

**DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT**

**Program Office Salaries and Expenses  
Office of Community Planning and Development**

**SALARIES AND EXPENSES**

(Dollars in Thousands)

	2023*	2024			2025		
	Actuals	Carry Over	Annualized CR	Total	Carry Over	President's Budget	Total
<b>Personnel Services</b>	<b>\$144,894</b>	<b>\$10,742</b>	<b>\$149,464</b>	<b>\$160,206</b>	-	<b>\$163,586</b>	<b>\$163,586</b>
<b>Non-Personnel Services</b>							
Travel	761	-	250	250	-	500	500
Transportation of Things	-	-	-	-	-	-	-
Rent and Utilities	-	-	-	-	-	-	-
Printing	14	-	14	14	-	14	14
Other services/Contracts	2,752	4,000	4,905	8,905	-	9,295	9,295
Training	572	-	450	450	-	650	650
Supplies	40	-	40	40	-	40	40
Furniture and Equipment	-	-	-	-	-	-	-
Claims and Indemnities	-	-	-	-	-	-	-
<b>Total, Non-Personnel Services</b>	<b>\$4,139</b>	<b>\$4,000</b>	<b>\$5,659</b>	<b>\$9,659</b>	-	<b>\$10,499</b>	<b>\$10,499</b>
Working Capital Fund	6,214	-	6,988	6,988	1,289	5,915	7,204
Carryover	14,742	-	1,289	1,289	-	-	-
<b>Grand Total</b>	<b>\$169,989</b>	<b>\$14,742</b>	<b>\$163,400</b>	<b>\$178,142</b>	<b>\$1,289</b>	<b>\$180,000</b>	<b>\$181,289</b>
<b>FTEs</b>	<b>850</b>	<b>60</b>	<b>837</b>	<b>897</b>	-	<b>891</b>	<b>891</b>

\*Includes 2022 carryover.

**PROGRAM PURPOSE**

The Office of Community Planning and Development (CPD) delivers programs that support homeless assistance, affordable housing, economic development, infrastructure, and resilient communities, all of which provide opportunities for low-income persons and families across generations. In addition, CPD administers a growing program portfolio that enables communities to recover and bounce back after a disaster, oversees energy and environmental policy for all HUD programs, and administers grants for congressionally-directed projects.

CPD's underlying principles in carrying out its mission are:

1. Community building begins with job creation, employment, and creation of safe, decent and affordable housing.
2. Planning and execution of community development initiatives must be bottom-up and community-driven.
3. Complex problems require coordinated, comprehensive, and sustainable solutions.
4. Government must be streamlined to be made more efficient and effective.

5. Citizen participation in Federal, State, and local government can be increased through communication and better access to information.

CPD seeks to encourage empowerment of local residents by helping to give them a voice in the future of their neighborhoods, stimulating the creation of community-based organizations, and enhancing the management skills of existing organizations so they can achieve greater production capacity. Housing and community development are not viewed as separate programs, but rather as among the myriad elements that make up a comprehensive vision of community development. These groups are at the heart of a bottom-up housing and community development strategy.

## **BUDGET OVERVIEW**

The 2025 President's Budget requests \$180 million for CPD, which is \$16.6 million more than the 2024 Annualized CR level. The Budget reflects total funding (carryover and new authority) of \$181.3 million, \$3.1 million above 2024 total funding.

CPD plays a pivotal role in managing a diverse array of programs dedicated to aiding underserved low-income persons and families and other vulnerable populations with the highest need. In meeting this mission, much depends on internal capacity and ensuring a proportional level of workforce to administer a multi-billion dollar grant portfolio, equitably provide customer service to improve program outcomes, and meet the evolving needs of underserved communities including geographically isolated rural towns. Allocating funds to CPD at the 2025 Budget level is expected to achieve HUD's strategic goals: 1) Support Underserved Communities, 2) Ensure Access to and Increase the Production of Affordable Housing, 3) Promote Homeownership, 4) Advance Sustainable Communities, and 5) Strengthen HUD's Internal Capacity. CPD programs, detailed below, are administered by dedicated CPD personnel that require adequate administrative funding to effectively carry out statutory requirements and oversight.

In addition, CPD must fully incorporate congressionally-approved reorganizations that require new positions and account for critical crosscutting duties functions performed by CPD on behalf of HUD as a whole, such as responding to Presidentially Declared Disasters, Environmental and Permitting Review, and congressionally-directed spending.

