

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Program Offices Salaries and Expenses

Office of Policy Development and Research

SALARIES AND EXPENSES

(Dollars in Thousands)

	2021*	2022			2023		
	Actuals	Carry Over	Annualized CR	Total	Carry Over	President's Budget	Total
Personnel Services	\$25,432	\$2,662	\$28,924	\$31,586	\$4,300	\$34,386	\$38,686
Non-Personnel Services							
Travel	1	-	100	100	-	330	330
Printing	70	-	120	120	-	120	120
Other Services/Contracts	596	5,000	500	5,500	2,047	2,522	4,569
Training	162	-	234	234	-	250	250
Supplies	9	-	15	15	-	15	15
Furniture and Equipment	-	-	10	10	-	-	-
Claims and Indemnities	-	-	-	-	-	-	-
Total, Non-Personnel Services	\$838	\$5,000	\$979	\$5,979	\$2,047	\$3,237	\$5,284
Working Capital Fund	\$2,448	-	-	-	-	1,977	1,977
Carryover	\$7,662	-	6,347	6,347	-	2,000	2,000
Grand Total	\$36,380	\$7,662	\$36,250	\$43,912	\$6,347	\$41,600	\$47,947
FTEs	150	15	162	177	23	185	208

*Includes 2020 Carryover

PROGRAM PURPOSE

The Office of Policy Development and Research (PD&R) supports 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, analysis and policy recommendations to the Secretary, Deputy Secretary, Assistant Secretaries, and principal staff. PD&R also facilitates effective, timely, and innovative Technical Assistance (TA) delivery that builds capacity of HUD customers to achieve program outcomes.

Within PD&R, there are five Offices with extensive cross collaboration:

- The Office of Economic Affairs 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 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, housing construction, and community planning. Staff also conducts in-house research, data analysis, 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, innovation and process improvements, research and data analysis, and knowledge management and dissemination of policy and research findings. OPD analyzes legislative proposals, develops legislative initiatives, interprets statutory guidance, and prepares regulatory guidance. OPD also consults on program process improvements and efficiencies to ensure better strategic alignment with HUD's mission, and coordinates the development of HUD's Foundations for Evidence-Based Policymaking Act (Evidence Act) Title 1 deliverables. 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. In 2023, the Office of Innovation will be subsumed under the newly created Priority Projects & Innovation Division in OPD.
- 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 leads 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 also supports the design of data integration solutions across HUD as well as between HUD and other Federal/non-Federal agencies.
- The Office of Technical Assistance (OTA) is an office that would be newly established in 2023 that realigns the Technical Assistance Division (TAD) from the Office of Community Planning and Development (CPD) to PD&R. The OTA manages HUD's TA program, equipping HUD's customers with the knowledge, skills, tools, capacity, and systems needed to successfully implement HUD programs and policies and be effective stewards of Federal funding. The OTA provides programmatic technical assistance to HUD grantees across the Department. The assistance takes the form of needs assessments, direct TA, tools and products, trainings, data analysis, and knowledge management. In addition to TA for all of HUD's programs, the OTA also provides TA support for emerging priorities and Secretarial initiatives.

Supporting these Offices within the Office of the Assistant Secretary are four Divisions: Budget & Financial Management; Management & Administrative Services; Grants Management & University Partnerships; and the newly established Procurement Management Division.

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 2023 President's Budget requests \$41.6 million for PD&R Salaries and Expenses (S&E), which is \$5.4 million more than the 2022 annualized CR level. The Budget reflects total funding (carryover and new authority) of \$47.9 million, \$4.0 million above 2022 total funding.

Personnel Services (PS)

The Budget assumes total funding of \$38.7 million for PD&R PS, \$7.1 million above 2022 total funding. This funding level will support 208 Full-Time Equivalents (FTEs), an increase of 31 FTEs from 2022, 24 of which supports the realignment of the TAD to PD&R. The remaining seven FTEs provide additional staff to support the new OTA, and provide support for Regulatory Impact Analysis (RIA), CARES Act requirements, Evidence Act implementation, and other Departmental and Congressionally mandated research projects and priorities. The requested funding supports a 4.6 percent Federal pay raise, promotions, within grade increases, and succession planning.

