

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

Program Area Overview:

The Office of Field Policy and Management (FPM) provides place-based strategic leadership, direction, oversight, and support for the Department's 64 Regional and Field Offices nationwide. FPM Regional Administrators (RAs) and Field Office Directors (FODs) serve as the first point of contact for all HUD issues within a community and maintain partnerships with other federal agencies and local and state governments, elected officials, industry groups, the media and the general public. FPM ensures that each HUD field office functions as a common enterprise in providing an integrated place-based approach in the delivery and execution of HUD programs in states and local communities. In addition, FPM's Office of Davis Bacon enforces the statutory and regulatory requirements related to the Davis-Bacon Act. Key responsibilities include compliance and monitoring, program evaluation, and performing statutory labor standards compliance activities on all modernization and development activities related to multifamily, hospital and nursing home programs, community development grant programs, Public and Indian Housing, and disaster programs. FPM implements the Department's responsibilities under disaster and Continuity of Government (COG) related Federal inter-agency frameworks in each state, including the National Response Framework (NRF), the National Disaster Recovery Framework (NDRF), and Federal Continuity Directives (FCD).

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TOTAL - SALARIES AND EXPENSES				
(Dollars in Thousands)				
	FY 2014	FY 2015	FY 2016	FY 2015 to FY 2016
Personnel Services	\$49,255	\$49,700	\$53,698	\$3,998
Non-Personnel Services				
Travel	1,042	139	1,300	1,161
Transportation of Things	160	-	7	7
Printing	1	1	1	-
Other Services/Contracts	700	130	300	170
Training	66	25	90	65
Supplies	16	5	5	-
Non-Personnel Subtotal	1,985	300	1,703	1,403
GRAND TOTAL	\$51,240	\$50,000	\$55,401	\$5,401
Associated FTE	363.3	360.3	384.1	23.8

DESCRIPTION OF CHANGE FROM FY 2015 TO FY 2016

The Office of Field Policy and Management requests \$55,401K and 384.1 FTE in fiscal year 2016, with an increase from fiscal year 2015 enacted of \$1,403K.

- Personnel Services: FPM requests \$53,698K and 384.1 FTE, an increase of \$3,998K and 23.8 FTE. This request is primarily attributable to the Promise Zones (PZ) initiative as well as an increase in funding for the pay raise, terminal leave, promotions and within grade increases.
 - 17.0 FTE of the requested FTE will primarily support the Department’s Cross-Cutting PZ initiative. The PZ initiative will revitalize high-poverty communities across the country by creating jobs, increasing economic activity, improving educational opportunities, reducing serious and violent crime, leveraging private capital, and assisting local leaders in navigating federal programs and cutting through red tape. The majority of the FTE requested will support the Coordinate and Leverage Sustainable Place-Based Initiatives function. These FTE will have three important roles:
 - *Community Liaisons*: One community liaison deployed to each urban Promise Zone (totaling 14 by the end of 2016) to work with local leaders to identify gaps and issues, and address them by providing program information and facilitating introductions to interagency program experts.

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- *Desk Officers*: Serve as the initial points of contact at HUD headquarters for the community liaisons. They are responsible for helping liaisons match needs to available resources, researching issues and potential solutions, maintaining and updating web resources, developing interagency relationships and facilitating introductions for communities as necessary. Desk officers will also help to aggregate information on needs, gaps and trends across communities, then organize technical assistance or information products to address common issues.
- *Community Response Operations Manager*: Responsible for organizing initial and ongoing training for community liaisons, desk officers and Americorps VISTA members, and working with desk officers to identify common issues and trends. Also monitors efficiency and targeting of community responsiveness function and suggests/implements improvements, and reports for performance management purposes.
- 3.8 of the requested FTE will provide critical support to place-based activities including foreclosure mitigation, vacancy rate reduction, affordable rental housing, homeless families, chronic and veterans homelessness, energy efficiency, fair housing, sustainability, faith-based and Secretarial initiatives.
- 3.0 FTE will support FPM's Customer Service function. FPM staff serve as the front-line response system for agency-wide inquiries as well as customer correspondence (e.g., visitors, telephone calls, e-mails, Freedom of Information Act (FOIA) requests, etc.). FPM staff is also responsible for updating the customer service resources for each jurisdiction so that comprehensive place-based information is available to customers, partners, elected officials, and the general public. The fiscal year 2016 request will provide the necessary resources for several field offices that require Customer Service Representatives (CSRs) to greet customers, partners and grantees as well as complete other daily operations responsibilities in the field.

