

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

PERSONNEL COMPENSATION AND BENEFITS

COMMUNITY PLANNING AND DEVELOPMENT

SCOPE OF ACTIVITY

The Office of Community Planning and Development's (CPD) mission is to enable the progress of viable urban, suburban and rural communities by promoting integrated approaches to housing, and community and economic development that assist families in moving towards homeownership, and to expand economic opportunities for low- and moderate-income persons. The Assistant Secretary for CPD administers formula and competitive grant programs and guaranteed loan programs that help communities plan and finance their growth and development, and increase their capacity to govern and provide shelter and services for homeless persons and other persons with special needs, including persons with HIV/AIDS. CPD also administers Departmentwide relocation and environmental functions. It is CPD staff in Headquarters and in 43 field offices who carry out these responsibilities.

CPD has historically distributed more than \$8 billion annually, and through the Grants Management Process (GMP) oversees more than 4,000 grantees--States, cities and counties, and non-profit organizations--across the nation. Formula grantees submit annual Action Plans, consistent with their multi-year Consolidated Plans, which detail how they will spend CPD formula and other program funds. The Consolidated Plan requires communities to assess their housing and community development needs, and to develop goals and articulate a plan to address those needs using CPD program and other funds. CPD staff is therefore charged with making sure that all of these programs are run effectively and efficiently. This involves regular monitoring visits by both Headquarters and field staff to ensure that communities are using HUD funds appropriately, enforcing timeliness and other program standards, resolving audit findings, providing technical assistance, and facilitating the exchange of best practices.

The monitoring of goals and objectives is articulated in the Management Plan. Monitoring is a management control technique that is integral to the on-going process of assessing the quality of grantee performance over time. Monitoring provides information for making informed judgments about program effectiveness and management efficiency, as well as identifying instances of fraud, waste and abuse. CPD Headquarters offices establish national monitoring goals that are implemented at the local level. Local management action plans facilitate Field staff efforts to develop local monitoring strategies, establish timeframes for completion of goals, and allocate resources for monitoring and other activities. During 2004, CPD revised its risk analysis process, including clarifying in-depth monitoring procedures, to ensure that limited resources are targeted for maximum program effectiveness. The simplified process was implemented in 2005 and continues through the current fiscal year.

Key Priorities. The Management Plan directly correlates with the Department's strategic goals established to carry out its mission. CPD programs contribute to the following goals:

Increase Homeownership Opportunities/Promote Decent Affordable Housing. Communities receiving formula funds must establish local goals for affordable housing and homeownership to guide them as they use their annual allocations of CDBG, HOME Investment Partnerships (HOME), the American Dream Downpayment Initiative (ADDI), Housing Opportunities for Persons with AIDS (HOPWA), and Emergency Shelter Grants (ESG) funds. Each plan is implemented through an action plan that specifies the local projects and activities that will create new or rehabilitate existing multifamily and single family housing units affordable to low- and moderate-income households. The Annual Plan and Grants Management Process (GMP) provide the framework and tools for communities to develop coordinated approaches to providing various forms of housing assistance to both renters and homeowners. The Self-Help Homeownership Opportunity Program (SHOP) provides "seed" funds for the acquisition and preparation of land for construction of housing for homebuyers with incomes of 50 to 65 percent of area median income.

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The HOME program plays a key role in addressing the shortages of affordable housing and homeownership in communities. States, urban counties, consortia of local governments, and cities use their annual HOME allocations to expand affordable rental housing opportunities by building, rehabilitating, and buying multifamily rental properties and by providing assistance to new homebuyers. ADDI provides funds to participating jurisdictions and states for low-income families in need of downpayment assistance. Providing this opportunity to these households contributes to the national policy objective to increase homeownership, especially among minority groups, and to help stabilize neighborhoods.

The HOPWA program also contributes to increasing the availability of affordable housing for people with HIV/AIDS and their families by integrating assistance from other sources for needed health care and supportive services in the communities.