Non-Personnel Services (NPS)

The Budget assumes total funding of \$5.3 million for PD&R NPS, \$695 thousand less than 2022 total funding. This decrease is attributed to lower costs in contractual services. The primary cost driver in NPS is the continued contractual services funding for OCDO. 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 \$2 million for PD&R's WCF requirements, which is \$526 thousand above the 2022 Annualized CR WCF requirements that were forward funded at the end of 2021. The WCF funding level reflects payments for baseline WCF services (including inflationary adjustments and changes in service utilization) and the additions of the End-User Devices business line, the Printing Services business line, HR platform licensing, and the full cost recovery of (Financial Services Acquisition and Development Division) FSADD Financial Management expenses.

Information Technology (IT)

Within the Information Technology Fund, the Budget requests \$2 million for Enterprise Geographic Information System (eGIS) and \$500 thousand for PD&R's Disaster Recovery Portal.

- **Enterprise Geographic Information System (eGIS)**

Program Pain Point

Decision makers at all levels rely on the examination of accurate data for the effective development and implementation of data-driven housing policies. To that end, the Office of Policy Development and Research (PD&R) conducts mission-critical analyses of priority housing and community development issues while developing and maintaining the data required for that work. HUD's Enterprise Geographic Information System (eGIS) program was established in PD&R to manage day to day operations of the Department's shared geospatial business solution which satisfies the common requirement for geospatial data and analytical capabilities in support of the Department's mission and strategic objectives. When brought to bear, these data and tools allow personnel to develop and apply actionable intelligence used to craft effective housing policies that are data-driven and equitable in scope. Unfortunately, HUD's existing enterprise geospatial solution now falls short

of what is required to support robust housing and community analysis moving forward, and the inability of public to interface with HUD offices and data sources.

The increasingly obsolete architecture of HUD's existing system limits the scale and scope of the work that program analysts and policy developers engage in. In its current state, analysts cannot effectively use the solution to collaborate with one another on mission-critical assignments that require the examination of sensitive geospatial housing data. This limitation impedes the progress of collaborative projects requiring robust geospatial study and remains a source of considerable frustration for analysts and leadership alike.

Mission Benefits

Development, modernization, and enhancement (DME) of HUD's geospatial business solution and enterprise applications will significantly improve the Department's analytical capabilities allowing for greater insights into national housing issues. Improved performance of the updated system will provide expanded access to rich datasets which remain largely unavailable to Departmental staff due to the shortcomings of the current platform. Modernization of HUD's geospatial resources will likewise improve the security posture of the system enabling HUD's program analysts and policy developers to collaborate on assignments requiring the analysis of sensitive (i.e., PII) geospatial data. The proposed upgrade will also empower HUD's program analysts to create analytical reporting tools and standalone applications required by stakeholders, but which cannot currently be developed due to existing system constraints. In addition, HUD's Community Planning and Development (CPD) will benefit from this upgrade to support its mission objectives by modernizing its customer self-service portal as well as improve its data collection and process automation capabilities. The impacted systems for CPD that require updates are: CART (Community Assessment Reporting System), HRL (Housing Resource Locator), TDAT (Tribal Directory Assessment Tool), and CPD-MAPS (Community Planning & Development Maps).

In addition, improvements of the existing system architecture will obviate the current requirement to maintain project-related geospatial data in a cloud-based software as a service (SaaS) environment thus resulting in substantial cost savings for the Department. For example, proposed improvements to HUD's existing geospatial solution include the implementation of a business facing GIS user portal deployed within HUD's network. User activity will take place within HUD's network thereby eliminating the cost required to accommodate collaborative work and data storage in a SaaS environment. Furthermore, enhanced capabilities for application development enabled by system modernization will allow for the in-house creation of new applications. This eliminates the current need to earmark funds for new application development as well as protracted contract negotiations required to secure a vendor for such work.

Target Functionality

Modernization of the Department's geospatial business solution and enterprise applications will result in:

- Substantial improvements to system security, performance, user access, and resource management.
- Significantly enhanced capacity for analysis, collaboration, application development, and the crafting of actionable intelligence.
- Considerable cost savings for the Department.

Projected Cost Savings

Improving HUD's existing geospatial business solution will allow the Department to realize significant cost savings associated with the storage and maintenance of project-related geospatial data. Moreover, improved capacity for in-house application development will eliminate the need to engage in the prolonged contract negotiations and costs required to secure commercial vendors to provide those services.

