

**DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT**

**Program Office Salaries and Expenses  
Office of Policy Development and Research**

**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>\$33,067</b>	<b>\$1,971</b>	<b>\$37,855</b>	<b>\$39,826</b>		<b>\$43,352</b>	<b>\$43,352</b>
<b>Non-Personnel Services</b>							
Travel	508	-	330	330	-	328	328
Transportation of Things	-	-	-	-	-	-	-
Rent and Utilities	-	-	-	-	-	-	-
Printing	141	-	200	200	-	200	200
Other services/Contracts	527	3,500	898	4,398	-	877	877
Training	138	-	302	302	-	300	300
Supplies	37	-	15	15	-	30	30
Furniture and Equipment	-	-	-	-	-	-	-
Claims and Indemnities	-	-	-	-	-	-	-
<b>Total, Non-Personnel Services</b>	<b>\$1,351</b>	<b>\$3,500</b>	<b>\$1,745</b>	<b>\$5,245</b>	-	<b>\$1,735</b>	<b>\$1,735</b>
Working Capital Fund	1,871	2,293	-	2,293	-	-	-
Carryover	7,764	-	-	-	-	163	163
<b>Grand Total</b>	<b>\$44,053</b>	<b>\$7,764</b>	<b>\$39,600</b>	<b>\$47,364</b>	-	<b>\$45,250</b>	<b>\$45,250</b>
<b>FTEs</b>	<b>182</b>	<b>10</b>	<b>198</b>	<b>208</b>	-	<b>220</b>	<b>220</b>

\*Includes 2022 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 by conducting, supporting, and sharing research, surveys, demonstrations, program evaluations, data, innovation, and best practices. 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, and 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 across the Department. PD&R also facilitates effective, timely, and innovative Technical Assistance (TA) delivery that builds

the capacity of HUD customers to achieve program outcomes. PD&R also administers the Eviction Protection Grant Program.

Within PD&R, there are five offices with extensive cross-collaboration: the Office of Economic Affairs (OEA); the Office of Research Evaluation and Monitoring (OREM); the Office of Policy Development (OPD); the Office of the Chief Data Officer (CDO); and the Office of Technical Assistance (OTA). Supporting these Offices within the Office of the Assistant Secretary are four Divisions: Budget and Financial Management; Management and Administrative Services; Grants Management and University Partnerships; and Procurement Management.

## **BUDGET OVERVIEW**

The 2025 President's Budget requests \$45.3 million for PD&R, which is \$5.7 million more than the 2024 Annualized CR level. The Budget reflects total funding of \$45.3 million, \$2.1 million below the 2024 total funding level.

The 2025 Budget provides the necessary staff and resources to support PD&R's programmatic goals and objectives, enabling PD&R to provide the data, research, and technical assistance needed to ensure that HUD's housing and community development programs are effective and innovative.

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

The Budget assumes total funding of \$43.4 million for PS to support 220 FTEs, which is 12 FTEs and \$3.5 million more than the total 2024 PS funding level. The requested 2025 PS funding level supports a two percent pay raise.

Four of the 12 additional FTEs were originally included in PD&R's 2024 President's Budget. Under an annualized CR, those FTEs would be deferred. The 2025 FTE request includes those four FTEs which will provide additional staff to support PD&R's grants management; program management; Eviction Protection Grants program oversight; and data analysis/management for internal and external data related activities across the Department.

Additionally, the requested FTE include eight FTEs that will support: Community Development Block Grant-Disaster Recovery (CDBG-DR) formula development (used to allocate funds across communities subject to Presidentially-declared disasters); data sharing in support of CDBG-DR; policy and data analysis to support the Department's climate change initiatives; evidence-based policy making through data matching, machine learning/Artificial Intelligence (AI), and other emerging data-driven approaches; informed decision-making; ensuring PD&R-funded studies meet the Department's methodology standards for rigor; building data and policy analysis capacity to meet the needs of internal and external stakeholders; and a Chief Innovation Officer to advise the Office of the Assistant Secretary and other program offices in HUD on opportunities to harness emerging technologies, innovative housing policies and solutions from state and local governments and the private sector, and innovative research methods to advance HUD's mission and better serve communities. Examples of work the Chief Innovation Officer would be tasked include facilitating greater adoption of off-site housing construction and other industrialized methods of housing production by fostering state and local government innovation and working with other federal agencies that are investing extensively in innovative industries that create new job opportunities to ensure the housing needs of new workers are met and displacement risks are minimized.