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	Personnel Services Functional Summary					
	(Dollars in Thousands)					
	FY 2014		FY 2015		FY 2016	
Function	FTE	Cost	FTE	Cost	FTE	Cost
Operations, Management and Oversight	71.0	\$9,626	71.0	\$9,793	71.0	\$9,925
Financial Management and Budget/Human Resource Management	19.0	\$2,576	19.0	\$2,621	19.0	\$2,656
Cross Program Collaboration, Coordination and Communication	25.2	\$3,412	25.2	\$3,474	25.2	\$3,519
Customer Service	112.6	\$15,270	112.6	\$15,536	115.6	\$16,160
Coordinate and Leverage Sustainable Place-Based Initiatives	36.0	\$4,881	42.0	\$5,793	62.8	\$8,788
Coordinate and Leverage Federal Policies and Investments	11.6	\$1,573	-	-	-	-
Public Affairs and Intergovernmental Affairs	29.6	\$4,013	32.2	\$4,441	32.2	\$4,501
Davis-Bacon Wage Enforcement	51.0	\$6,914	51.0	\$7,035	51.0	\$7,129
Disaster Management	7.3	\$990	7.3	\$1,007	7.3	\$1,020
Total	363.3	\$49,255	360.3	\$49,700	384.1	\$53,698

NOTE: The Coordinate and Leverage Federal Policies and Investments function is consolidated under Coordinate and Leverage Sustainable Place-Based Initiatives and Public Affairs and Intergovernmental Affairs functions starting in fiscal year 2015.

- Non-Personnel Services: FPM requests \$1,703K, an increase from fiscal year 2015 enacted of \$1,403K.
 - An increase of \$1,161K in Travel will sustain FPM operations at levels consistent with fiscal year 2014, support direct interaction with the community, place-based activities, Secretary initiatives, and the significantly expanded Promise Zone initiative. In fiscal year 2015, FPM will have to rely on transfer and reprogramming authority to obtain additional resources in order to complete mission critical activities. Fiscal year 2016 requested resources will provide the necessary travel support to maintain mission critical operations, Promise Zones, Strong Cities, Strong Communities (SC2) initiatives and other place-based initiatives across the country.
 - A nominal increase of \$7K to support general relocation expenses.
 - An increase of \$170K in Contract Services will primarily fund a web-based service for construction projects to improve HUD's Davis Bacon oversight and compliance with training for stakeholders. The web-based service will address major internal control deficiencies identified by the Office of Inspector General and give the Department the capability to complete electronic web-based monitoring of all Davis-Bacon eligible activities.
 - An increase of \$65K in Training will provide sufficient resources to meet mission critical needs. Priority will be given to employees working on Davis-Bacon, critical initiatives (e.g., efforts to standardize training across FPM), as well as training to address critical skills gaps.

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KEY WORKLOAD INDICATORS				
Workload Indicator	FY 2014	FY 2015	FY 2016	FY 2015 to FY 2016
Customer Service: Customer calls, emails, and walk-in visitors	816,555	825,000	841,000	16,000
# of Promise Zone (PZ) Initiative Activities Performed	-	60	170	110
Homeless Activities	668	700	800	100
Monitoring Reviews & Training (Davis Bacon)	411	500	550	50
Wage Determinations (Davis Bacon)	3,747	3,750	3,800	50

Key Workload Items

Customer Service: Employees within FPM serve as the principal point of contact for the Department in the field, serving HUD customers seeking resources and information throughout the country. FPM anticipates an increase in customer calls, emails and walk-in visitors in fiscal years 2015 and 2016. It is expected that with the launch of the HUD Resource Locator (an innovative smart phone app and web portal that will help those in need of affordable housing and homeless services better connect to buildings and organizations that can help them), the number of inquiries in the field will increase as the knowledge and potential availability of housing services becomes more readily accessible across the country.

