

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

(Dollars in Thousands)

	FY 2016 Actuals	FY 2017 Annualized CR	FY 2018 President's Budget
Personnel Services	\$48,735	\$48,830	\$47,451
Non-Personnel Services			
Travel	1,249	833	787
Other services/Contracts	320	1,695	25
Training	79	40	40
Supplies	7	4	4
Non-Personnel Services Subtotal	\$1,655	\$2,572	\$856
Working Capital Fund (WCF)			\$1,281
Grand Total	\$50,390	\$51,402	\$49,588
Associated FTE	340.6	327.9	311.1

1. Program Purpose and Fiscal Year 2018 Budget Overview

The Office of Field Policy and Management (FPM) executes locally driven strategies developed by community stakeholders, with resources and support from federal partner agencies, to produce opportunities and outcomes for communities at the place-based level. FPM staff conveys the President's and Secretary's management priorities to staff in all program areas, facilitates cross-programmatic collaboration when needed to achieve those priorities. Overall, FPM spearheads efforts to ensure federal resources are used effectively for community revitalization and economic development.

FPM supports the HUD disaster response and recovery effort, partnering with Federal and State agencies to implement disaster recovery assistance. FPM administers the Continuity of Operations Plan (COOP), which oversees and executes individual office plans to ensure that Primary Mission Essential Functions are performed during terrorist attacks, natural disasters, accidents, technological threats, and national security emergencies.

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In addition, FPM monitors HUD's statutory responsibility to ensure HUD-funded housing projects, insured construction projects and payments to Public Housing Authority (PHA) operations staff comply with federal labor requirements. FPM's Davis Bacon office, located in each regional office, provides training and monitors local agencies for labor standards contract compliance.

The fiscal year 2018 President's Budget of \$49,588K is \$1,814K less than the fiscal year 2017 Annualized CR level. However, the fiscal year 2018 President's Budget includes \$1,281K for FPM's allocation towards the Working Capital Fund (WCF), whereas the fiscal year 2017 CR level does not. When the WCF is excluded from fiscal year 2018 President's Budget request, the remaining funds available to support salaries and expenses is \$48,307K, which is \$3,095K less than the fiscal year 2017 CR level.

Requested levels support the President's Budget Blueprint to improve overall operational efficiency in the Federal Government. FPM's request will primarily support:

Placed-based Initiatives – These initiatives 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.

Personnel Services (PS): The Office of FPM is requesting \$47,451K to support 311.1 FTE, a decrease of 16.8 FTE from fiscal year 2017. The reduction in FTE will be achieved through attrition.

Non-Personnel Services (NPS): The Office of FPM is requesting \$856K in NPS which will primarily support funding for travel. FPM's placed-based initiatives require travel by staff to support both ongoing operations and the growing number of communities participating in these initiatives (ConnectHome, Community Needs Assessments, Decreasing Veteran Homelessness, etc.) Support includes, but is not limited to, on-site technical assistance, convening and facilitating roundtables and trainings, ongoing capacity building and community engagement efforts. Wherever possible, FPM encourages the use of audio and video technology to reduce travel cost.

FPM also requests \$1,281K for Working Capital Fund (WCF) shared services expenses and other investments as determined by the Secretary.

Priorities: FPM ensures that HUD's 65 field and regional offices function as a common enterprise throughout the strategic planning process and provides seamless program delivery and customer service to the many HUD-served communities. The fiscal year 2018 budget request supports the following FPM overarching priorities:

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- **Place-Based Programs** - Locally-driven strategies that are developed by community stakeholders, with resources and support from Federal agency partners, to address issues that exist at the neighborhood level to produce opportunities and outcomes for communities.
- **Disaster Preparedness Readiness and Response Capability** – FPM staff implement the agency's disaster preparedness, response and recovery efforts at all level. This includes implementing COOP and exercises across HUD field offices as part of the larger federal effort to ensure Continuity of Government, as well as staff and support for FEMA's Joint Field Offices and Disaster Recovery Centers after disasters. Partnering with federal, state and local agencies, FPM staff serve as Field Coordinators and work directly with FEMA Federal Disaster Recovery Coordinators to plan, prepare and implement disaster recovery strategies. Appropriate field office staffing levels in disaster prone areas are critical.
- **Commitments to Maintaining Service Levels across the Country** – HUD is committed to ensuring continued levels of coverage and responsiveness across the nation. Where HUD has closed some small offices, the Office of FPM continues to provide technical assistance and customer service to stakeholders through more efficient operations, including work shared with nearby offices, teleconferencing, and travel.
- **Davis Bacon** - HUD has statutory/regulatory responsibility to ensure that HUD-funded housing projects or insured construction projects comply with Federal labor requirements. The Davis-Bacon Labor Standards and Enforcement (DBLSE) office monitors local agencies (Public & Indian Housing Authorities, Community Development Block Grant Entitlement communities, HOME Participating jurisdictions) for labor standards contract compliance. HUD field staff also provide Davis-Bacon labor standards training to local contracting agencies.

2. Full-time Equivalents

Full-time Equivalents			
Staffing	FY 2016 FTE	FY 2017 FTE (Est)	FY 2018 FTE (Est)
HQ	35.1	32.0	30.2
Davis Bacon (HQs and Field)	39.5	40.5	37.5
Region 1 – Boston, MA	18.0	17.0	16.0
Region 2 – New York, NY	26.0	26.0	24.0
Region 3 – Philadelphia, PA	30.0	30.0	29.0
Region 4 – Atlanta, GA	47.0	50.0	48.0
Region 5 – Chicago, IL	31.8	30.8	29.8
Region 6 – Fort Worth, TX	28.0	23.4	22.4
Region 7 – Kansas City, KS	17.0	16.0	15.0
Region 8 – Denver, CO	19.0	18.0	17.0
Region 9 – San Francisco, CA	26.5	22.5	21.5
Region 10 – Seattle, WA	22.7	21.7	20.7
Total	340.6	327.9	311.1

3. Key Operational Initiatives

FPM is leading HUD's efforts to transform, innovate and brand an agency wide approach to our customers and clients through the Department's Unified 1-HUD Customer Relationship Management (CRM) initiative. This major initiative capitalizes on HUD's strong foundation rooted in customer service and provides a mechanism to operationalize a framework that enables coordination, integration, and collaboration amongst all department CRM activities. Through this initiative, the following six focus areas will be addressed in an evidence based manner:

- Reducing a complex, unintuitive front door for customers
- Establishing an organic culture of strong customer service

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- Realizing customer relationship data across cylinders
- Eliminating decentralized processes and fragmented communication
- Implementing an efficient and cost-savings approach
- Flexible customer service staffing and training across cylinders

In addition, FPM leads in conceptualizing, developing and implementing information-based tools that have been accepted and used by HUD program areas and by their customers and clients. Examples include the Housing Resource Locator and Community Assessment Reporting Tool (CART), which provides a snapshot of HUD's investments in a community, enabling HUD staff, federal partners, external stakeholders, and elected officials access to relevant information at the click of a button. With its release, both internal and external stakeholders can view HUD's investments at five different levels of geography (City, County, Metropolitan area, State, and Congressional District). This tool enhances data transparency to the public.