### **Personnel Services (PS)**

The Budget requests total funding of \$163.6 million for PS to support 891 full-time equivalents (FTEs), which is \$3.4 million above the total 2024 PS funding level. Despite the funding increase, the requested FTE level is slightly below the 2024 level due to inflationary factors, including the two percent pay raise. While CPD staffing levels have increased over the last three years, they have struggled to keep pace with the exponential growth in authorities and workload. CPD's workload increased significantly over the past three years due to numerous factors such as implementation of growing disaster supplemental funds, new programs like Pathways to Removing Obstacles to Housing (PRO Housing) and Preservation and Reinvestment Initiative for Community Enhancement (PRICE), congressionally-directed spending, and increasing demands for expeditious environmental reviews across HUD. The Budget will allow CPD to stabilize the historic staffing gains made in the past two years to manage its growing program portfolio.

CPD's office structure is comprised of five main offices:

#### Office of Grant Programs (OGP)

OGP oversees the Community Development Block Grant (CDBG), CDBG-Disaster Recovery (CDBG-DR), HOME Investment Partnerships (HOME), HOME American Rescue Plan (HOME-ARP), Section 108 Community Development Loan Guarantee, Recovery Housing Program (RHP), Housing

Trust Fund (HTF), and Neighborhood Stabilization Program (NSP). OGP also oversees two new competitive programs provided in the 2023 Appropriations Act: PRO Housing and PRICE. It also oversees crosscutting requirements such as environmental review and relocation assistance.

In 2023 alone, OGP facilitated the following achievements: 1) A total of 62,000 families received invaluable assistance for homeownership, while 5,200 individuals grappling with homelessness were provided with essential aid; 2) Employed approximately 14,500 individuals in permanent jobs, contributing to the economic stability of numerous households; 3) Created 14,783 affordable housing units for new homebuyers and an additional 13,300 rental units; and 4) Assisted low-income households have access to 11,966 units for rental assistance.

The Budget sustains capabilities for program delivery, support to HUD-wide environmental and relocation functions, and a fully implemented Office of Disaster Recovery. OGP's office functions are detailed below:

- *Office of Block Grant Assistance (OBGA)*: This office administers and manages the Community Development Fund's largest program, the CDBG program, providing annual CDBG grants to more than 1,200 local and State recipients. Other programs this office manages include Section 108 Community Development Loan Guarantee, RHP, HTF, PRO Housing, PRICE, and NSP. OBGA continues to concentrate on: grants management oversight; supporting technical assistance for all programs; providing necessary policy support, reviews, and advice to field staff and grantees; and addressing audit findings and ensure compliance. This strategy underscores a proactive approach to maintaining robust grant operations, resolving identified issues, and assisting grantees through both on-site interactions and technical guidance. However, OBGA staff were overloaded and stretched thin in 2023. Not only did they administer and manage longstanding CDBG program funds under the CDF program, but also new/pilot programs, including PRICE and PRO Housing. These two programs amount to up to \$310 million in funds that must continue to be managed. In addition, because the Congress frequently uses the existing CDBG structure to respond to emergency needs, OBGA must manage and administer programs that utilize the CDBG framework for new roles, including \$5 billion in funds through the CARES Act.
- *Office of Disaster Recovery (ODR)*: This office administers CDBG-DR Supplemental Appropriations Funding. ODR's active grant portfolio of more than \$95 billion, including \$10 billion in grants allocated for 2020-2023 disasters, makes HUD the largest source of Federal funding for State and local government long-term recovery and mitigation efforts specifically targeted for low-income persons and families. Though the Department continues to strongly advocate for permanent authorization of CDBG-DR funding, it is currently appropriated on an ad-hoc basis. CPD continues to receive supplemental administrative funds from disaster, pandemic, and recovery related appropriations. Each round of disaster funding comes with unique statutory requirements and accompanying complexities. The rapid growth and frequency of supplemental appropriations has contributed to an unprecedented audit workload. The Department is also fully implementing equity and accessibility efforts by expanding its data collection and data sharing, both of which will require additional workload for data analysis. Due to the funding framework, ODR relies on term-limited hires and supplemental S&E funding that will eventually be exhausted. Staff members find themselves compelled to swiftly grasp critical systems and processes, but also experience a higher rate of turnover than permanent programs, leading to a myriad workflow and process inefficiencies. In 2023, CPD completed the implementation of the congressionally-approved Office of Disaster Recovery, converting many temporary employees into permanent positions to stabilize staffing and support to long-term disaster recovery and related supplemental appropriations from the Congress. By permanently creating the office, it also enables CPD to strategically sustain the oversight of disaster recovery funds, minimize risks, and safeguard against waste, fraud, and abuse. CPD will continue to explore

long-term staffing strategies for CDBG-DR oversight, including the appropriate balance between term employees and permanent staff.

