

**DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
PROGRAM OFFICE SALARIES AND EXPENSES  
COMMUNITY PLANNING AND 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 and enables CPD to more efficiently 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, individual CPD field staff perform multiple functions that include grant administration, risk assessment and monitoring, audit resolution, planning reviews and approval, and technical assistance. The most significant workload driver for CPD is the number of grants (and projects) in CPD’s portfolio. Consequently, 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 annual grant portfolio has grown from 9,280 grants to 20,593 grants in fiscal year 2014, an increase of 122 percent. However, FTE resources have decreased by 18 percent over that time. Presently, CPD maintains a ratio of 41.9 grants per field staff person, an increase of 27.3 grants per person compared to 14.6 per person in fiscal year 2004—up 165 percent.

Approximately \$6 to 7 billion enters under management each year on top of a total portfolio of outstanding grants of more than \$32.1 billion, including disaster recovery grants and stimulus funds. The ongoing oversight responsibilities for these open grants –

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20,593 grants and \$32.1 billion invested in projects, with compliance periods of up to 20 years –will by itself keep CPD field staff fully engaged indefinitely to ensure grant compliance.

In fiscal year 2014, CPD funds directly touched 12,968,523 households and individuals – not including emergency disaster recovery funds – for new housing production, rehabilitation, rental assistance, housing counseling, public services, public improvements, and creation and retention of almost 50,000 jobs nationwide. Together, we reduced the number of unsheltered homeless people by 10 percent.

To ensure maximum impact of CPD’s funds, CPD is expanding its placed-based delivery model by streamlining CPD’s program funds. In addition, CPD has new workload requirements and initiatives, which include but are not limited to: Affirmatively Furthering Fair Housing (AFFH), Rental Assistance Demonstration (RAD), Promise Zones, Bending the Housing Curve, and the Housing Trust Fund (HTF).

<b>TOTAL - SALARIES AND EXPENSES</b>				
(Dollars in Thousands)				
	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2015 to FY 2016</b>
<b>Personnel Services</b>	<b>\$95,661</b>	<b>\$100,000</b>	<b>\$108,690</b>	<b>\$8,690</b>
<b>Non-Personnel Services</b>				
Travel	884	950	1,683	733
Printing	41	20	45	25
Other Services/Contracts	2,568	700	1,197	497
Training	225	305	455	150
Supplies	26	25	30	5
<b>Non-Personnel Subtotal</b>	<b>3,744</b>	<b>2,000</b>	<b>3,410</b>	<b>1,410</b>
<b>GRAND TOTAL</b>	<b>\$99,405</b>	<b>\$102,000</b>	<b>\$112,100</b>	<b>\$10,100</b>
<b>Associated FTE</b>	<b>744.5</b>	<b>761.6</b>	<b>819.3</b>	<b>57.7</b>

**DESCRIPTION OF CHANGE FROM FY 2015 TO FY 2016**

Office of Community Planning and Development (CPD) requests \$112,100K and 819.3 Full Time Equivalents (FTE) in fiscal year 2016, with an increase from fiscal year 2015 enacted of \$10,100K.

- Personnel Services: CPD is requesting \$108,690K and 819.3 FTE. This request represents an increase from fiscal year 2015 enacted of \$8,690K and 57.7 FTE. An increase in funding will support the additional hiring, and also covers the pay raise, promotions, and within grade increases.
- Non-Personnel Services: CPD is requesting \$3,410K. This request represents an increase from fiscal year 2015 enacted of \$1,410K:
  - Travel increased by \$733K for monitoring compliance, capacity building, and travel for training.
  - Other Services increased by \$497K to address ongoing requirements, as well as anticipating needs relating to new initiatives such as the Housing Trust Fund.
  - Training increased by \$150K for new workload requirement and initiatives.
  - Lastly, a small portion of CPD's non-personnel services is spent on necessary and basic program supplies and printing costs.

CPD has significant ongoing core workload responsibilities relating to grant administration. The most significant workload driver for CPD is the number of grants (and projects) in CPD's portfolio. Overall, CPD workload grant portfolio has increased steadily. CPD's current portfolio of open grants is 313,484. CPD is requesting 23.4 FTE to support workload functions such as Monitoring and Risk Assessment, Program Administration: Technical Assistance and Training, Formula Grant Management, Competitive Grant Management, Environmental Review, and Audits.

Beyond CPD's core grant workload, the FTE will be needed to do the following:

- Conducting the National Disaster Resilience Competition;
- Managing supplemental grants and appropriations relating to disasters (Sandy) and economic recovery (NSP);
- Training and providing customer support to grantees on important Departmental initiatives; including the USICH Federal Strategic Plan to Prevent and End Homelessness;
- Implementing new regulations for HOME and HEARTH that requires an extensive training program for grantees to be developed and delivered over the next several years; and
- Managing the cross-cutting program functions of Environmental and Relocation for the entire Department

For fiscal year 2016, CPD has new workload items relating to AFFH, RAD, Promise Zones, Place-based initiatives, and the HTF that require additional FTE.

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For AFFH, CPD requests 5 additional FTE to ensure successful implementation of the AFFH rule by:

- Providing extensive upfront guidance, training, and technical assistance;
- Monitoring;
- Reviewing of submissions and provision of feedback; and
- Evaluating progress and effectiveness.

For RAD, CPD requests 2 additional FTE to fulfill the Departmental responsibility to ensure that all applicable HUD programs are in compliance. The additional FTE will primarily be for:

- Conducting compliance review of documents and relocation plans;
- Monitoring, training, and/or providing technical assistance to HUD staff and grantees; and
- Responding to public inquiries and complaints from persons displaced in connection with HUD programs and projects.