Promote Participation of Faith-based and Community Organizations. The Community Development Technical Assistance programs, particularly those for HOME and Homeless Assistance, have benefited faith-based groups by providing them with organizational and program development assistance. In order to help communities in the HOME program meet the requirements for local community-based non-profit housing organizations' participation in the program, HUD provides technical assistance through nonprofit intermediaries. These intermediaries, some of whom are faith-based groups, assist Community Housing Development Organizations (CHDOs) in developing the capacity to implement housing projects in their local communities. An estimated 30 percent of the CHDOs are faith-based groups which need help and organizational support to more effectively carry out their mission. In addition, approximately 15 percent of CPD's homeless assistance funds and more than 50 percent of SHOP funds are awarded to faith-based organizations each year. Finally, CPD, in conjunction with HUD's Faith-Based and Communities Initiative, has issued a Notice for ensuring equal treatment of faith-based organizations participating in eight CPD programs. The Notice provides guidance and information for CPD staff and grantees on HUD's administration of regulations to ensure equal treatment.

Strengthen Communities. CPD's largest program, Community Development Block Grants, has been the primary vehicle for the revitalization of our Nation's neighborhoods, providing opportunities for self-sufficiency to millions of lower-income Americans. The program's primary objective is to develop viable urban communities by expanding opportunities, and to provide decent housing and a suitable living environment, principally for persons of low- and moderate-income. This objective is achieved by limiting activities to those which carry out one of the following broad national objectives: (1) benefit low- and moderate-income persons; (2) aid in the prevention or elimination of slums and blight; or (3) meet other particularly urgent community development needs. In recent years, CPD has worked with stakeholders to identify ways to increase local accountability, improve targeting of funds, and demonstrate results.

The Brownfields program supports reclamation and redevelopment of abandoned, idled or under-used real property where expansion or redevelopment is complicated by real or perceived contamination. Although no new funding is requested for fiscal year 2008, the spend-out of existing grants allows areas to restore productive job-creating uses and to address the economic development needs of communities in and around such sites.

CPD's Homeless Assistance programs support the Department's commitment to eliminate chronic homelessness, including an emphasis on increasing the supply of permanent housing for the chronically homeless. This program also reflects HUD's increased emphasis on its core mission of providing housing, with attention given to coordinating HUD's efforts with the mainstream programs provided by other Departments that assist the homeless. The McKinney-Vento homeless assistance programs are specifically designed to reduce and prevent homelessness by creating housing opportunities and providing supportive services to homeless persons. Homeless assistance funds will be used to renew a significant portion of the vital housing and supportive services projects already established, as well as to provide funding for new projects, particularly permanent supportive housing, that will fill housing and service gaps in local communities.

CPD's Continuum of Care process enables families and individuals to move from homelessness to self-sufficiency, and ensures linkages with other housing and community development resources, such as the Section 8, CDBG, HOME and HOPWA programs. Further linkages with other Federal funding sources, non-profit organizations, State and local government agencies, local businesses, housing developers and service providers are encouraged. Under the Continuum of Care, communities assess the gaps in their homelessness assistance strategies, and determine the most appropriate local responses and priorities to addressing those gaps.

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Other CPD programs, including Empowerment Zones, Enterprise Communities and Renewal Communities, also contribute to this goal. No additional funding is requested for these programs in fiscal year 2009.

Embrace High Standards of Ethics, Management and Accountability. CPD Headquarters and Field staff are responsible for protecting taxpayers' interests by ensuring that Federal funds are used appropriately and in compliance with laws and regulations. CPD staff accomplish this through effective and efficient program administration, including monitoring, enforcement of applicable laws, regulations and policies, to ensure that grantees are using Federal funds for the purposes for which they were intended. CPD staff are the front line for monitoring our programs across the country. In 2006, CPD conducted in-depth, on-site monitoring of formula and competitive grantees for compliance with statutory and regulatory requirements. HUD has contracted for the development of individual grantee performance summaries that will allow examination of program and performance data by the public. HUD staff have taken an initial step by posting on the Internet each grantee's CDBG expenditure data for over 90 different categories. The public can evaluate any grantee's use of funds expenditures at: <http://www.hud.gov/offices/cpd/communitydevelopment/budget/disbursementreports/index.cfm>.