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

The Budget assumes total funding of \$1.7 million for NPS, which is \$3.5 million less than the total 2024 NPS funding level. This reduction is due to 2024 carryover that is not assumed to continue in 2025.

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

The Budget assumes no WCF funding in 2025 as PD&R's share of 2025 WCF expenses will be fully forward funded in 2024. Please see the WCF Congressional Justification for details on current and proposed WCF business lines.

## **KEY OPERATIONAL INITIATIVES**

### **Evidence Act**

PD&R continues to lead HUD's full implementation of the Foundations for Evidence-Based Policymaking Act (Evidence Act). All three key leadership positions required by the Evidence Act—the Evaluation Officer, Chief Data Officer, and Statistical Official—are members of the PD&R staff. The Act mandates significant responsibilities, with demands on S&E resources, 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 the Chief Information Officer'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.

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 strives to maintain a modern workforce and high-performing management teams in support of HUD's evolving mission needs. 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 also develops the next generation of leaders by offering management rotations to give mid-level staff hands-on experience in supervision and management.

### **Advance Artificial Intelligence**

For 2025, HUD will continue implementation of the Executive Order 14110 on Artificial Intelligence (AI). Implementation will be a coordinated approach between the Office of the Chief Financial Officer, Office of the Chief Information Officer and PD&R. The Department anticipates that PD&R will advise the Secretary, the CFO, and relevant senior leaders across the agency on AI policy development and data governance matters related to AI. As the Department establishes its Artificial

Intelligence Governance Board and further defines offices' roles and responsibilities with respect to AI at HUD, it will identify the specific PD&R staff and resource commitments to this effort.

### **Supporting 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, by conducting in-house research, and by serving as technical experts on a range of policy topics. Research and evaluation priorities and activities are documented in the Department's Learning Agenda and Annual Evaluation Plans respectively.<sup>1</sup> 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.
  - Continue rigorous evaluation of the most cost-effective interventions for homeless families and research into how to reduce unsheltered homelessness.
  - Study eviction prevention and tenant protection policies and programs and identify evidence-based policies and programs to support housing stability and reduce evictions of low-income renters.
  - Conduct rigorous studies of housing discrimination among historically disadvantaged groups, and approaches for overcoming the barriers faced by HUD-assisted households in building their employment and assets.
  
- Ensure access to and increase the production of affordable housing:
  - Publish semi-annual reports on Worst Case Housing Needs.
  - Support cooperative research in housing technology, including innovative technologies that reduce the price of housing construction.
  - Study regulatory barriers to housing production and preservation and share best practices for state, local and regional agencies to improve land use and zoning regulations and policies.
  - Study opportunities presented by post-pandemic labor shifts (from office to remote work) to increase the supply of affordable housing in central cities.
  - Implement a rigorous evaluation of the Community Choice Demonstration focused on improving housing choices.
  - Explore and identify policies to support successful voucher lease-up for underserved and vulnerable populations.
  - 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 support national, regional, and metropolitan area analyses.

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<sup>1</sup> [https://www.huduser.gov/portal/about/pdr\\_learningagenda.html](https://www.huduser.gov/portal/about/pdr_learningagenda.html)

- Support research on closing the homeownership gap and preserving homeownership during economic decline.
- Provide data and analysis necessary to monitor housing needs, housing finance topics, and local housing market conditions.
- Contribute to the development of the Shared Appraisal Database by sharing FHA data with FHFA and other federal partners.
- Coordinate the research and data workstream of the Interagency Task Force on Property Appraisal and Valuation Equity (PAVE) to develop a federal research agenda on appraisal bias and develop new measures for detecting and measuring appraisal bias.
- 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.
  - Investigate relocation options for households at risk from natural hazards associated with climate change.
  - Research how best to support older adults and people with disabilities in HUD-assisted housing to help people remain healthy and safe in their communities.
  - Analyze health risks, inequities, and disparities associated with housing assistance status, including risk from public health crises and opportunities to build resilience.
- Strengthen HUD's internal capacity:
  - Lead the development and updates of HUD's Learning Agenda in support of the Evidence Act and HUD's Strategic Plan.
  - Support other program offices in enhancing program data collection and evaluating program performance and outcomes.
  - In alignment with the department's Fraud and Risk Management Policy, improve and expand PD&R's internal management funds controls and risk management policies and procedures to ensure optimal risk mitigation.
  - Through the Office of the Chief Data Officer, strengthen HUD's data governance, enhance privacy protections, and generate open data.