For Promise Zones, CPD has a critical role relating to the successful implantation of this place-based initiative, which provides long-term support with a programmatic focus on high-poverty communities designated as Promise Zones. CPD will allocate 5 additional FTE for:

- Managing and overseeing all aspects of the Promise Zone program;
- Establishing intensive relationships with local stakeholders and providing interagency program information;
- Connecting local leaders to experts and facilitating peer exchanges among communities; and
- Providing technical assistance and policy analysis.

For the Place-based delivery expansion (i.e. Upward Mobility initiative supporting CDBG and HOME), CPD is requesting 7 new FTE for:

- Implementing a “place-based” service delivery model covering all of HUD’s major programs by establishing single points of contact for grantees and other federal agencies;
- Expanding the consolidated planning process to all HUD programs;
- Combining Technical Assistance resources under one umbrella program; and
- Merging and sharing of IT systems that, taken together, will lead to greater workforce efficiency and improved program effectiveness;
- Developing policy and program design (Upward Mobility);
- Evaluating program performance and metrics; and
- Coordinating interagency response and execution of the initiative.

For HTF, CPD is charged with the implementation of a new major federal program. CPD will dedicate 15 additional FTE for:

- Establishing and administering the HTF, including policy development and operations;
- Monitoring, technical assistance, and program administration; and
- Performing data and reporting functions and providing Integrated Disbursement and Information Systems (IDIS) support.

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For fiscal year 2016, CPD is proposing a Local Housing Policy Grants initiative that will fund competitive grants awarded to States and localities to increase economic growth and access to jobs by expanding housing supply. CPD is not requesting additional FTE, as this initiative workload will be absorbed by current staff in the Office of Economic Resilience (OER) within CPD.

Function	<b>Personnel Services Functional Summary</b>					
	(Dollars in Thousands)					
	<b>FY 2014</b>		<b>FY 2015</b>		<b>FY 2016</b>	
	<b>FTE</b>	<b>Cost</b>	<b>FTE</b>	<b>Cost</b>	<b>FTE</b>	<b>Cost</b>
Program Administration: TA and Training	62	\$7,965	62	\$8,116	65	\$8,623
Program Administration: Information Management	34	\$4,369	34	\$4,451	36	\$4,776
Consolidated Plan	40	\$5,140	45	\$5,891	40	\$5,307
Audits	21	\$2,698	22	\$2,880	27	\$3,582
Customer Service	69	\$8,866	69	\$9,032	71	\$9,419
Compliance: Monitoring and Risk Assessment	109	\$14,005	112	\$14,663	125	\$16,584
Compliance: Standards and Guidance	19	\$2,441	19	\$2,487	21	\$2,786
Competitive Grants Management	97	\$12,464	99	\$12,959	103	\$13,665
Competitive Awards	60	\$7,709	62	\$8,116	64	\$8,491
Formula Grants Management	105	\$13,429	107	\$13,951	117	\$15,555
Loans	13	\$1,670	13	\$1,702	13	\$1,725
Environmental Review	44	\$5,654	44	\$5,760	46	\$6,103
Cross Program Collaboration	14	\$1,799	15	\$1,964	25	\$3,317
Operations	28	\$3,598	28	\$3,665	28	\$3,715
Perform Relocation Activities	8	\$1,028	8	\$1,047	13	\$1,725
Perform Disaster Response & Recovery	5	\$642	5	\$655	7	\$929
Economic Resilience	17	\$2,184	18	\$2,661	18	\$2,388
<b>Total</b>	<b>744.5</b>	<b>\$95,661</b>	<b>761.6</b>	<b>\$100,000</b>	<b>819.3</b>	<b>\$108,690</b>

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<b>KEY WORKLOAD INDICATORS</b>				
<b>Workload Indicator</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2015 to FY 2016</b>
# of monitorings	977	900	900	-
# of formula grant management	3,248	3,226	3,226	-
# of competitive grant management	17,345	17,345	17,581	236
# of grants to closeout	80,000	90,000	90,000	-
# of open audit recommendations	539	620	720	100
# of environmental reviews	400	1,067	1,067	-
# of approved RAD units for relocation activities	60,000	60,000	180,000	120,000
# of rental activities under the period of affordability	25,714	25,714	25,714	-
# of HOME open projects	11,686	11,686	11,686	-

CPD’s workload consists of 20,000 annual grants which have 3- to 5 year period of availability. CPD’s current workload of open grants is 313,484. CPD has consistently been understaffed for the number of open grants in its portfolio.

When comparing 2016 to 2015, much of the workload is constant. There are notable increases in the following:

- CPD’s competitive grant management workload will increase due to new workload items relating to the National Disaster Resilience Grants and the Local Policy Housing Grants.
- CPD has a large backlog of overdue Office of the Inspector General (OIG) audit recommendations. In addition, CPD has planned new audits that will contribute to the cumulative amount of open audit recommendations.

Currently, CPD only monitors approximately 7 percent of its grantees. CPD would be stronger if it had the resources to monitor more open grants in its portfolio.

There are hundreds of environmental monitorings that are not being conducted but are statutorily required. For 2015 and 2016, CPD has 2,220 PIH grantees that should be monitored.

In order to satisfy CPD’s statutory requirements for its programs, CPD must close out grants. Currently, CPD is understaffed to address the backlog of 80,000 open grants that need to be timely closed out.

**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 more than \$16.3 billion 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 of \$6 to 7 billion annually: 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 cost 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.