- *Office of Environment and Energy (OEE)*: OEE serves as the key office responsible for ensuring the most efficient, effective, and cohesive environmental reviews across all HUD programs. OEE develops Departmental environmental and energy policy in alignment with the Administration's climate resilience, environmental justice, and energy efficiency priorities. OEE also has oversight of environmental compliance, including performing Part 50 Environmental Reviews to assess the potential environmental impacts of HUD-assisted projects and determine whether they meet Federal, State, and local environmental standards. Most HUD-assisted projects must be examined to ensure they do not negatively impact the surrounding environment and that the site itself will not have adverse effects on the local community. New legislation, such as the Fiscal Responsibility Act (FRA), has created new environmental requirements that increase the complexity of the review process. OEE services the environmental compliance requirement needs through guidance, national policy/regulation oversight including rulemaking, and technical assistance to grantees and HUD staff performing environmental reviews. The OEE team comprises two divisions: a nationally dispersed division responsible for working directly with grantees and program personnel; and a national policy division responsible for creating the nationwide tools, guidance, and policy that is applicable across all programs. Together, OEE is responsible for providing a robust support network for both national program delivery and design and decision making and on-the-ground environmental compliance support, training, and capability building of HUD's grantees and partners.

Over the past few years, HUD's programs have increased in funding and requirements due in part to the support provided to HUD through the Inflation Reduction Act and supplemental CDBG-DR appropriations. Climate change exacerbated environmental challenges, such as sea level rise and increased disaster risk, have increased requirements that further tax the critical OEE workforce. Between 2022 and 2023, OEE was tasked to provide environmental support to a total of 2,755 projects, of which 637 (23 percent) require Part 50 Reviews. CPD anticipates an additional 2,503 projects in 2024. However, 84 percent of these projects will be for new HUD grantees and includes significantly more non-profits, non-entitlement Responsible Entities (REs), Public Housing Authorities (PHAs), and Quasi-government entities. Grantees that cannot find a State or municipality to conduct the required environmental review rely on HUD for this service. Therefore, OEE estimates that 946 (38 percent) projects may require Part 50 Reviews.

Based on the growing workload demand from increased environmental reviews, OEE has determined that one FTE will be needed for every 157 projects in 2024. With an anticipated total of 5,258 congressionally-directed projects in this portfolio from 2022-2023, it is critical that OEE is adequately resourced to handle the increasingly complex and voluminous workload. In addition, OEE provides staff support for the HUD Climate and Environmental Justice Council, which coordinates Departmental work on those issues. Staff will also continue to support rulemaking efforts, policy development, nationwide technical assistance, monitoring, and subject matter expertise/training. Funding at the 2025 Budget level is needed to meet the historic, on-going, and anticipated workload requirements of:

- 1) providing national program support and technical assistance to support grantees in effective, efficient, and meaningful ways; and 2) developing policies that proactively identify environmental needs and strategies for reducing the processing burden and complexity of environmental requirements.
- *Office of Affordable Housing Programs (OAHP)*: This office administers and manages the HOME Investment Partnership Program (HOME), the HOME American Rescue Plan (HOME-ARP) program, and the Housing Trust Fund (HTF). Resources at the 2025 Budget level are needed to tackle the increased workload associated with HUD-wide oversight and

administration of relocation pursuant to the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (URA), particularly due to significant growth in disaster grants and the increased need for monitoring support for CPD, Public and Indian Housing (PIH), and Multifamily Housing (MFH). The proposed FirstHOME Downpayment Assistance Program, along with the updated HOME rule, will require the requested resources to train and provide technical assistance to grantees. The Relocation and Real Estate Division (RRED) has Departmental delegated authority for the URA. RRED is also responsible for developing and implementing national policies for real estate and relocation activities in connection with HUD programs. Staff will also support the White House Housing Supply Action Plan activities and draft legislative proposals, undertake rulemaking, issue policy guidance, maintain data systems, and perform compliance monitoring. OAHF will ensure that HOME remains the primary Federal grant program for the production of affordable rental and owner-occupied housing for low-income families.

