitored until spent), fiscal year 2012 disaster assistance funds \$400M and Hurricane Sandy recovery funds of \$15 billion;
- Trains and provides customer support to grantees on important Departmental and Secretarial initiatives; including the USISCH Federal Strategic Plan to Prevent and End Homelessness;
- Enforces the Affirmatively Furthering Fair Housing (AFFH) requirement;
- Implements new regulations for HOME and HEARTH requiring an extensive training program for grantees to be developed and delivered over the next several years; and
- Manages the cross-cutting program functions of Environmental and Relocation for the entire Department.

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<b>TOTAL - SALARIES AND EXPENSES</b>				
(Dollars in Thousands)				
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2014 to FY 2015</b>
<b>Personnel Services</b>	<b>\$94,194</b>	<b>\$99,506</b>	<b>\$108,125</b>	<b>\$8,619</b>
<b>Non-Personnel Services</b>				
*Travel	744	1,196	1,196	-
Printing and Reproduction	19	21	21	-
Other Services	632	1,194	810	(384)
Training	153	355	355	-
Supplies	15	28	28	-
<b>Non-Personnel Subtotal</b>	<b>1,563</b>	<b>2,794</b>	<b>2,410</b>	<b>(384)</b>
<b>GRAND TOTAL</b>	<b>\$95,757</b>	<b>\$102,300</b>	<b>\$110,535</b>	<b>\$8,235</b>
<b>Associated FTE</b>	<b>746.0</b>	<b>766.7</b>	<b>822.6</b>	<b>55.9</b>

\*Pursuant to Senate Report 113-45, the travel funds for fiscal year 2015 include approximately \$896K dedicated to grantee oversight.

**DESCRIPTION OF CHANGE FROM FY 2014 TO FY 2015**

Community Planning and Development requests \$110,535 and 822.6 FTE in fiscal year 2015, with an increase of \$8.235 million and 55.9 FTEs from fiscal year 2014 enacted. A nominal increase in funding is included to fund the pay raise, promotions and within grade increases.

- Personnel Services: An increase \$8,619
- Non-Personnel Services: A decrease of \$384K
  - A decrease of \$384K in Other Services in fiscal year 14, the Office of Economic Resilience (formerly the Office of Sustainable Housing and Communities) was realigned to CPD.

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The majority of the FTE increases support workload relating to the Consolidated Plan, Monitoring and Risk Assessments, Competitive Grant Management, Competitive Awards, and Disaster Response and Recovery, whereas other workload functions remain steady.

### **SUMMARY OF SYSTEMS/TOOLS REQUIRED TO MANAGE PROGRAM**

The Grants Management Segment consolidates all the departmental Grants Management business functions under single management. The successful execution of these business functions enable the Department of Housing and Urban Development (HUD) to administer the entire grant lifecycle for more than 50 formula and competitive programs that, taken together, provide billions annually to communities nationwide. In regard to the Office of Community Planning and Development (CPD) specifically, six IT systems are required to manage the program portfolio: Integrated Disbursement Information System (IDIS), Disaster Recovery Grants Reporting (DRGR), Electronic Special Needs Assistance Programs System (e-snaps), Grants Management Process (GMP), Title V, and Empowerment Zones/Renewal Communities Performance Measurement System (EZ/RC PERMS).

These mission-critical systems help achieve significant cost savings for both grantees and HUD by automating grant functions such as: (1) application intake and review; (2) activity setup and the drawdown of funds; (3) risk analysis and monitoring; (4) consolidated planning and performance reporting; and (5) environmental compliance. These systems save time and reduce costs for the government and for grantees by: (1) reducing the number of staff and contracts required to implement and manage programs; (2) providing the accurate and timely data necessary to improve grantee performance and compliance with program requirements; (3) supplying information for audits and monitoring reviews; and (4) eliminating unnecessary paperwork for grantees and sub-grantees.

More than 10,000 users depend on one or more of these grants management systems as the primary business interface with HUD when performing basic grant program functions, including those identified above, totaling more than 65,000 individual actions each year.

