

# DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

## Program Offices Salaries and Expenses

### Office of Policy Development and Research

#### SALARIES AND EXPENSES

(Dollars in Thousands)

	2020*	2021			2022		
	Actuals	Carryover	Enacted	Total	Carryover	President's Budget	Total
<b>Personnel Services</b>	<b>\$23,944</b>	<b>\$2,299</b>	<b>\$26,066</b>	<b>\$28,365</b>	-	<b>\$31,634</b>	<b>\$31,634</b>
<b>Non-Personnel Services</b>							
Travel	121	-	233	233	-	329	329
Printing	56	-	100	100	-	120	120
Other Services/Contracts	488	-	5,039	5,039	4,584	494	5,078
Training	209	-	213	213	-	234	234
Supplies	10	-	15	15	-	15	15
Claims and Indemnities	-	-	-	-	-	15	15
<b>Total, Non-Personnel Services</b>	<b>\$884</b>	<b>-</b>	<b>\$5,600</b>	<b>\$5,600</b>	<b>\$4,584</b>	<b>\$1,207</b>	<b>\$5,791</b>
Working Capital Fund	1,488	997	-	997	-	1,693	1,693
Carryover	3,296	-	4,584	4,584	-	966	966
<b>Grand Total</b>	<b>\$29,612</b>	<b>\$3,296</b>	<b>\$36,250</b>	<b>\$39,546</b>	<b>\$4,584</b>	<b>\$35,500</b>	<b>\$40,084</b>
<b>FTEs</b>	<b>140</b>	<b>13</b>	<b>152</b>	<b>165</b>	<b>-</b>	<b>177</b>	<b>177</b>

\*Includes 2019 Carryover.

### PROGRAM PURPOSE

The Office of Policy Development and Research (PD&R) supports the Department of Housing and Urban Development's (HUD's) mission to create strong, sustainable, inclusive communities, and quality affordable homes for all. PD&R is responsible for maintaining current and historic information on housing needs, market conditions, and existing programs, as well as conducting research on priority housing and community development issues. PD&R's research, surveys, and policy analysis inform all aspects of HUD programs, providing a comprehensive, historical, evidence-based understanding of past program performance as well as objective data for policymakers and stakeholders to make informed decisions. PD&R provides economic information, research, and analysis and policy recommendations to the Secretary, Deputy Secretary, Assistant Secretaries, and principal staff.

In addition to the Office of the Assistant Secretary and supporting divisions of Budget, Contracts & Program Control, Management & Administrative Services, and Grants Management & University Partnerships, there are five program offices within PD&R. There is extensive cross collaboration between these five offices:

- The Office of Economic Affairs (OEA) analyzes the economic impact of HUD and other Federal regulatory and legislative proposals, directs the program of surveys of national housing conditions, analyzes private sector data on mortgage markets, supports Federal

Housing Administration (FHA) operations, develops program operating parameters for HUD rental assistance programs and government programs, and provides data on the socioeconomic and housing market conditions of cities, counties, and States.

- The Office of Research Evaluation and Monitoring (OREM) staff designs and oversees HUD funded research, evaluation, and monitoring efforts for a wide variety of HUD programs and activities. Staff also conducts in-house research, programming, and geospatial analysis. The office develops and maintains administrative data spanning more than 20 years across all of HUD's programs and uses the data to provide situational awareness for immediate policy issues and to facilitate more extensive studies.
- The Office of Policy Development (OPD) engages in policy analysis, policy development, research and data analysis, and knowledge management and dissemination of policy and research findings. OPD analyzes legislative proposals, develops legislative initiatives, interprets statutory guidance, prepares regulatory guidance, and coordinates HUD-wide Technical Assistance. In addition, OPD engages the international and philanthropic sectors to harness best available evidence, innovations, and lessons in thoughtful development and revitalization to increase mutual learning opportunities and long-term community-building. OPD's role as a portal for the international community and philanthropic sector makes the office a broker for new ideas and evidence-based practices. The purpose of this work is to inform domestic policies and programs.
- The Office of Innovation (OI) develops, tests and validates solutions to State, local, and Federal housing and community development problems. Areas of focus for the office are: 1) Building Technology to address the need for more resilient housing in disaster prone areas and more affordable housing nationwide by identifying, evaluating and incentivizing the adoption of resilient and affordable housing construction methods and materials; 2) Internal Innovation and Improvement to improve program and process efficiency and effectiveness by facilitating innovation workshops; and 3) Open Innovation to engage the expertise, methods and tools of the private sector such as open data, crowdsourcing, challenges and prizes and entrepreneurs in residence in solving departmental challenges.
- The Office of the Chief Data Officer (CDO) is the primary organization responsible for performing the data governance activities outlined under the Evidence Act. The CDO has agency-wide responsibility for: ensuring lifecycle data management of critical information and data systems; standardizing data formats and minimizing duplication of data across internal systems; and coordinating the use, protection, and dissemination of agency data. Additionally, CDO will lead HUD's effort to construct a comprehensive data inventory including metadata of data assets across the agency and identify those considered public data assets. CDO will also support the design of data integration solutions across HUD as well as between HUD and other Federal/non-Federal agencies.