#### Office of Special Needs (OSN)

OSN administers the Continuum of Care (CoC), Emergency Solutions Grants (ESG), Emergency Solutions Grants – CARES Act (ESG-CV), Youth Homelessness Demonstration Program (YHDP) programs, Rapid Re-housing Victims of Domestic Violence Programs, and Housing Opportunities for Persons with AIDS (HOPWA). In addition, OSN has stood up and is administering a number of new, first time, grant initiatives to address homelessness and the housing needs of low-income people living with HIV/AIDS. Such new initiatives include, but are not limited to, grants targeting unsheltered and rural homelessness, Youth Homelessness System Improvement, Permanent Supportive Housing, and HOPWA Housing Interventions to End the HIV Epidemic. OSN's workload is at its highest levels as OSN continues to serve the increasing number of individuals and families impacted by homelessness. In the effort to minimize both OSN and grantee administrative burden, HUD is requesting to change to a two-year Notice of Funding Opportunity (NOFO) process for the CoC competition, which is time-intensive and currently administered annually. HUD estimates that each of the nearly 390 CoCs spend an average of 180 hours per year completing a CoC application, amounting to a nationwide burden of over 70,000 hours per year. It is imperative that OSN receive funding at the 2025 Budget level to handle this immense workload and assist grantees with technical assistance, strategic planning, and performance evaluation to prevent and end homelessness in their communities. This funding would ensure that OSN is able to: renew all CoC projects in a timely manner; provide housing and services for nearly 8,000 survivors of domestic violence; improve data collection and analysis for the congressionally mandated Annual Homeless Assessment Report; provide emergency shelter resources; address the growing number of older Americans experiencing homelessness; and finally, fund projects targeted to the unique needs of youth experiencing homeless and help them achieve housing stability. In addition, more NOFOs are anticipated, which require staffing at all stages—from drafting the NOFO to scoring, selecting, awarding, training, tracking, audit, performance oversight, and reporting.

#### Office of Economic Development (OED)

OED supports the Self-Help Homeownership Opportunity Program (SHOP), Veteran Housing Rehabilitation and Modification Pilot Program (VHRMP), and the Rural Gateway Clearinghouse, all of which ultimately expand access to affordable housing and supports economic development in rural areas. The Budget requests \$9 million for SHOP but does not request additional funds for VHRMP. The Budget supports the creation of 300 housing units through SHOP. OED staff will continue to oversee prior year grants under the VHRMP program, a collaboration with the U.S. Department of Veterans Affairs that aids disabled and low-income veterans in modifying their residences.

OED also supports Administration priorities on place-based initiatives such as Rural Partners Network (RPN). Under its Congressional Grants Division (CGD), it also administers the growing set of congressionally-directed projects. In 2022 and 2023, CGD managed a portfolio of

2,630 congressionally awarded grants. Due to limited staffing resources, on average, each Grant Officer must manage a portfolio of 164 projects, while each System Officer manages 375 projects. This is a challenging workload that is difficult to manage effectively. As a result, CGD staff have been unable to fully service its grantees to the level it would like. The Budget will allow CPD to stabilize the historic staffing gains made in the past two years to manage its growing program portfolio.

Congressionally-directed projects are also interdependent with OEE and the Field in being able to process timely environmental reviews. The requested funding will allow OED to add infrastructure to reduce the number of grants assigned to each grant officer, provide increased supervision and support for the grant officers, timely grants administration and better customer experience for its grantees. OED is resourced in 2025 at the levels needed to manage the projected number of grantees resulting from prior appropriations in addition to those anticipated for 2024 associated with such congressionally-directed spending.

### Office of Operations (OPS)

OPS is the administrative backbone of CPD, providing a variety of services to ensure the effective and efficient support and management of CPD's budget, technology, human capital, data, and risks. Per the 2023 Appropriation Act, CPD was approved to reorganize its Office of Operations, effectively creating three organizations: 1) Office of Technology, Innovation and Evaluation; 2) Office of Budget and Compliance; and 3) Office of Resource Management. Collectively, these offices support both CPD headquarters and field offices in the administration of their programs through the provision of budget, policymaking, HR, risk management, technology and analytics, and strategic support services. Finally, the Capacity Building for Affordable Housing and Community Development Program (Section 4) and Rural Capacity Building (RCB) Program currently are administered in this office. OPS will target much-needed staffing resources in critical areas, including: streamlining grant agreement processing and service level agreements; providing project management for HUD IT and financial systems; modernizing formula allocation methods and data analytics; supporting CPD's workforce in mission critical areas such as training, space management, recruitment, travel, audits, and procurement; managing increased workload related to the execution of multiple supplemental budget appropriations and financial-related inquiries; providing audit mitigation, response, and resolution; providing field policy support, and more. Funding at the 2025 Budget level will also help Operations mature the organization and continue to staff the congressionally-approved 2023 reorganization.