### **BUDGET REQUEST BY FUNCTION**

Function Title: Program Administration-Capacity Building, Technical Assistance, and Training

Function Description: CPD must provide capacity building services 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 in delivering 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 employees must continue to strengthen their skill sets in order to be able to effectively administer CPD programs

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<b>Program Administration: Capacity Building, Technical Assistance, and Training</b>				
(Dollars in Thousands)				
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2014 to FY 2015</b>
<b>Personnel Services</b>	<b>\$8,460</b>	<b>\$8,695</b>	<b>\$7,602</b>	<b>(\$1,093)</b>
<b>Non-Personnel Services</b>				
Travel	174	432	300	(132)
Printing and Reproduction	3	7	3	(4)
Other Services	232	330	330	-
Training	153	350	350	-
Supplies	1	1	2	1
<b>Non-Personnel Services Subtotal</b>	<b>563</b>	<b>1,120</b>	<b>985</b>	<b>(135)</b>
<b>GRAND TOTAL</b>	<b>\$9,023</b>	<b>\$9,815</b>	<b>\$8,587</b>	<b>(\$1,228)</b>
<b>Associated FTE</b>	<b>67.0</b>	<b>67.0</b>	<b>58.0</b>	<b>(9.0)</b>

**FTE/Workload Summary & Summary of Change**

For fiscal year 2015, 58 FTE are allocated to Program Administration: Capacity Building, Technical Assistance, and Training, a 9 FTE decrease, when compared to fiscal year 2014.

- The decrease of \$1,093K in Personnel Services and 9 FTE is due to the reallocation of the FTE and funding to support the Consolidated Plan function.

For fiscal year 2015, \$985K is allocated for NPS, a \$135K decrease, when compared to fiscal year 2014.

- The decrease of \$135K in NPS is due primarily to reallocating Travel funds to the Compliance: Monitoring and Risk Assessment (\$132K) and less funding, (\$4K), required for Printing and Reproduction.

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Function Title: Program Administration-Information Management

Function Description: 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 funding 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; data management and analysis and performing web management activities. In addition, all activities associated with report generation and analysis relating to CPD's programs.

<b>Program Administration: Information Management</b>				
(Dollars in Thousands)				
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2014 to FY 2015</b>
<b>Personnel Services</b>	<b>\$2,778</b>	<b>\$2,855</b>	<b>\$2,228</b>	<b>(\$627)</b>
<b>Non-Personnel Services</b>				
Printing and Reproduction	-	1	-	(1)
Other Services	330	330	330	-
Supplies	1	1	1	-
<b>Non-Personnel Services Subtotal</b>	<b>331</b>	<b>332</b>	<b>331</b>	<b>(1)</b>
<b>GRAND TOTAL</b>	<b>\$3,109</b>	<b>\$3,187</b>	<b>\$2,559</b>	<b>(\$628)</b>
<b>Associated FTE</b>	<b>22.0</b>	<b>22.0</b>	<b>17.0</b>	<b>(5.0)</b>

**FTE/Workload Summary & Summary of Change**

For fiscal year 2015, 17 FTE are allocated to Program Administration: Information Management, a 5 FTE decrease, when compared to fiscal year 2014.

- The \$627K decrease in Personnel Services and 5 FTE are reallocated to support the Consolidated Plan function and in consideration of Departmental efforts to streamline and leverage information technology resources.

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For fiscal year 2015, \$331K was allocated to NPS, a \$1K decrease, when compared to fiscal year 2014.

- The decrease of \$1K is in Printing and Reproductions.

### Function Title: Consolidated Plan

Function Description: 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. CPD has dramatically improved the process of the consolidated plan by creating the E-Con Suite, which is a new mapping tool and planning template that interfaces with IDIS. 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 performing against their goals and identifying best practices.

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<b>Consolidated Plan</b>				
(Dollars in Thousands)				
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2014 to FY 2015</b>
<b>Personnel Services</b>	<b>\$5,051</b>	<b>\$5,191</b>	<b>\$10,486</b>	<b>\$5,295</b>
<b>Non-Personnel Services</b>				
Printing and Reproduction	-	1	-	(1)
Supplies	1	1	2	1
<b>Non-Personnel Services Subtotal</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>-</b>
<b>GRAND TOTAL</b>	<b>\$5,052</b>	<b>\$5,193</b>	<b>\$10,488</b>	<b>\$5,295</b>
<b>Associated FTE</b>	<b>40.0</b>	<b>40.0</b>	<b>80.0</b>	<b>40.0</b>

**FTE/Workload Summary & Summary of Change**

For fiscal year 2015, 80 FTE are allocated to Consolidated Plan, a 40 FTE increase, when compared to fiscal year 2014.