- **Disaster Recovery Portal**

Program Pain Point

HUD has identified the need for a new process and tools for data sharing with the Federal Emergency Management Agency (FEMA) and CDBG-DR grantees. This project will eliminate the need for Individual Assistance Information Sharing Access Agreements (ISAAs) between FEMA and HUD also with FEMA and CDBG-DR grantees as it will make that data readily available to grantees through the Disaster Recovery Data Portal (DRDP) application. It will also eliminate the need for requesting data from FEMA to perform the CDBG-DR allocations process when congressional funds are appropriated.

While data being shared is similar, or in fact the same, it requires multiple resources from multiple program areas within HUD and FEMA to request and process data sets. If the bidirectional data exchange process was in a completed stage that data could be shared within HUD to multiple resources/programs in a fashion designed to only make available, the necessary program data to only those with a valid need to know and manage one data set for multiple users. This would also ensure that all users are accessing the same data and would eliminate a misunderstanding of the data as well and ensure all areas are utilizing the same data.

Mission Benefits

Real time data sharing enables decision making that is focused on elimination of duplication of benefits, adequate assistance value to the customer, ability for multiple programs to utilize one standard data set, correct and accurate FEMA data for HUD and HUD CDBG-DR grantee use, enhanced disaster survivor support functions and enhance data security across multiple federal agencies.

The Disaster Recovery Portal (DRDP) is within HUD's purview of the project and HUD will share the 'new processes' aspect with FEMA. FEMA will solely fund their efforts' development needs. In addition, DRDP will provide the ability to avoid duplication of benefits between FEMA, HUD, and SBA assistance; the ability to identify geographical areas that are the most at risk due to high level of unmet needs; the ability to complete early determination of projects at the CDBG-DR grantee level that will provide/return disaster survivors to long term sustainable housing; and reduction in duplication of efforts by multiple federal agencies in similar processes. This in turn will reduce the need for multiple touch points with applicants that are related to similar cross agency processes. Hence, this project has the capability to enhance the disaster survivor experience as mandated in the Disaster Recovery Reform Act of 2018. HUD's cost to FEMA is approximately \$415 thousand over the next seven years, but will increase once any further development begins.

Target Functionality

DRDP will result in:

- Real time data sharing to enable informed and immediate decision making
- Ability for multiple programs to utilize one standard data set
- Provide correct, accurate, and the most up to data available data

Projected Cost Savings

As this is a cross agency effort between FEMA and HUD therefore the overall federal benefit is shown below:

DRDPD and the new processes will result in significant cost savings to both agencies. We estimate that HUD grantees pay approximately \$13 million average annual housing repair or rehabilitation assistance payments to homeowners who are also reimbursed for these costs by FEMA. By providing timely and automated matching and delivery of data, we estimate that at least one half of these duplicate payments will be avoided and reduces the need for labor intensive and time-consuming

efforts to recover the excess payments. We also estimate that FEMA will save approximately \$900 thousand annually.

- **IT Projects to be Funded by S&E Transfer Authority**

In addition to the above projects, PD&R has IT requirements that are intended to be funded by the transfer authority proposed in Section 231. This provision, if approved, would allow for up to \$10 million to be transferred from the program office S&E account to the IT fund. HUD proposes to use \$7.5 million of these transferred funds and expected carryover funding to cover the costs of the following in 2023:

- **Conversion of PD&R's Management Information System (MIS)**: \$500 thousand is needed to convert the current unsupported, non-FITARA-compliant software platform to a supported software platform. MIS is used to monitor project closeouts, in-house research projects, and travel. Failure to address this need will impact PD&R's ability to accurately track and monitor procurement requests, resulting in missed requisition release dates and improper funds control.
- **Data Governance activities**: \$2 million is needed to advance the agency foundational governance, planning, and infrastructure activities to enterprise activities for enterprise standards, budgets, and collaboration for enterprise data management. Enforcement of policies, common processes, coordination and collaboration amongst data leaders and experts will move the agency in a shared, common direction to improve data quality and analytics capacity in support of the Foundations for Evidence Based Policy (FEBP) implementation and meeting the milestones in the 2019, 2020 and 2021 Federal Data Strategy Action Plans.
- **Enterprise Data and Resource Management System (eDARMS)**: \$3.5 million is needed to implement OCDO's data management framework system - eDARMS. It will also have a major impact on the OCDO's ability to expand the enterprise research, analytics, and reporting system Policy and Research Information Server (PARIS), which provides research and statistical reporting on HUD's Housing program. These funds will be used to consolidate HUD data marts and data warehouses into eDARMS to improve data management, data quality, and consistency of reporting. Investments in PARIS will gather additional programs data and improve data analytics to inform management decision making. This is a planned collaborative initiative between the OCDO and the OCIO Enterprise Architecture Office. These investments directly support the implementation of the FEBP Act of 2018 and OMB Memorandum M-19-23.
- **Open Data Initiatives**: \$1 million is needed to improve the management and accessibility of data to support the HUD mission, properly safeguard systems and personal information, and increase public access to valuable agency information.
- **PD&R Data Dissemination Systems Security Upgrades**: \$500 thousand is needed to make HUD compliant with FITARA. These systems are used by Headquarters staff and field economists to accomplish their data management, research, and reporting duties. Failure to provide adequate funding will result in unsupported software/platforms, possible security risks, and negative impacts to PD&R's ability to provide accurate and timely data, research, and reporting.

