

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Administrative Support Offices Overview

SALARIES AND EXPENSES**

(Dollars in Thousands)

	2025*	2026			2027		
	Actuals	Carry Over	Enacted	Total	Carry Over	President's Budget	Total
Personnel Services:							
Personnel Services	431,166	31,290	286,713	318,003	11,238	318,689	329,927
Common Distributable	9,802	-	10,317	10,317	-	10,753	10,753
Total, Personnel Services	\$440,968	\$31,290	\$297,030	\$328,320	\$11,238	\$329,442	\$340,680
Non-Personnel Services:							
Travel	5,025	503	4,203	4,706	-	5,013	5,013
Transportation of Things	137	-	-	-	-	145	145
Rent and Utilities	118,288	202	116,868	117,070	-	111,098	111,098
Printing	1,114	130	1,300	1,430	-	1,186	1,186
Other services/Contracts	107,175	30,685	141,207	171,892	-	151,422	151,422
Training	1,106	85	4,338	4,423	-	1,163	1,163
Supplies	310	10	553	563	-	309	309
Furniture and Equipment	2,439	-	3,814	3,814	-	2,398	2,398
Claims and Indemnities	394	-	500	500	-	414	414
Total, Non-Personnel Services	\$235,988	\$31,615	\$272,783	\$304,398	-	\$273,148	\$273,148
Working Capital Fund	11,649	75	13,949	14,024	-	10,892	10,892
Carryover	62,980	-	11,238	11,238	-	11,618	11,618
Grand Total	\$751,585	\$62,980	\$595,000	\$657,980	\$11,238	\$625,100	\$636,338
FTEs	2,051	148	1,333	1,481	52	1,476	1,528
Onboard End of Year	1,399	-	-	1,611	-	-	1,611

* Includes 2024 carryover.

** The Budget Object Class data provided here is for informational purposes only.

PROGRAM PURPOSE

The Administrative Support Offices (ASO) provide Departmental operational management through Agency-wide governance, accountability, and delivery of enterprise services. The ASO's directly support HUD's program offices in their mission delivery responsibilities which enables the Department to foster strong communities, support affordable homeownership opportunities, and promote economic development and self-sufficiency for all Americans.

The 2027 Budget provides the necessary resources to continue Agency-wide leadership in the following critical areas:

- Support financial integrity, fiscal responsibility, accountability, stewardship of public resources;
- Issue legal opinions and advice with respect to all programs and Departmental activities;
- Management and operation of buildings nationwide;

ADMINISTRATIVE SUPPORT OFFICES

- Provide field support services, national security, emergency management, and protective functions;
- Formulate and implement strategic human capital policies;
- Interpret acquisitions policy and implementation;
- Support locally driven strategies and partner with community stakeholders in the field;
- Ensuring a fair and efficient workplace free of discrimination and harassment; and
- Facilitating a modern information technology posture that is secure, accessible, and cost effective.

The 2027 Budget provides a streamlined funding structure for ASO that consolidates these components into a single funding line. This proposal enables the Department to align resources within the operating subcomponents in a strategic manner to ensure taxpayers are receiving the highest return on investment for these resources. The estimated allocations by office are provided below:

Office	Budget Authority
Office of the Chief Financial Officer	86,600,000
Payment Integrity	30,000,000
Office of the Chief Financial Officer Subtotal	\$116,600,000
Office of the General Counsel	93,300,000
Office of the Chief Administrative Officer	217,400,000
Office of the Chief Human Capital Officer	65,100,000
Office of the Chief Procurement Officer	24,700,000
Office of Field Policy and Management	43,900,000
Office of Dept. Equal Employment Opportunity	3,600,000
Office of the Chief Information Officer	60,500,000
2027 ASO Request Total	\$625,100,000

The 2027 Budget makes critical investments consistent with the Administration's workforce-related policies, including Executive Order 14356, Ensuring Continued Accountability in Federal Hiring. Specifically, to solidify the historic reductions in the Federal workforce, the Department is only seeking staffing increases necessary to optimally deliver on key administration priorities, support statutory functions, and restore operational accountability. In keeping with this commitment, the 2027 ASO end of year headcount level of 1,611 is 23 percent below the prior Administration's 2025 start of year level of 2,104. The 2027 Budget supports a workforce that aligns to a modern operational model, one that prioritizes resources to achieve productive outcomes without unnecessary layers, duplicative processes, and overly specialized functions with redundant administrative support. To expand on these efficiencies, the Department will continue efforts to maximize value for taxpayers including assessing the distribution of workload across similar positions and shared skill sets, exploring opportunities for consolidation, and maximizing opportunities for process innovation.