- The increase of \$5,295K in Personnel Services dollars and 40 FTE is due to increased workload associated with the Consolidated Plans in fiscal year 2015, as well as, unusually lower workload in fiscal years 2013 and 2014. In fiscal year 2015, all of CPD’s formula grantees will have to submit their comprehensive 5 year plans. Additionally, CPD will have 755 grantees that are submitting 5 year plans for the first time. In fiscal years 2013 and 2014, grantees only submitted the annual plan and many plans were delayed in fiscal year 2013 due to delayed appropriations. In fiscal year 2015, CPD expects significant workload relating to the Consolidated Plan function, which typically burns 100 plus FTE. CPD is only requesting 80 FTE’s because we expect to have some FTE savings relating to implementation of the E-Con Suite, a new mapping tool and planning template that interfaces with IDIS.
- No changes in overall NPS funding from fiscal year 2014 to fiscal year 2015. CPD shifted \$1K from Printing and Reproduction to Supplies as more information is readily available electronically.



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Function Title: Audits

Function Description: CPD programs are continuously audited by Office of Inspector General (OIG), Office of the Chief Financial Officer (OCFO), General Accountability Office (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 its programs, grantees, and partners. Audits include all activities associated with the audit process, including but not limited to: participating and resolving OIG, GAO, OCFO Risk Assessment audits, and review and follow up on Grantee A-133 audits.

<b>Audits</b>				
(Dollars in Thousands)				
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2014 to FY 2015</b>
<b>Personnel Services</b>	<b>\$2,273</b>	<b>\$2,336</b>	<b>\$2,753</b>	<b>\$417</b>
<b>Non-Personnel Services</b>				
Printing and Reproduction	-	1	-	(1)
Supplies	1	1	1	-
<b>Non-Personnel Services Subtotal</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>(1)</b>
<b>GRAND TOTAL</b>	<b>\$2,274</b>	<b>\$2,338</b>	<b>\$2,754</b>	<b>\$416</b>
<b>Associated FTE</b>	<b>18.0</b>	<b>18.0</b>	<b>21.0</b>	<b>3.0</b>

**FTE/Workload Summary & Summary of Change**

For fiscal year 2015, 21 FTE are allocated to Audits, a 3 FTE increase, when compared to fiscal year 2014.

- The increase of \$417K in Personnel Services and 3 FTE are to support CPD’s sizeable audit workload relating to our core and supplemental programs.

For fiscal year 2015, \$1K was allocated for NPS, a \$1K decrease in Printing and Reproduction, when compared to fiscal year 2014.

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Function Title: Customer Service

Function Description: CPD provide 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.

<b>Customer Service</b>				
(Dollars in Thousands)				
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2014 to FY 2015</b>
<b>Personnel Services</b>	<b>\$10,227</b>	<b>\$10,512</b>	<b>\$10,617</b>	<b>\$105</b>
<b>Non-Personnel Services</b>				
Printing and Reproduction	-	1	-	(1)
Supplies	1	2	1	(1)
<b>Non-Personnel Services Subtotal</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>(2)</b>
<b>GRAND TOTAL</b>	<b>\$10,228</b>	<b>\$10,515</b>	<b>\$10,618</b>	<b>\$103</b>
<b>Associated FTE</b>	<b>81.0</b>	<b>81.0</b>	<b>81.0</b>	<b>0.0</b>

**FTE/Workload Summary & Summary of Change**

For fiscal year 2015, 81 FTE are allocated to Customer Service, no FTE increase, when compared to fiscal year 2014.

- The fiscal year 2015 requested level assumes a nominal increase of \$105K in funding for a pay raise, promotions and within grade increases, though there are no increases in FTE.

For fiscal year 2015, \$1K was allocated for NPS, a \$2K decrease, when compared to fiscal year 2014.

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- The decrease of \$2K for Printing and Reproduction and Supplies was reallocated to the workload function: Formula Grant Management.

Function Title: Compliance: Monitoring and Risk Assessment

Function Description: 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 supplemental appropriation grant recipients such as Neighborhood Stabilization Program (NSP), Hurricane Sandy, etc. 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.