Some grantee program accomplishment data is also available at:
<http://www.hud.gov/offices/cpd/communitydevelopment/library/accomplishments/index.cfm>.

HOME Program performance "SNAPSHOTS" highlight State and Local Participating Jurisdictions, performance linked to HUD annual goals. These snapshots are issued quarterly and are available at:
<http://www.hud.gov/offices/cpd/affordablehousing/programs/home/snapshot/index.cfm>.

Ensure Equal Opportunity in Housing. More than 1,100 jurisdictions include fair housing objectives in their multi-year plans. Each must certify that it is in compliance with the 1988 Fair Housing Act and all Federal regulations concerning fair housing. All recipients of formula funds must complete an analysis of impediments to fair housing choices in their jurisdictions to receive fair housing certification. The failure of a State or a community to develop an analysis of impediments to fair housing or to take reasonable action to address such impediments may result in the denial or loss of such formula funds until compliance is secured. This is a powerful tool for enforcing fair housing statute and regulation. Fair housing requirements apply to CPD's competitive programs as well.

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COMMUNITY PLANNING AND DEVELOPMENT
Personal Services
Summary of Change
(Dollars in Thousands)

	<u>Actual</u> <u>2007</u>	<u>Enacted</u> <u>2008</u>	<u>Request</u> <u>2009</u>	Increase + Decrease - <u>2009 vs. 2008</u>
FTE (Executive Direction).....	-	[13]	-	-
FTE.....	804	815	818	+3
Personal Services (Executive Direction).....	-	[\$1,479]	-	-
Personal Services.....	\$86,466	\$91,789	\$95,035	+\$3,246

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COMMUNITY PLANNING AND DEVELOPMENT
Summary of Requirements by Grade
Salaries and Expenses

	<u>2007</u> <u>Actual</u>	<u>2008</u> <u>Enacted</u>	<u>2009</u> <u>Request</u>	<u>Increase +</u> <u>Decrease -</u>
<u>Grade:</u>				
Executive Level	1	1	1	0
Executive Service	6	6	6	0
GS-15	73	71	71	0
GS-14	142	139	139	0
GS-13	207	202	202	0
GS-12	244	238	238	0
GS-11	28	27	28	1
GS-10	1	1	1	0
GS-9	25	21	24	3
GS-8	5	5	5	0
GS-7	66	64	64	0
GS-6	12	12	12	0
GS-5	6	6	6	0
GS-4	7	7	7	0
GS-3	6	6	6	0
GS-2	6	6	6	0
GS-1	2	2	2	0
Total Positions	837	814	818	0
Average ES Salary	\$150,033	\$151,977	\$155,624	+\$3,647
Average GS Salary	\$82,192	\$85,490	\$87,542	+\$2,052
Average GS Grade	11.9	12.1	11.9	-0.21

Personnel Compensation and Benefits--Community Planning and Development

EXPLANATION OF CHANGES FROM 2008 BUDGET ESTIMATE TO 2009 ESTIMATE

Community Planning and Development (CPD) is requesting 818.0 FTE in fiscal year 2009, a net increase of 3.3 FTE over the 814.7 FTE enacted for fiscal year 2008. The 3.3 FTE increase is in the Field to increase CPD's management and monitoring activities for entitlement and competitive grantees.

HEADQUARTERS EMPLOYMENT

The Assistant Secretary and program offices in Headquarters provide oversight and guidance to field offices to implement the programs for which CPD is responsible. Headquarters program offices provide program policy and guidance for the execution of CPD's formula, competitive, and loan guarantee programs. In addition, HQ staffs are primarily responsible for conducting competitions, for administering hundreds of Congressional earmarks, and for providing financial, human resources, information technology and other support services for all CPD employees.