HUD's mission is critical to achieving the President's vision to ensure that we build back better from the public health and economic challenges and address longstanding systemic challenges, including racial injustice, rising inequality, and the climate crisis. HUD's work is essential to improving the quality of life of the American people, and this investment in PD&R's salaries and expenses will assist in ensuring that work is able to be done.

## BUDGET OVERVIEW

The 2022 President's Budget requests \$35.5 million for PD&R Salaries and Expenses (S&E), \$750 thousand less than 2021 enacted. The Budget reflects total funding (carryover and new authority) of \$40.1 million, \$600 thousand above 2021 total funding.

### Personnel Services (PS)

The Budget assumes total funding of \$31.5 million for PD&R PS, \$3.1 million above 2021 total funding. This funding level will support 177 full-time equivalents (FTEs), an increase of 12 FTEs from 2021 to support the 33 percent increase to the Research and Technology (R&T) budget. This increase provides additional FTEs in the offices of Economic Affairs (OEA), Research Evaluation & Monitoring (OREM) and Policy Development (OPD) to support additional Regulatory Impact Analysis (RIA), CARES Act requirements, Evidence Act implementation, and other Departmental and Congressionally mandated research projects and priorities. This increase supports data linkage requirements that support HUD's implementation of the Foundations for Evidence-Based Policymaking Act (Evidence Act). The increase also provides support for the \$20 million included in the 2021 Consolidated Appropriations Act for competitive grants to nonprofit and governmental entities to provide legal assistance to eligible low-income tenants at risk of, or subject to, eviction. It also supports annual salary increases, promotions, within grade increases, and succession planning.

### Non-Personnel Services (NPS)

The Budget assumes total funding of \$5.8 million for PD&R NPS, \$191 thousand above 2021 total funding. This increase is primarily attributed to travel cost returning to pre-COVID levels. The NPS funding will also continue to fund the establishment of the CDO. Funds will be used to establish infrastructure to support data integration solutions and the consolidation of HUD-wide data management contracts.

### Working Capital Fund (WCF)

The Budget assumes total funding of \$1.7 million for PD&R's contribution to the WCF, \$696 thousand above 2021 total funding. This increase is primarily attributed to the addition of Computer and IT Devices and \$241 thousand of 2021 WCF fees that were forward funded in 2020.

## KEY OPERATIONAL INITIATIVES

### Evidence Act

PD&R continues to lead HUD's full implementation of the Foundations for Evidence-Based Policymaking Act. All three of the key leadership positions required by the Evidence Act—the Evaluation Officer, Chief Data Officer, and Statistical Official—were assigned to members of the PD&R staff. The Evidence Act mandates significant new responsibilities, with demands on Salaries and Expenses (S&E) resources, beyond previously established roles in building HUD's institutional capacity to use evidence to inform policy.

### Supporting the Management Agenda

PD&R is a leader in using modern information technology to inform and improve HUD's program operations and public accountability. PD&R staff supports and uses HUD's data analytics and business intelligence software (SAS/BI) server as a centralized data resource by adding datasets, facilitating independent research, and fulfilling ad-hoc requests for administrative data analysis.

PD&R recognizes that keeping sensitive data secure is critical to maintaining the public trust and has appointed an Information System Security Officer (ISSO) in cooperation with HUD's Office of Information Technology Security. The ISSO protects information systems, implements security controls and helps ensure compliance with the Federal Information Security Management Act. These functions will further develop and mature during 2021 under the oversight of the Chief Data Officer and Statistical Official.