<b>Compliance: Monitoring and Risk Assessments</b>				
(Dollars in Thousands)				
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2014 to FY 2015</b>
<b>Personnel Services</b>	<b>\$12,879</b>	<b>\$13,497</b>	<b>\$14,812</b>	<b>\$1,315</b>
<b>Non-Personnel Services</b>				
Travel	520	649	781	132
Printing and Reproduction		1		
Supplies	1	2	3	1
<b>Non-Personnel Services Subtotal</b>	<b>521</b>	<b>652</b>	<b>784</b>	<b>133</b>
<b>GRAND TOTAL</b>	<b>\$13,400</b>	<b>\$14,149</b>	<b>\$15,596</b>	<b>\$1,448</b>
<b>Associated FTE</b>	<b>102.0</b>	<b>104.0</b>	<b>113.0</b>	<b>9.0</b>

**FTE/Workload Summary & Summary of Change**

For fiscal year 2015, 113 FTE is allocated to Compliance: Monitoring and Risk Assessment, a 9 FTE increase, when compared to fiscal year 2014.

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- The increase of \$1,315K in Personnel Service and the 9 FTE increase are allocated to improve grantee monitoring and oversight. This is a nominal increase in funding for a pay raise, promotions and within grade increases

For fiscal year 2015, \$784K was allocated for NPS, a \$133K increase, when compared to fiscal year 2014.

- CPD reallocated funding from Program Administration: Capacity Building, Technical Assistance, and Training to support CPD's monitoring objectives for its grantees and applied \$132K to Travel and \$1K to Supplies.

## Function Title: Standard and Guidance

Function Description: CPD has several programs such as Community Development Fund (CDF), Homeless Assistance Grants (HAG), Homeownership Investment Program (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 challenges, for more affordable housing, and for strategies to reduce homelessness. In addition, new policy directions with the HOME and Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act regulations, and Affirmatively Furthering Fair Housing (AFFH) 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.

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<b>Standard and Guidance</b>				
(Dollars in Thousands)				
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2014 to FY 2015</b>
<b>Personnel Services</b>	<b>\$2,652</b>	<b>\$2,725</b>	<b>\$2,753</b>	<b>\$28</b>
<b>Non-Personnel Services</b>				
Printing and Reproduction	3	1	4	3
Supplies	1	2	1	(1)
<b>Non-Personnel Services Subtotal</b>	<b>4</b>	<b>3</b>	<b>5</b>	<b>2</b>
<b>GRAND TOTAL</b>	<b>\$2,656</b>	<b>\$2,728</b>	<b>\$2,758</b>	<b>\$30</b>
<b>Associated FTE</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>	<b>0.0</b>

**FTE/Workload Summary & Summary of Change**

For fiscal year 2015, 21 FTE are allocated to Standards and Guidance, no FTE increase, when compared to fiscal year 2014.

- The fiscal year 2015 requested level assumes a nominal increase of \$28K in funding for a pay raise, promotions and within grade increases.

For fiscal year 2015, \$5K was allocated for NPS, a \$2K increase, when compared to fiscal year 2014.

- The increase of \$2K in NPS relates to increases for Printing and Reproductions as standards and guidance will be issued to support the implementation of the New HOME Rule, the Housing Trust Fund, and other CPD programs, as well as, a \$1K decrease in supplies.

Function Title: Competitive Grants Management

Function Description: 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

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requirements. CPD has several competitive programs such as the Homeless Assistance Grants (HAG), Rural Innovative Fund, Capacity Building, Housing Opportunities with Persons Living with Aids (HOPWA), and Economic Development Programs. Furthermore, CPD is at the forefront of ending homelessness and is implementing the Federal Strategic Plan to Prevent and End Homelessness.