### Office of Field Operations

As the crucial link between Washington, DC, and funding recipients, CPD's field offices play a paramount role in CPD's ability to effect meaningful change, and ultimately, the organization's success. Field office personnel are critical for delivering HUD resources to the American public through partnerships with State, local, Tribal, and other grantees. As CPD works to increase the American public's access to HUD resources, it is critical that CPD target resources to bolster its field office presence. Per the 2023 Appropriations Act, CPD was approved to reorganize and elevate its field structure to improve performance, customer service, and organizational integration. In 2024, CPD aims to implement and reorganize 43 field offices into 10 established regions, each of which is headed by a Regional Director. These 10 Regional Directors will report directly to a newly created Deputy Assistant Secretary (an SES position) for Field Operations, which effectively elevates the field structure to directly report to CPD's highest level of leadership. This reorganization aims to right size CPD's leadership structure in proportion to the level of staff and scope, allowing for streamlined communication to the field where majority of CPD's programs are allocated and implemented, and improve effective management of CPD's 43 field offices. The Budget accounts for this historic reorganization to ensure that CPD has sufficient level of salaries for new positions while

also enabling CPD's field structure to effectively implement allocated programs, mitigate risks, and improve grantee performance.

### **Non-Personnel Services (NPS)**

The Budget assumes total funding of \$10.5 million for NPS, \$840 thousand above the total 2024 NPS level. The increases are as follows:

- **Travel:** CPD is requesting \$500 thousand for travel, \$250 thousand above the 2024 total level. The allocated funding will be utilized at a minimal level, specifically tailored to meet the essential requirements for grant monitoring, capacity building initiatives, travel associated with providing training to grantees, and delivering technical assistance.
- **Training:** CPD is requesting \$650 thousand for training, \$200 thousand above the 2024 total level. The training fund will be strategically allocated to enhance the skills and talents of our employees through comprehensive training and development programs. This investment underscores CPD's commitment to fostering a dynamic and proficient workforce, equipping them with the necessary tools to excel in their roles.
- **Contracts:** CPD is seeking \$9.3 million for contracts, surpassing the 2024 total level by \$390 thousand. This proposed funding is earmarked to sustain CPD's continuous workload requirements, specifically addressing data analysis contracts for the Office of Special Needs, census data, and various other essential tasks.

In addition, funding for printing and supplies is equal to the 2024 level.

### **Working Capital Fund (WCF)**

The Budget assumes \$7.2 million for WCF. In combination with \$2 million forward funded in 2024, CPD's share of 2025 WCF expenses is \$9.2 million. Please see the WCF Congressional Justification for details on current and proposed WCF business lines.

## **KEY OPERATIONAL INITIATIVES**

Using available resources, CPD has made incremental progress in advancing Administration priorities on equity and climate change and HUD's strategic goals on matters such as reducing homelessness and increasing affordable housing. The 2025 Budget aspires to stabilize and institutionalize these critical priorities by ensuring that CPD maintains a diverse workforce, builds trust, reduces barriers, and increases investments in underserved communities. Below is a snapshot on how CPD's Budget is supporting Administration priorities and HUD strategic goals.

### **Support Underserved Communities**

Nearly every single CPD program is targeted towards serving low-income underserved communities across the country. This includes urban, suburban, rural, and Tribal communities across the Nation. Examples include: CDBG, CDBG-DR, HOME, Housing Trust Fund, Section 108, Homelessness Assistance Grants, HOPWA, SHOP, Rural Capacity Building, Section 4 Capacity Building, and PRO Housing.