The fiscal year 2009 request level for Headquarters FTE is 248.2 FTE, the same as the fiscal year 2008.

FIELD EMPLOYMENT

CPD has staff in 43 HUD Field Offices to implement its programs at the local level. Staff review local Consolidated Plans and Annual Plans, consult with the communities on these Plans and execute grant agreements to make the funds available to the grantees. The Grants management Process (GMP) system supports CPD staff review of the actual accomplishments of each community in BEDI, technical assistance and others. GMP requires CPD staff to monitor the progress of communities as they move forward with the activities specified in their plans, and to make on-site visits, as necessary.

The fiscal year 2009 request level of 569.8 FTE for the Field is 3.3 FTE more than the fiscal year 2008. This will allow CPD to continue and increase its efforts relating to workload activities: *Manage Entitlement Grants, Monitor Entitlement Grantees, Field Management of Competitive Grants, On-Site Monitoring of Competitive Grant Recipients, and Field Management of the McKinney Competition.*

The attached charts display detailed staffing and workload estimates based on the Resource Estimation and Allocation Process (REAP) baseline data.

Overall Summary of Community Planning and Development Staff Requirements

	FTE			Increase + Decrease - 2009 vs 2008
	Actual 2007	Enacted 2008	Request 2009	
Headquarters.....	248.2	248.2	248.2	0.0
Field	555.8	566.5	569.8	+3.3
Total	804.0	814.7	818.0	+3.3

	FTE			Increase + Decrease - 2009 vs 2008
	Actual 2007	Enacted 2008	Request 2009	
<u>Headquarter Employment</u>				
Executive Direction	0.0	13.0	0.0	-13.0
Office of the Assistant Secretary/GDAS for CPD	11.9	0.0	13.0	+13.0
Office of the DAS for Grant Programs	84.2	79.4	79.4	0.0
Office of the DAS for Special Needs Programs	44.2	45.5	45.5	0.0
Office of the DAS for Environmental and Energy Programs	14.3	12.6	12.6	0.0
Office of the DAS for Economic Development	36.7	38.6	38.6	0.0
Office of the DAS for CPD Operations	48.8	50.3	50.3	0.0
CPD Field Management	8.1	8.8	8.8	0.0
Total	248.2	248.2	248.2	0.0

<u>Field Employment</u>				
Overall Guidance of CPD Field Activities	43.0	43.0	43.0	0.0
Review Consolidated Plans - Field	37.2	44.9	45.3	+0.4
Perform Risk Analysis of Grant Recipients - Field	10.3	10.5	10.8	+0.3
Manage Entitlement Grants - Field	125.2	131.7	132.7	+1.0
Evaluate Entitlement Grantees - Field	44.8	46.5	46.5	0.0
Monitor Entitlement Grantees	43.3	43.3	43.4	+0.1
Field Management of Competitive Grants	95.8	101.4	101.8	+0.4
On-site Monitoring of Competitive Grant Recipients (CGRs) - Field	29.8	26.8	27.3	+0.5
Manage All Other (non-McKinney) Competitive Grants Competition	4.4	6.2	6.2	0.0
Field Management of McKinney Competition	46.3	39.2	40.1	+0.9
Field - Manage Special Purpose Grants	2.1	2.3	2.3	0.0
General Field CPD Program Management	28.3	32.1	31.8	-0.3
Managing Disaster-related Activities	0.6	0.0	0.0	
Conduct Environmental Reviews	5.4	7.2	7.2	0.0
Perform Environmental Monitoring Activities	6.7	4.4	4.4	0.0
Field - Provide Environmental Services Support	20.3	17.9	17.9	0.0
Relocation Activities - Field	12.3	9.1	9.1	0.0
Total	555.8	566.5	569.8	+3.3