<b>Competitive Grants Management</b>				
(Dollars in Thousands)				
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2014 to FY 2015</b>
<b>Personnel Services</b>	<b>\$12,500</b>	<b>\$12,849</b>	<b>\$14,287</b>	<b>\$1,438</b>
<b>Non-Personnel Services</b>				
Printing and Reproduction	4	1	4	3
Supplies	1	2	3	1
<b>Non-Personnel Services Subtotal</b>	<b>5</b>	<b>3</b>	<b>7</b>	<b>4</b>
<b>GRAND TOTAL</b>	<b>\$12,505</b>	<b>\$12,852</b>	<b>\$14,294</b>	<b>\$1,442</b>
<b>Associated FTE</b>	<b>99.0</b>	<b>99.0</b>	<b>109.0</b>	<b>10.0</b>

**FTE/Workload Summary & Summary of Change**

For fiscal year 2015, 109 FTE is allocated to Competitive Grant Management, a 10 FTE increase, when compared to fiscal year 2014.

- The increase of \$1,438K in Personnel Service and 10 FTE increase are allocated to support the implementation of the HEARTH Act and to manage OneCPD. A nominal increase in funding for a pay raise, promotions and within grade increases

For fiscal year 2015, \$7K was allocated for NPS, a \$4K increase, when compared to fiscal year 2014.

- The increase of \$3K to support Printing and Reproduction associated with competitive grant management and an increase of \$1K for Supplies for general office support.

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Function Title: Competitive Awards

Function Description: CPD's competitive grantees must apply for grant funding. 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. Competitive award activities include all activities associated with administering CPD's competitive award process through the signing the grant agreement, including the McKinney Competition, OneCPD, Rural Innovation Fund (RIF), Capacity Building, and Brownfield Economic Development Initiative (BEDI), but not limited to: competitive award preparation and post award activities, including managing the Notice of Funding Availability (NOFA) process.

<b>Competitive Awards</b>				
(Dollars in Thousands)				
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2014 to FY 2015</b>
<b>Personnel Services</b>	<b>\$7,197</b>	<b>\$7,397</b>	<b>\$7,733</b>	<b>\$336</b>
<b>Non-Personnel Services</b>				
Printing and Reproduction	3	1	3	2
Other Services	20	40	40	-
Supplies	1	2	2	-
<b>Non-Personnel Services Subtotal</b>	<b>24</b>	<b>43</b>	<b>45</b>	<b>2</b>
<b>GRAND TOTAL</b>	<b>\$7,221</b>	<b>\$7,440</b>	<b>\$7,778</b>	<b>\$338</b>
<b>Associated FTE</b>	<b>57.0</b>	<b>57.0</b>	<b>59.0</b>	<b>2.0</b>

**FTE/Workload Summary & Summary of Change**

For fiscal year 2015, 59 FTE is allocated to Competitive Awards, a 2 FTE increase, when compared to fiscal year 2014.

- The increase of \$336K in Personnel Service and 2 FTE increase are allocated to support the implementation of the HEARTH Act ,to manage OneCPD award process and to provide a nominal increase in funding for a pay raise, promotions and within grade increases

For fiscal year 2015, \$45K was allocated for NPS, a \$2K increase, when compared to fiscal year 2014.

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- The increase of \$2K for NPS is for Printing and Reproduction costs associated with competitive awards management.

Function Title: Formula Grant Management

Function Description: The Community Development Block Grant (CDBG) program 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.

<b>Formula Grant Management</b>				
(Dollars in Thousands)				
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2014 to FY 2015</b>
<b>Personnel Services</b>	<b>\$15,657</b>	<b>\$16,182</b>	<b>\$16,332</b>	<b>\$150</b>
<b>Non-Personnel Services</b>				
Printing and Reproduction	4	1	4	3
Other Services	25	75	75	-
Supplies	1	2	2	-
<b>Non-Personnel Services Subtotal</b>	<b>30</b>	<b>78</b>	<b>81</b>	<b>3</b>
<b>GRAND TOTAL</b>	<b>\$15,687</b>	<b>\$16,260</b>	<b>\$16,413</b>	<b>\$153</b>
<b>Associated FTE</b>	<b>124.0</b>	<b>124.7</b>	<b>124.7</b>	<b>0.0</b>



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**FTE/Workload Summary & Summary of Change**

For fiscal year 2015, 124.6 FTE are allocated to Formula Grant Management, a .1 FTE decrease, when compared to fiscal year 2014.

- The fiscal year 2015 requested level assumes a nominal increase of \$150K in funding for a pay raise, promotions and within grade increases and no FTE increase.

For fiscal year 2015, \$81K was allocated for NPS, a \$3K increase, when compared to fiscal year 2014.