PD&R is committed to providing data, tools, and data products in support of evidence-based policy, transparency, and public interest. Staff resources support performance management of HUD's agency priority goals, and development of performance metrics. PD&R provides open access to numerous datasets including administrative data and survey data on the [HUDUSER.gov](https://www.huduser.gov) and Census Bureau websites, offers data licenses for restricted-use data, and links administrative data with survey data to enable analysis of cross-cutting policy questions affecting HUD housing programs. PD&R also has arranged to provide experimental datasets from program demonstrations with extensive data linkage capabilities to qualified researchers through the Census Bureau.

PD&R is striving to build a modern workforce and high-performing management in support of HUD's evolving mission needs. Improving succession planning is central to this objective. PD&R supplements generalized training offered by HUD with custom training in the technical skills needed by analytic staff. PD&R supports staff-led knowledge collaboratives that focus on specific policy areas to share knowledge and undertake research initiatives. One such effort has been instrumental in guiding the development of the 2019 American Housing Survey (AHS) Housing Insecurity Research Module and forthcoming work on a Housing Insecurity index. PD&R also is grooming the next generation of leaders by offering management rotations to give mid-level staff hands-on experience in supervision and management.

### **Facilitating HUD's Budget Priorities**

PD&R staff supports HUD's effort to meet the Administration's priorities by working with program offices to implement rigorous evaluations, conducting in-house research, and serving as technical experts on a range of policy topics. Key activities that support each priority include the following:

- **Strengthen and broaden the Federal housing safety net.**
  - Explore housing assistance programs and supports that can be effective in helping vulnerable households maintain housing stability in the event of economic shocks.
  - Explore and identify policies to support the housing search process and successful voucher lease-up for persons with disabilities.
  - Collaborate with other Federal partners on approaches to using Medicare and Medicaid funds to support affordable senior housing as a platform for coordinating health and wellness programs.
  - Launch a long-term follow-up for participants in research that measured the impact of interventions for homeless families.
  - Collaborate with partners at HHS to evaluate how HUD-assisted families access support for childcare services and the barriers to accessing support.
  
- **Advance housing equity as a means to improving housing choices and greater economic opportunity.**
  - Launch new effort to identify and address housing discrimination among historically disadvantaged groups.
  - Launch new effort to identify and address the barriers faced by HUD-assisted households in accessing job training and job search services.

- Implement a rigorous evaluation of the Housing Choice Voucher Mobility Demonstration.
- Conduct evaluations of the Family Self-Sufficiency and Jobs Plus programs and disseminate findings to internal and external stakeholders.
- Conduct rigorous evaluations of landlord incentives, rent reform, and other innovative approaches to be implemented in the Moving to Work expansion.
  
- **Increase the production of, and access to, affordable housing.**
  - Explore and identify policies to support the housing search process and successful voucher lease-up for underserved and vulnerable populations.
  - Publish semi-annual reports on Worst Case Housing Needs and annual reports on strategies for increasing housing supply in high-productivity metropolitan areas.
  - Support cooperative research in housing technology, including innovative technologies that reduce the price of housing construction.
  
- **Promote climate resiliency, environmental justice, and energy efficiency across the housing sector.**
  - Explore the ways in which Community Development Block Grant Disaster Recovery (CDBG-DR) funding supports recovery and resilience.
  - Conduct geospatial analysis to support lead hazard targeting.
  - Support the research priorities of the Federal Lead Action Plan and integrate lead hazards and healthy homes research into HUD's learning agenda development and Research Partnerships program.

**PD&R also has a key role in HUD's goal to strengthen HUD's internal institutional capacity to deliver on its mission.**

PD&R has been a leader in the Department in the creation of financial reports from the Oracle platform with enhanced OBI (Oracle Business Intelligence) report writing. PD&R staff leads the development of HUD's Learning Agenda and institutional evidence-building Capacity Assessment in support of the Evidence Act and HUD's Strategic Plan. PD&R policy staff supports other program offices by leading a coordinated effort to develop performance metrics, enhance program data collection, and evaluate outcomes of tenants who leave HUD assistance, and by developing a framework and feasibility analysis for a national evictions database. PD&R financial staff created weekly reports that provide PD&R managers with financial status on travel expenditures, training, printing and other accounts so they can manage and allocate these resources in an efficient manner. Additionally, PD&R financial staff continuously monitors contractual open obligations to ensure balances are liquidated and funds recaptured for further use.