Detail of Community Planning and Development Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2007			Fiscal Year 2008			Fiscal Year 2009				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Headquarter Employment												
Excutive Direction	N/A	0.0		13.0		0.0
Subtotal				0.0	0.0			13.0	0.0			0.0
Office of the Assistant Secretary/GDAS for CPD												
Overall Guidance of CPD activities in HQ and Field	NA	11.0	9.0	0.0	9.0	11.0
Provide CPD Comptroller Services	NA	0.9	0.7	0.0	0.7	2.0
Subtotal				11.9	9.7			0.0	9.7			13.0
Office of the DAS for Grant Programs												
General Guidance of CPD Grant Programs	NA	1.5	1.8	2.0	1.8	2.0
Immediate Office of Block Grant Assistance	NA	0.60	4.1	1.50	4.1	1.50
Activities of Block Grant Entitlement Program	NA	13.3		13.3		13.3
Provide Block Grant State and Small Cities Activities	NA	12.9		12.9		12.9
Disaster and Special Issues	NA	18.7		12.0		12.0
	# of applications reviewed	38	737.24	13.5		38	772.00	14.0		38	772.00	14.0
Financial Management	NA	1.0	4.6	1.0	4.6	1.0
General Guidance of Affordable Housing Programs	NA	8.2		8.2		8.2
Provide Financial and Information Services for Affordable Housing	NA	11.5		11.5		11.5
Program Policy Affordable Housing Programs	NA	3.0		3.0		3.0
Relocation and Acquisition Activities	NA	
Subtotal				84.2	10.5			79.4	10.5			79.4
Office of the DAS for Special Needs Programs												
General Guidance of Special Needs Program	NA	3.3	5.5	3.8	5.5	3.8
	# of Continuum of Care Reviews	5,865	5.85	16.5		6,300	5.50	16.5		6,500	5.25	16.3
Special Needs Assistance Program (SNAPS) - Intake/Evaluation Activities	NA	6.3		7.0		7.0
Provide SNAPS - Grant Administration Activities (Includes Title V)	NA	6.3		7.0		7.0
Provide SNAPS Policy, Program Management and Advocacy	NA	6.3		7.0		7.0
	# of applications reviewed	51	90.83	2.2	1.2	50	90.83	2.2	1.2	80	70.00	2.7
Provide HIV/AIDS Housing (HOPWA) Grant Activities	NA	5.6	1.1	5.6	1.1	5.6
Provide HOPWA Grants Management and Special Initiatives	NA	
Subtotal				44.2	8.8			45.5	8.8			45.5
Office of the DAS for Environmental and Energy Programs												
Overall Guidance of HUD Environmental and Energy Programs	NA	2.7	4.7	2.0	4.7	2.0
Manage HUD Environmental Program	NA	10.4		9.4		9.4
Manage HUD Energy Program	NA	1.2		1.2		1.2

Workload Guideline	Workload Indicator	Fiscal Year 2007			Fiscal Year 2008			Fiscal Year 2009				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Subtotal				14.3		4.7		12.6		4.7		12.6
Office of the DAS for Economic Development												
Overall Guidance for Economic Development Activities	NA	3.3	0.4	3.8	0.4	3.8
	# of Applications Processed											
Rural Housing and Economic Development Activities		616	25.69	7.6		650	25.50	7.9		650	25.50	7.9
	# of Congressional Applications											
Manage Special Purpose Grants		826	29.86	11.9	0.3	1,500	16.60	11.9	0.3	1,500	16.40	11.8
	# of RC/EZ/EC Communities											
Manage RC/EZ/EC Initiatives		83	262.71	10.5	2.9	89	249.00	10.6	2.9	89	249.00	10.6
	# of economics development grants											
Grants Management		363	6.00	1.0	4.7	240	17.50	2.0	4.7	240	17.00	2.0
Youth Build	NA	2.4		2.4		2.5
Subtotal				36.7	8.3			38.6	8.3			38.6
Office of the DAS for CPD Operations												
Overall Guidance of Technical Assistance Management (TAM) Activities	NA	2.5	1.0	3.0	1.0	3.0
Manage CPD Budget Operations	NA	5.0	3.0	6.0	3.0	6.0
	# of administrative activities											
Provide CPD Administrative Services Support		301	49.38	7.1		350	42.50	7.1		350	42.50	7.1
Provide CPD Human Resources and Training Support	NA	3.9	6.4	4.0	6.4	4.0
	# of Cooperative Agreements and Contracts Administered											
Manage TA Contracts and National Agreements		1,635	12.21	9.6	7.6	1,600	12.20	9.3	7.6	1,600	12.10	9.3
Manage CPD System Development and Maintenance	NA	12.8		13.0		13.0
DAS for Operations	NA	2.6		2.6		2.6
Office of Policy and Coordination	NA	5.3	1.0	5.3	1.0	5.3
Subtotal				48.8	19.0			50.3	19.0			50.3
CPD Field Management												
	# of Field Offices Supported											
Provide Liaison Services to CPD Field Offices		43	392.90	8.1	2.4	43	427.00	8.8	2.4	43	427.00	8.8
HEADQUARTERS EMPLOYMENT TOTAL				248.2	63.4			248.2	63.4			248.2
FIELD ACTIVITIES												
Overall Guidance of CPD Field Activities	NA	43.0		43.0		43.0