- The increase of \$3K for NPS is for Printing and Reproduction costs associated with formula grant management.

Function Title: Loan Management

Function Description: 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.

<b>Loan Management</b>				
(Dollars in Thousands)				
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2014 to FY 2015</b>
<b>Personnel Services</b>	<b>\$1,894</b>	<b>\$1,946</b>	<b>\$1,966</b>	<b>\$20</b>
<b>Non-Personnel Services</b>				
Printing and Reproduction	-	1	-	(1)
Supplies	1	2	1	(1)
<b>Non-Personnel Services Subtotal</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>(2)</b>
<b>GRAND TOTAL</b>	<b>\$1,895</b>	<b>\$1,949</b>	<b>\$1,967</b>	<b>\$18</b>
<b>Associated FTE</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>	<b>0.0</b>

**FTE/Workload Summary & Summary of Change**

For fiscal year 2015, 15 FTE are allocated to Loan Management, no FTE increase, when compared to fiscal year 2014.

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- The fiscal year 2015 requested level assumes a nominal increase of \$20K in funding for a pay raise, promotions and within grade increases.

For fiscal year 2015, \$1K was allocated for NPS, a \$2K decrease, when compared to fiscal year 2014.

- The decrease of \$2K in NPS relates to decreases in Printing and Production and Supplies was reallocated to support the Competitive Awards function.

#### Function Title: Environmental Review

Function Description: 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 without any reimbursement from other Department offices, but impacts CPD's S&E budget. CPD is challenged in carrying out the associated expenses of cross-cutting environmental staff in an atmosphere where CPD has accelerated retirements, loss of term staff, and decreased capacity of grantees.

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<b>ENVIRONMENTAL REVIEW</b>				
(Dollars in Thousands)				
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2014 to FY 2015</b>
<b>Personnel Services</b>	<b>\$5,303</b>	<b>\$5,451</b>	<b>\$5,505</b>	<b>\$54</b>
<b>Non-Personnel Services</b>				
Travel	50	50	50	-
Printing and Reproduction	2	1	2	1
Other Services	25	25	25	-
Supplies	1	2	2	-
<b>Non-Personnel Services Subtotal</b>	<b>78</b>	<b>78</b>	<b>79</b>	<b>1</b>
<b>GRAND TOTAL</b>	<b>\$5,381</b>	<b>\$5,529</b>	<b>\$5,584</b>	<b>\$55</b>
<b>Associated FTE</b>	<b>42.0</b>	<b>42.0</b>	<b>42.0</b>	<b>0.0</b>

**FTE/Workload Summary & Summary of Change**

For fiscal year 2015, 42 FTE are allocated to Environmental Review, no FTE increase, when compared to fiscal year 2014.

- The fiscal year 2015 requested level assumes a nominal increase of \$54K in funding for a pay raise, promotions and within grade increases.

For fiscal year 2015, \$79K was allocated for NPS a \$1K increase, when compared to fiscal year 2014.

- An increase of \$1K in NPS supports Printing and Production costs associated with environmental programs.

Function Title: Cross Program Collaboration

Function Description: 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 for Agency Priority Goal (APG), Annual Performance Report (APR), Management Action Plan (MAP). Cross

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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.

<b>Cross Program Collaboration</b>				
(Dollars in Thousands)				
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2014 to FY 2015</b>
<b>Personnel Services</b>	<b>\$1,894</b>	<b>\$1,946</b>	<b>\$1,966</b>	<b>\$20</b>
<b>Non-Personnel Services</b>				
Printing and Reproduction	-	1	-	(1)
Supplies	-	2	-	(2)
<b>Non-Personnel Services Subtotal</b>	-	<b>3</b>	-	<b>(3)</b>
<b>GRAND TOTAL</b>	<b>\$1,894</b>	<b>\$1,949</b>	<b>\$1,966</b>	<b>\$17</b>
<b>Associated FTE</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>	<b>0.0</b>

**FTE/Workload Summary & Summary of Change**

For fiscal year 2015, 15 FTE are allocated to Cross Program Collaboration, no FTE increase, when compared to fiscal year 2014.

