

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Administrative Support Offices

Office of Field Policy and Management

SALARIES AND EXPENSES

(Dollars in Thousands)

	2019	2020			2021		
	Actuals	Carry Over	Enacted	Total	Carry Over	President's Budget	Total
Personnel Services:	\$47,314	\$2,593	\$52,385	\$54,978	\$1,640	54,815	\$56,455
Non-Personnel Services:							
Travel	1,727	45	1,755	1,800	-	1,411	1,411
Transportation of Things	57	-	-	-	-	-	-
Printing	2	-	-	-	-	-	-
Other Services/Contracts	859	106	884	990	-	4,879	4,879
Training	99	-	200	200	-	200	200
Supplies	11	-	10	10	-	10	10
Total, Non-Personnel	\$2,755	\$151	\$2,849	\$3,000	-	6,500	\$6,500
Working Capital Fund	1,110	377	987	1,364	-	3,885	3,885
Carryover	3,121	-	1,640	1,640	-	-	-
Grand Total	\$54,300	\$3,121	\$57,861	\$60,982	\$1,640	\$65,200	\$66,840
FTEs	313	16	322	338	10	328	338

PROGRAM PURPOSE

The Office of Field Policy and Management (FPM) drives forward the mission of the Department of Housing and Urban Development (HUD) through establishing, coordinating, and executing HUD's Annual Performance Goals. This includes effective pursuit of the Department's initiatives, particularly cross-cutting community initiatives that require coordination at the local level, as well as significant operational responsibilities in all 64 HUD Offices, located across ten national regions. FPM leads the implementation of Secretarial initiatives in the field with a focus on Opportunity Zone community revitalization, the EnVision Center demonstration, and Section 3 economic opportunity training. FPM also has approximately 40 full-time equivalents (FTEs) allocated to Davis Bacon Labor Standards compliance work. Davis Bacon staff train and monitor local agencies as well as support various employment and apprenticeship initiatives in the community.

FPM has several operational roles, particularly in the field, including management and orderly operation of field offices; internal office communications; safety and security of field offices; emergency office closures; and disaster preparation, response, and recovery in coordination with the Office of Administration and Program Directors. Specifically, FPM's disaster coordinators supervise disaster recovery centers and employees on mission assignments. Moreover, FPM drives forward a national initiative to enhance disaster preparedness by HUD grantees. Additionally, the office coordinates stakeholder engagements and conferences throughout the country, non-profit and philanthropic outreach and collaboration, as well as tours of community best practices across the country. FPM also manages, monitors and coordinates customer service client interactions across program areas in the field and ensures federal, state, local and tribal elected officials received responsive and coordinated service.

BUDGET OVERVIEW

The 2021 President Budget requests \$65.2 million for the Office of Field Policy and Management (FPM), \$7.3 million more than the 2020 enacted level. The Budget reflects total funding (carryover and new authority) of \$66.8 million, \$5.9 million above 2020 total funding.

Personnel Services (PS)

The Budget reflects total funding (carryover and new authority) of \$56.5 million for Office of Field Policy and Management PS, \$1.5 million above 2020 total funding. This funding will support 338 full-time equivalents (FTEs), remaining equal with 2020. FPM's carryover funding is necessary to maintain its current staffing level, which was set with a goal of increasing HUD's presence in smaller field offices, while also maintaining adequate funding to backfill critical leadership vacancies. Approximately 90 percent of FPM's staff are in the field. FPM FTEs will continue to support the Departmental Annual Performance Goals associated with the expansion of HUD's role in promoting the Opportunity Zone initiative and EnVision Centers, as well as the anticipated expansion of FPM's role training residents, workers, businesses and grantees on the new Section 3 regulation (provision of the Housing and Urban Development Act of 1968 which ensures that preference for employment, training and contracting opportunities generated from the expenditure of certain HUD funds is directed to local low and very low-income persons).

Personnel Services funding will also support an increase in awards spending above 2020 levels of no less than 1 percentage point of non-SES/SL/ST salary spending in 2021.

Non-Personnel Services (NPS)

The Budget reflects total funding (carryover and new authority) of \$6.5 million for Office of Field Policy and Management NPS, \$3.5 million above 2020 total funding. This funding level will essentially maintain 2020 current services for travel, contracted services, and training. This increase is primarily attributable to FPM, in collaboration with the General Services Administration (GSA), leading the oversight, management and implementation of the Customer Experience initiative for the Department in 2021.

- **Travel:** Although the 2021 Budget reflects a decrease of \$389 thousand from 2020, FPM will continue to utilize travel resources to support key Departmental priorities to include the support for the Opportunity Zones initiative, EnVision Center demonstration expansion (improve access to supportive services to American families through public-private partnerships), disaster recovery and relief efforts, decreasing homelessness initiatives, reducing lead hazards in housing, and empowering Section 3. Support includes, but is not limited to outreach, on-site field reviews, on-site technical assistance (TA), convening and facilitating roundtables and trainings, ongoing capacity building and community engagement efforts. FPM intends to achieve the decrease in travel through the use of video conference technology whenever possible to help reduce travel cost for meetings.
- **Contracts:** In 2021, the increase of \$3.9 million from 2020 is primarily a result of FPM spearheading the management, oversight and implementation of the Customer Experience initiative. Under this initiative FPM, in collaboration with GSA, will complete the standup of customer experience to include developing and implementing a Voice of the Customer (VoC) listening practice at HUD with the capability to continuously listen and respond to customer feedback.