Workload Guideline	Workload Indicator	Fiscal Year 2007			Fiscal Year 2008				Fiscal Year 2009			
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Review Consolidated Plans - Field	# of Consolidated Plans Reviewed	1,167	66.28	37.2	3.1	1,180	79.70	44.9	3.1	1,180	80.10	45.3
Perform Risk Analysis of Grant Recipients - Field	# of Risk Analysis of GRs	4,791	4.48	10.3	0.9	4,791	4.60	10.5	0.9	4,791	4.70	10.8
Manage Entitlement Grants - Field	# of Entitlement Grants Managed	2,278	114.32	125.2	5.1	2,300	120.00	131.7	4.6	2,400	115.45	132.7
Evaluate Entitlement Grantees - Field	# of CAPERS Evaluated	1,129	82.52	44.8	1.2	1,180	82.60	46.5	0.7	1,180	82.30	46.5
Monitor Entitlement Grantees	# of Monitoring Letters Sent	560	160.73	43.3	1.9	580	156.50	43.3	1.4	580	156.40	43.4
Field Management of Competitive Grants	# of Competitive Grants Managed	12,235	16.29	95.8	5.1	12,500	17.00	101.4	4.6	12,500	17.00	101.8
On-site Monitoring of Competitive Grant Recipients (CGRs) - Field	# of Monitoring Letters Sent	567	109.41	29.8	2.5	528	106.50	26.8	2.5	510	111.60	27.3
Manage All Other (non-McKinney) Competitive Grants Competition	# of Application Received	692	13.35	4.4	0.3	500	26.00	6.2	0.3	500	26.00	6.2
Field Management of McKinney Competition	# of Application Received	6,088	15.83	46.3	7.3	6,000	13.70	39.2	7.3	6,000	13.95	40.1
Field - Manage Special Purpose Grants	NA	2.1	0.1	2.3	0.1	2.3
General Field CPD Program Management	NA	28.3	3.3	32.1	3.3	31.8
Managing Disaster-related Activities	NA	0.6	0.0	0.0
Conduct Environmental Reviews	# of Envi. Review	559	20.27	5.4	0.4	768	19.75	7.2	0.4	770	19.50	7.2
Perform Environmental Monitoring Activities	# of in-depth monitoring visit	231	60.56	6.7	0.2	240	38.00	4.4	0.2	240	38.00	4.4
Field - Provide Environmental Services Support	NA	20.3	0.9	17.9	0.9	17.9
Relocation Activities - Field	NA	<u>12.3</u>	<u>0.6</u>	<u>9.1</u>	<u>0.6</u>	<u>9.1</u>
FIELD EMPLOYMENT TOTAL				555.8	32.9			566.5	30.9			569.8

OFFICE OF COMMUNITY PLANNING AND DEVELOPMENT