- The fiscal year 2015 requested level assumes a nominal increase of \$20K in funding for a pay raise, promotions and within grade increases.
- For fiscal year 2015, no funding was allocated for NPS, a \$3K decrease, when compared to fiscal year 2014. Funding reallocated to the Disaster Response and Recovery and Relocation.
- Decrease of \$1K for Printing and Reproduction and
- \$2K decrease in Supplies.

Function Title: Operations

Function Description: All activities associated with providing administrative, system development and evaluation, and budget support for Community Planning and Development. CPD’s administrative; system development and evaluation, and budget support staff

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

<b>Operations</b>				
(Dollars in Thousands)				
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2014 to FY 2015</b>
<b>Personnel Services</b>	<b>\$3,535</b>	<b>\$3,634</b>	<b>\$3,670</b>	<b>\$36</b>
<b>Non-Personnel Services</b>				
Printing and Reproduction	-	1	-	(1)
Supplies	1	2	1	(1)
<b>Non-Personnel Services Subtotal</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>(2)</b>
<b>GRAND TOTAL</b>	<b>\$3,536</b>	<b>\$3,637</b>	<b>\$3,671</b>	<b>\$34</b>
<b>Associated FTE</b>	<b>28.0</b>	<b>28.0</b>	<b>28.0</b>	<b>0.0</b>

**FTE/Workload Summary & Summary of Change**

For fiscal year 2015, 15 FTE are allocated to Cross Program Collaboration, no FTE increase, when compared to fiscal year 2014.

- The fiscal year 2015 requested level assumes a nominal increase of \$36K in funding for a pay raise, promotions and within grade increases.

For fiscal year 2015, \$1K was allocated for NPS, a \$2K decrease, when compared to fiscal year 2014.

- The decrease of \$2K in NPS for Printing and Reproduction and Supplies was reallocated to Standards and Guidance.

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Function Title: Relocation Activities

Function Description: Relocation Activities refers to all activities relating to implementing policies and procedures governing relocation under all HUD programs subject to the Uniform Relocation Act and Section 104 (d). These activities include, but are not limited to: reviewing program applications, reviewing and commenting on all Departmental clearance items with IRA or Section 104 (d) implications (regulations, Notice of Funding Availability, notices and guidance documents) reviewing reporting systems to perform risk analyses and evaluate potential relocation activities and workload, providing technical assistance and training to grantees and HUD program offices, monitoring CPD grantees for compliance, fielding client questions and complaints CPD bears the full expense of relocation staff without any reimbursement from other Department offices , but impacts CPD's salary and expense budget. CPD is challenged to carry out the associated expenses of cross-cutting relocation staff in an atmosphere where CPD has accelerated retirements, loss of term staff, and decreased capacity of grantees.

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2014 to FY 2015</b>
<b>Personnel Services</b>	<b>\$757</b>	<b>\$778</b>	<b>\$786</b>	<b>\$8</b>
<b>Non-Personnel Services</b>				
Supplies	1	-	1	1
<b>Non-Personnel Services Subtotal</b>	<b>1</b>	<b>-</b>	<b>1</b>	<b>1</b>
<b>GRAND TOTAL</b>	<b>\$758</b>	<b>\$778</b>	<b>\$787</b>	<b>\$9</b>
<b>Associated FTE</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>0.0</b>

**FTE/Workload Summary & Summary of Change**

For fiscal year 2015, 6 FTE are allocated to Relocation Activities, no FTE increase, when compared to fiscal year 2014.

- The fiscal year 2015 requested level assumes a nominal increase of \$8K in funding for a pay raise, promotions and within grade increases, though there are no increases in FTE.

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For fiscal year 2015, \$1K was allocated for NPS, a \$1K increase, when compared to fiscal year 2014.

- The increase of \$1K in NPS relates to Supplies cost associated with Relocation.

Function Title: Disaster Management Response and Recovery

Function Description: All activities associated with providing Disaster Response and Recovery Management to include but not limited to: reviewing and developing disaster action plans; attending and/or providing disaster preparedness training; orienting and briefing Field Office employees on their duties and responsibilities such as call-in procedures, emergency contact requirements, and other responsibilities; establishing disaster team communication processes; conducting outreach to assess status and determine assistance required of field offices, local/state officials and nonprofit organizations.