BUDGET OVERVIEW

The 2027 Budget requests \$625.1 million for ASO, which is \$30.1 million above the 2026 Enacted level. The Budget reflects total funding (carryover and new authority) of \$636.3 million, \$21.6 million below 2026 total funding.

The requested funding levels for ASO reflects strategic investments in core operational functions within the Offices of the General Counsel (OGC), the Chief Administrative Officer (CAO), the Chief

Human Capital Officer (OCHCO), and the Chief Information Officer (OCIO). In addition to supporting core functions, the 2027 Budget provides a significant investment in payment integrity efforts to meet Secretary Turner's vision to promote accountability by strengthening program integrity and ensuring taxpayer-funded assistance reaches vulnerable communities in need and is not lost to fraud, waste, and abuse.

The Budget provides resources to accomplish a net hiring gain of 212 staff from the 2025 end of year level, which enables HUD to strategically increase the workforce to support Secretarial and Administration priorities. To achieve the net hiring gain of 212 staff by end of year 2027, hiring actions are anticipated to be greater than the 212 as it is necessary to backfill a portion of the projected attrition in 2026 and 2027 to support an overall net staffing gain. The additional staff supported by the 2027 Budget are aligned with Executive Order 14356, and the Department will implement these hires beginning in 2026 and sustain these levels in 2027. The proposed staffing increases are discussed in more detail within the Personnel Services section.

The 2027 Budget includes a significant investment of \$30 million in payment integrity efforts in alignment with this Administration's objective to safeguard taxpayer dollars. To support the efforts associated with Executive Order 14249, Protecting America's Bank Account Against Fraud, Waste, and Abuse, HUD will strategically deploy this funding to protect against financial fraud and prevent improper payments. This funding will enable HUD to begin to implement its strategy to improve the Department's financial integrity. The planned capabilities are discussed in further detail below:

- Recipient and Sub-recipient Reporting:
 - Builds upon the sub-recipient reporting pilot started in 2025, this effort mitigates longstanding, inherent risks in HUD program design where programs are frequently administered by a third party and usually involve complex projects and often with one or more tiers of sub-grantees. HUD is expanding sub-recipient reporting to all grant recipients in a phased approach beginning in 2026 with the buildout of tools and business processes. HUD plans to begin onboarding grant recipients to this enhanced reporting process starting in 2026 and continuing in 2027.
 - Provides a secure, simplified, and standardized portal for recipients to submit financial evidence and supporting documentation for disbursements, including evidence of sub-recipient and vendor spending.
 - Amplifies HUD staff ability to perform adequate and thorough grant oversight by enabling analytics that identify anomalies and risks and automating parts of compliance reviews and financial monitoring. By extending this monitoring all the way to the sub-recipient spending level, this will also improve HUD's payment integrity posture.
- Project Voucher:
 - Provides a secure, standardized mechanism for Public Housing Authorities (PHAs) and Performance-Based Contract Administrators to submit tenant- and household-level eligibility information required to administer HUD-assisted housing programs.
 - Establishes a system of record for tenant and family eligibility data submitted by PHAs. It supports historical tracking of eligibility determinations and changes over time to ensure transparency, auditability, and program integrity.
 - Allows for analysis of tenant eligibility data to support oversight, compliance monitoring, and risk identification across PHAs and programs. It provides visibility into patterns, anomalies, and trends that may indicate errors, inconsistencies, or potential noncompliance.

- Enables data analysis and gathering of self-reported data from tenants/families and recipients and sub-recipients, supported by evidence such as check and payment records from PHAs to landlords and recipients to sub-recipients.
- The tool will analyze and review data, documents, and evidence to verify eligibility for HUD's programs and facilitate the mapping of relationships between tenant and landlord (and recipient and sub-recipient) payments, while also analyzing interactions between PHA leadership and landlords and tenants (and recipients and sub-recipients).
- Business Process and Change Management:
 - Across the three workstreams identified above, funding will also support technical and contractual support to facilitate the necessary business process updates across the HUD program portfolio in alignment with the payment integrity initiative. This includes training of internal and external stakeholders, development of operating procedures and handbooks, and user support.

Personnel Services (PS)

The Budget assumes total funding of \$329.9 million for PS to support 1,528 full-time equivalents (FTEs), which is an increase of 47 FTEs and is \$11.9 million above the total 2026 PS funding level.