For additional information regarding HUD's IT investments, please see the Information Technology Fund justification.

KEY OPERATIONAL INITIATIVES

Evidence Act

PD&R continues to lead HUD's full implementation of the Evidence Act. All three of the key leadership positions required by the Act—the Evaluation Officer, Chief Data Officer, and Statistical Official—were assigned to members of the PD&R staff. The Act mandates significant new responsibilities, with demands on 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 support and use 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 has created and maintained Geographic Information Systems to facilitate spatial interpretation of the data by HUD officials and the public.

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 2023 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 teams 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. PD&R is also developing 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:

- Support Underserved Communities:
 - 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 vulnerable populations, including 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.
- Conduct rigorous evaluations measuring the impact of interventions for homeless families and new models for financing permanent supportive housing for people experiencing homelessness with frequent contact with criminal justice, homeless services, and health care systems.
- Collaborate with partners at Health and Human Services (HHS) to evaluate how HUD-assisted families access support for childcare services and the barriers to accessing support.
- Conduct rigorous studies of housing discrimination among historically disadvantaged groups, and approaches for overcoming the barriers faced by HUD-assisted households in accessing job training, job search services, and childcare, and asset-building.
- Ensure access to and increase the production of 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.
 - Study the gaps in financing for affordable housing and the opportunities that exist to encourage the production of new housing and to preserve existing or naturally occurring affordable housing.
 - Implement a rigorous evaluation of the Housing Choice Voucher Mobility Demonstration focused on improving housing choices.
 - Conduct rigorous evaluations of landlord incentives, rent reform, asset-building, and other innovative approaches to be implemented in the Moving to Work expansion.
- Promote homeownership:
 - Collect information on the nation's housing stock, housing finance, and characteristics of markets, neighborhoods, and occupants, and supports national, regional, and metropolitan area analyses.
 - Provide important data and analysis necessary to monitor housing needs, housing finance topics, and local housing market conditions.
- Advance sustainable communities:
 - Explore the ways in which Community Development Block Grant Disaster Recovery (CDBG-DR) funding supports recovery and resilience.
 - Implement research and data projects identified in HUD's Climate Action Plan.
 - 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.

- Strengthen HUD's internal capacity:
 - 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.
 - Aligning with the Department's Fraud and Risk Management Policy, PD&R continues to improve and expand its own internal management funds controls and risk management policies and procedures to ensure optimal risk mitigation.
- Reorganizations:
 - In an effort to gain operational efficiencies, the following reorganizations are proposed in 2023: the TAD will realign 24 FTEs from CPD to PD&R; By having the funding and staffing to support the strategy, implementation, and administration of the TA funding centralized in PDR, it clearly makes TA a cross-office function and prioritizes the staffing to serve all of the offices of HUD. Realignment will result in the fulfillment of the vision for HUD TA as a holistic, outcome-based program that serves the entire Department's TA needs. Further, HUD intends to allot separate TA set-asides to PD&R to centralize the number of Cooperative Agreement Officers and GTRs to ensure proper standardization and risk mitigation for the Department. This realignment will also improve the ability to create cross-program benefits and efficiencies for TA that can serve multiple programs. Furthermore, it improves the ability to facilitate the transfer of research evidence and learning to TA providers so they can transfer knowledge to grantees more efficiently.
 - PD&R has the following internal reorganizations: the Priority Projects & Innovation Division will be added under OPD; the Office of Innovation will realign under the newly established Priority Projects & Innovation Division; the Program Demonstration Division will be added under OREM; and the Procurement Management Division will be added under the Office of the Assistant Secretary.