<b>Disaster Management Response and Recovery</b>				
(Dollars in Thousands)				
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2014 to FY 2015</b>
<b>Personnel Services</b>	<b>\$1,136</b>	<b>\$1,168</b>	<b>\$1,966</b>	<b>\$798</b>
<b>Non-Personnel Services</b>				
Supplies	1	-	2	2
<b>Non-Personnel Services Subtotal</b>	<b>1</b>	<b>-</b>	<b>2</b>	<b>2</b>
<b>GRAND TOTAL</b>	<b>\$1,137</b>	<b>\$1,168</b>	<b>\$1,968</b>	<b>\$800</b>
<b>Associated FTE</b>	<b>9.0</b>	<b>9.0</b>	<b>15.0</b>	<b>6.0</b>

**FTE/Workload Summary & Summary of Change**

For fiscal year 2015, 15 FTE are allocated to Disaster Management Response and Recovery, a 6 FTE increase, when compared to fiscal year 2014.

- The increase of \$798K in Personnel Services and 6 FTE increase are allocated to support Disaster Response and Recovery efforts relating to supplemental appropriations. Although CPD does receive a limited amount of administrative funds for supplemental appropriations, CPD’s core staff is still responsible for many activities including, but not limited to: planning,

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drafting and implementing policies and procedures, issuing Front End Risk Assessment's, budget execution, hiring term staff, training new term staff, and managing the program and providing oversight and monitoring after term appointments expire. Current staff allocation has been insufficient. The additional 6 FTE will help manage these activities, along with CPD's core workload.

For fiscal year 2015, \$2K was allocated for NPS, a \$2K increase, when compared to fiscal year 2014.

- The increase of \$2K in NPS relates to Supplies cost associated with Disaster Recovery and Management.

Function Title: Economic Resilience

Function Description: All activities associated with OER grants/cooperative agreements including: development of grant guidelines and procedures; grant Notices of Funding Availability (NOFA), competitions, awards, modifications and close outs; monitoring and oversight of grant performance, financial activity, and compliance; and grant file maintenance and record-keeping.

All OER activities associated with: procurement, contract monitoring and administration, interagency agreements, and administrative and operational activities supporting office activities.

Development and monitoring of OER policies and programs to promote energy efficient, resilient communities by: identifying policy reforms to remove barriers and promote social equity; employing research and technical assistance in program development; participating in interagency activities and leading/supporting cross-agency policy workgroups and projects with Secretarial priority; preparing Secretarial briefings and documents; disseminating information and training on community resiliency and best practices; and supporting HUD Sustainability Officers nationwide in providing communities and states information on community resilience and funding opportunities.



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<b>Economic Resilience</b>				
(Dollars in Thousands)				
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2014 to FY 2015</b>
<b>Personnel Services</b>	-	<b>\$2,336</b>	<b>\$2,661</b>	<b>\$325</b>
<b>Non-Personnel Services</b>				
Travel	-	65	65	-
Transportation of Things	-	1	1	-
Other Services	-	394	10	(384)
Training	-	5	5	-
Supplies	-	3	3	-
<b>Non-Personnel Services Subtotal</b>	-	<b>468</b>	<b>84</b>	<b>(384)</b>
<b>GRAND TOTAL</b>	-	<b>\$2,804</b>	<b>\$2,745</b>	<b>(\$59)</b>
<b>Associated FTE</b>	<b>0.0</b>	<b>18.0</b>	<b>18.0</b>	<b>0.0</b>

**FTE/Workload Summary & Summary of Change**

For fiscal year 2015, 18 FTE are allocated to Economic Resilience, no FTE increase, when compared to fiscal year 2014.

- The fiscal year 2015 requested level assumes a personnel services increase of \$325K for a pay raise, promotions and within grade increases.
- The 18 FTE will administer two contracts, execute interagency agreements, handle administrative and operational tasks, monitor and close out 56 grants from fiscal years 2010 and 2011, compete and award 20 to 30 new fiscal year 2015 grants to be funded through the Investment Fund, and develop and implement policies to promote housing energy efficiency and create more economically resilient communities.

For fiscal year 2015, \$84K was allocated for NPS, a \$384K decrease, when compared to fiscal year 2014.

The decrease of \$384K in NPS from fiscal year 2014 to fiscal year 2015 reflects a return to a level operational budget from a one-time fiscal year 2014 increase for an energy efficiency data collection contract.