Promise Zone (PZ) Initiative: In fiscal year 2015, 6.0 FTE will support approximately 60 Promise Zone (PZ) activities. With the requested increase of 17.0 FTE in fiscal year 2016 in support of PZ, it is estimated that 170 PZ activities will be performed. This investment will support dedicated management analyst staff located across the country in each PZ designated community to help navigate the array of federal assistance and programs available to PZs. A nominal amount of headquarters staff will provide support to the field by maintaining internal and external contacts, updating web-based information, helping community based staff find matches for the community needs among the array of federal assistance available to PZ communities, identifying and analyzing trends, and facilitating conversations with program experts.

Homeless Activities: In fiscal years 2015 and 2016, FPM will continue to increase efforts to help end homelessness nationwide. FPM staff will continue to work tirelessly to help end Veteran’s homelessness across the country in support of the Administration’s

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Mayors Challenge to End Veterans Homelessness. FPM will continue to spearhead efforts by collaborating with HUD program offices, city, state and local officials, as well as federal partners to leverage resources and grow awareness to help end homelessness nation-wide.

Monitoring Reviews: The Office of Davis Bacon staff is responsible for day to day monitoring of activities related to the Davis Bacon and Related Activities Acts (DBRA) as they apply to HUD programs. Headquarters staff is responsible for providing policy advice to staff and develops and issues policy guidance, handbooks, directives and operating procedures for HUD staff and client agencies. Headquarters staff also act as the principle contact with the U.S. Department of Labor (DOL) on labor standards and coordinating with DOL field staff. The monitoring reviews are designed to ensure that contractors are paying the prevailing wages in accordance with DBRA. In fiscal years 2015 and 2016, a slight increase in the number of Monitoring Reviews is projected to be completed as a result of any regulatory or policy changes that may occur.

Wage Determinations: Field staff are responsible for ensuring that all local contracting agencies fulfill their contract responsibilities pursuant to the receipt of HUD funds carrying out Davis Bacon prevailing wage requirements; providing technical assistance and training to local contract agency staff; determining maintenance wage rates for all Public Housing Authorities, Indian Housing, and special HUD wage rates for “non-routine” maintenance activity; conducting investigations and recommending sanctions as appropriate; and performing compliance and monitoring reviews. In fiscal years 2015 and 2016, a slight increase is projected in the number of wage determinations as a result of any regulatory or policy changes that may occur.

SUMMARY OF SYSTEMS/TOOLS REQUIRED TO MANAGE PROGRAM

FPM is responsible for managing the systems and investments within the Customer Relationship Management (CRM) segment. In addition, FPM is spearheading the development of an innovative smart phone app and web portal, the HUD Resource Locator that will enhance customer service and provide services to communities where small field offices have closed. The Customer Relationship Management (CRM) Segment represents tools, technologies and procedures to manage, improve or facilitate support and related interactions with customers, stakeholders and partners throughout the enterprise. Many of these systems and services represent the first point of contact for our internal and external customers, defining each subsequent experience on the quality of this initial interaction.

The CRM segment includes the following IT systems:

- The Credit Alert Interactive Voice Response System (CAIVRS),
- FHA Single Family Customer Relationship Management (FHA-CRM),
- Multifamily End Users Support Services (MF EUSS),
- Customer Service Assistance Subsystem (CASS),
- OPS (formerly known as ProofPoint), and

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- Location Affordability Portal (LAP).

Currently, HUD's customers experience a fragmented approach to getting the assistance they need via the Department's multiple call centers. The CRM segment has commenced efforts to consolidate and integrate customer call centers into one system. This approach will not only decrease overhead costs and improve efficiency in FTE and contractor workloads over time, but it will also improve customer service with one point of contact and provide a comprehensive project management system for external customers and stakeholders about the effectiveness of HUD programs. In fiscal year 2016, the CRM plans to consolidate at least two call centers.