Working Capital Fund (WCF)

The Budget reflects total funding (carryover and new authority) of \$3.9 million for the Office of Field Policy and Management's contribution to the WCF, \$2.5 million above 2020 total funding. This funding will support FPM's use of shared services, including two new WCF business lines: IT Devices and Records Management Services.

KEY OPERATIONAL INITIATIVES

FPM supports locally driven strategies developed by local officials and community stakeholders and facilitates cross-programmatic collaboration to achieve those priorities. As an adjunct of the Secretary and Deputy Secretary's office, FPM is the organization responsible for leading Secretarial Initiatives in the field. FPM has a robust field organization of 64 offices and approximately 350 staff familiar with the Department's programs and activities. FPM staff cultivate relationships with community leaders across the nation that can increase the successful execution of the following Annual Performance Goals:

- Promote Section 3;
- Support and maintain EnVision Centers;
- Support and maintain Promise Zones;
- Bolster growth in Opportunity Zones;
- Ensure compliance with the Davis Bacon Labor Standards Act;
- Support Effectiveness and Accountability in Long-Term Disaster Recovery; and
- Customer service.

Specifically, FPM's 2021 priorities include the following cross-cutting collaboration efforts, all which supports the President Management Agenda Goal: "Improving Customer Experience," as well as specific Annual Performance Goals:

- **Opportunity Zones** – FPM is the office tasked with supporting Opportunity Zones (OZs) in the field by promoting the initiative, educating stakeholders and providing Technical Assistance. The 8,764 Qualified OZ census tracts are located across all 50 states and US territories, in urban, suburban, and rural areas. These are some of the most impoverished and struggling areas in the country, and in most cases, areas where HUD has the largest footprint. With FPM's staff support, the Department can effectively encourage private investment and development in these areas and promote economic revitalization and reduce reliance on HUD assistance over the long-term. An example of the potential for private investment to reduce reliance on HUD's programs is the recent success of the administration's efforts to reposition public housing. More than one third of the 100,000-plus rental units preserved through HUD's Rental Assistance Demonstration (RAD) are located within Opportunity Zones. Qualified Opportunity Fund capital has the potential to serve as a new and powerful financing tool to support the continued expansion of the RAD program.
- **Section 3** – FPM plays a critical role in training residents, workers, businesses and grantees on Section 3 of the Housing and Urban Development Act of 1968. Specifically, FPM provides Technical Assistance to local officials and community development agencies ensuring that HUD investments result in economic opportunities for low-income individuals, public housing residents, as well as the businesses that employ them. The objectives of Section 3 are:
 - to use HUD program funds to provide a springboard for residents to become economically empowered through direct participation in construction and other activities designed to physically improve and revitalize their neighborhoods;

- to leverage HUD funds to strengthen local economies, promote self-sufficiency; and
- ensure that employment, training, contracting, and other economic opportunities generated by certain HUD financial assistance are directed to low- and very low-income persons.

- **EnVision Centers** – EnVision Centers assist low-income Americans on a path to self-sufficiency, which is a key priority for the Department. FPM manages the demonstration and is responsible for designating and supporting EnVision Center sites. To efficiently execute this demonstration, FPM utilizes staff in each region to support the expansion of the initiative program to several hundred potential locations.

- **Promise Zones** – HUD currently has 14 urban Promise Zones (PZs) across the country, which were competitively awarded in low-income communities. PZ Community Liaisons (CLs), as outlined in the 10-year Designation Agreements between HUD and PZ lead orgs, help lead collaborative federal local place-based efforts around increasing affordable housing, accelerating economic development, improving community health, enhancing public safety, fostering job creation, changing K-12 educational outcomes, and more. This work is accomplished primarily through coordinating federal funding applications and CLs providing direct Technical Assistance in support of efforts endorsed by local leaders and supported by local community.

FPM is striving to gain efficiencies and improvements to support the Department’s Strategic Goal: “Reimagining the Way HUD Works,” via the following initiatives:

- Advance economic opportunities through increased involvement in several strategic initiatives: Section 3, EnVision Centers, Opportunity Zones and Promise Zones

- Support the modernization of information technology to transform how HUD operates through development of in-house workload management tools such as the Field Reporting Tool and the Customer Relationship Management System

- Continue to support Department-wide coordination and implementation of disaster preparedness, response and recovery efforts for Presidentially declared disaster locations

- Continue to manage and support cross-programmatic initiatives for local communities, including partnering with non-profit, faith-based and philanthropic organizations

- Continue to convene roundtables for HUD’s partners to share best practices and discuss issues facing local governments and communities