### **Tackling the Climate Crisis**

According to the National Climate Assessment, low-income individuals and neighborhoods will face a disproportionate impact from climate change. CPD's OEE is actively addressing the climate crisis. OEE is assigned the overall Departmental responsibility for environmental policies and procedures for compliance with National Environmental Policy Act (NEPA) and 16 other Federal environmental

laws and authorities, including floodplain management, noise, toxics and contamination, environmental justice, and other factors related to climate resilience. In addition, OEE provides staff support for the HUD Climate and Environmental Justice Council, which coordinates Departmental work on those issues. CPD has multiple programs, such as CDBG, HOME, Section 108, and HOPWA, that have environmental-related requirements. CDBG provides State and local governments with tools to support the Administration's climate crisis agenda by targeting funds that can be used for climate resilience and reducing carbon pollution in low- and moderate-income neighborhoods. A CDBG grantee's Consolidated Plan must involve consultation with residents and local emergency management staff and include consideration of the climate resilience needs of vulnerable, low- and moderate-income persons and communities. Further, the Department has invested billions of dollars in activities that combat climate change and mitigate risks from natural hazards that are the result of climate change. For example, CDBG-DR and CDBG-MIT investments have driven innovation and elevated the national conversation on resilient recovery in housing, infrastructure, and services in neighborhoods and cities across the U.S.

### **Ensure Access to and Increase the Production of Affordable Housing**

The following CPD programs support this initiative: CDBG, CDBG-DR, Section 108, HOME, HOME-ARP, HTF, SHOP, HAG, and HOPWA.

Examples include:

- CPD's HOME program is the primary Federal source of grants to State and local governments used to produce affordable rental and owner-occupied housing for low-income to extremely low-income families, including mixed-income housing and housing for homeless.
- CPD's Housing Trust Fund (HTF) is a formula-based program for the States and U.S. Territories that finances the development, rehabilitation, and preservation of affordable housing for the Nation's most vulnerable populations, including extremely low-income families.

### **Promote Homeownership**

HOME, SHOP, Rural Capacity Building, and Section 4 Capacity Building programs promote homeownership. Examples include:

- SHOP provides funding to national and regional nonprofit organizations and consortia to purchase home sites and develop or improve the infrastructure needed to set the stage for sweat equity and volunteer-based homeownership programs for low-income persons or families.
- CPD's Section 4 Capacity Building for Community Development and Affordable Housing and Rural Capacity Building for Affordable Housing Programs help build capacity of organizations in both urban and underserved rural communities. The work done through these programs helps to build capacity among community organizations to develop affordable housing and improve housing choices for families.

### **Advance Sustainable Communities**

In addition to the work of OEE, CPD advances sustainable communities through the following CPD programs: CDBG, CDBG-DR, HOME, Section 108, HOPWA, HAG, VHRMP, and Recovery Housing Program.

Examples include:

- As the Department's experts on environment and energy, CPD's Office of Environment and Energy (OEE) plays a critical role in supporting sustainable communities, climate resiliency and energy efficiency, environmental justice, and health. While situated in and wholly funded by CPD in the Office of Grant Programs, OEE is a statutory compliance office that serves the entire Department.
- CPD's homeless assistance programs demonstrate that there is a clear intersection between health and homelessness. Providing homeless services and housing through the Homeless Assistance Grants is a significant step HUD takes to promote health. CPD incentivizes the connection between its homeless resources and other mainstream benefits, including health benefits, to promote greater health opportunities for people experiencing homelessness.
- CPD's HOPWA program includes critical support such as housing case management, mental health services, substance abuse treatment, and employment training that sustain housing stability, promote better health outcomes, and increase quality of life. Ultimately, housing stabilization can lead to reduced risk behavior and reduced HIV transmission, a significant consideration for Federal HIV prevention efforts.

## **Equity**

CPD is at the forefront of advancing equity through its programs. CPD's CDBG, CDBG-DR, HOME, HOME-ARP, HTF, Section 108, HAG, HOPWA, SHOP, VHRMP, Rural Capacity Building, and Section 4 Capacity Building all support expanding equity, particularly in lower income, marginalized, and/or underserved communities. CDBG funds support affirmatively furthering fair housing planning and implementation among CPD grantees.

CPD has taken several steps to increase internal capacity by engaging in continuous operational improvements relating to workload, human resource management, training, and professional development to ensure that CPD delivers on its mission. To optimize service delivery and decision making to better meet customer needs, below are CPD's operational improvements:

- Improving CPD's formula grant data modeling and allocation process. This will bring automation and efficiencies to the formula allocation process and reduce human error.
- Institute evidence-based and data driven practices by expanding on several dashboards and reports to provide a range of information that would enable leaders to make sound management and decisions on day-to-day operational matters such as human capital planning, status of funds, performance gaps, grantee risks, and more.
- Improving CPD's training strategies through updated assessments, targeted training, and enhanced resource allocation.
- Implementing a comprehensive team-level onboarding process to focus on time-to-productivity and cultural assimilation.