The 2027 PS funding level assumes no pay raise in 2027 and includes a -0.5 percent adjustment to agency 2027 contribution rates for FERS. As noted above, the 2027 Budget supports a net hiring increase of 212 staff.

Projected Onboard Staff Headcount and FTE Utilization*

Office	FY2025		FY2026		FY2027		Headcount Delta
	EOY	FTE	EOY	FTE	EOY	FTE	2027 EOY to 2025 EOY
OCFO	191	231	192	189	188	188	-3
OGC	380	592	411	385	411	408	31
OCAO	191	248	222	201	222	220	31
OCHCO	137	199	179	156	180	178	43
OCPO	96	140	112	102	112	97	16
FPM	194	358	198	192	201	201	7
ODEEO	14	19	14	14	14	14	-
OCIO	196	264	283	242	283	221	87
ASO Total	1,399	2,051	1,611	1,481	1,611	1,528	212

***Notes:**

Projected headcount and FTE utilization are for informational purposes only.

EOY: End of year headcount

FTE: Full-time equivalent calculation based on timing of hires and attrition. FTE amounts may not total due to rounding.

The additional staff over the 2025 end of year level totals 212 and includes a realignment of 3 staff from OCFO to OCIO for the Customer Experience function. The staffing increases for OCPO and FPM in 2026 provide for partial backfilling of attrition occurring in 2025, The staffing increases identified below are net hiring gains. Therefore, it is projected that hiring actions in 2026 and 2027 are projected to exceed these net gains which is necessary to accommodate projected attrition and sustain a net staffing increase.

A summary of the key operational staffing increases is provided below.

Office of General Counsel (31 staff)

Provide legal expertise focused on the Administration’s Housing policy objectives related to deregulatory efforts within HUD programs. These additional staff will also enable the Department to implement Administration directives through rigorous legal analysis and application of the Department’s statutory authority.

Office of the Chief Administrative Officer (31 staff)

Provide the staff necessary to right size the Secretary’s protective detail function to meet the current threat landscape and align with industry standards for protective functions. This increase in protective personnel is needed to avoid the use of excessive overtime which contributes to staff burnout and exposes this critical function to unnecessary levels of risk.

Office of the Chief Human Capital Officer (43 staff)

Provides the staffing resources necessary for HUD to absorb the human resources processing services previously funded through the Working Capital Fund. The Department received notice from Treasury’s Administrative Resource Center that it would discontinue these services beginning in 2027, requiring the Department to internalize these functions to ensure continuity of operations. Therefore, 2026 will serve as a transition year, during which the Department will implement

business and workforce planning efforts to support the orderly transfer and sustainment of these critical services. The additional staff are funded through a budget neutral realignment of resources previously allocated to each HUD customer S&E account. To facilitate this transition, funding is centralized in the ASO account to enable OCHCO to reestablish these functions within HUD.

Office of the Chief Information Officer (87 staff)

- Provide the internal expertise needed to meet HUD's information technology objectives that directly support Administration directives and HUD priorities on advancing Artificial Intelligence, improving cybersecurity, removing shadow IT, and reducing over reliance on contractor support. Over many years, HUD has relinquished much of its internal technical expertise and talent to specialized contract support which has not delivered the best value to taxpayers and HUD stakeholders. To correct this imbalance, the 2027 Budget is shifting from a contractor led environment to a highly skilled and efficient IT workforce that is capable of managing HUD's internal technical requirements at a lower cost as compared to contractor support.
- The 2027 Budget includes \$4 million to support premium pay for the 2210 job series. Given the competitive labor market for highly skilled technical staff, the Department is seeking premium pay authority to enhance recruitment and retention in this highly competitive field. The 2027 Budget recognizes that technology will be an important aspect of managing within HUD's new workforce footprint. The investment in the OCIO workforce reflects a commitment to key Administration objectives on cybersecurity and artificial intelligence. This will also enable HUD to lessen its reliance on third-party contractors while more nimbly leveraging advances in technology to respond to emerging needs.
- In 2025, the OCIO conducted a thorough review of shadow IT functions across the Department, which includes information technology solutions that operate outside of HUD's Information Technology Fund governance framework and that may not be compliant with the Federal Information Technology Acquisition Reform Act (FITARA). As part of this process, OCIO identified opportunities to better align existing staff skillsets from various program offices. The result of this effort was internal reassignments of staff to support HUD's IT mission using a centralized approach within the OCIO organization.

Common Distributable (CD)

The Budget assumes total funding of \$10.8 million for CD, which is \$436 thousand above the 2026 CD total funding level. This funding provides Workers' Compensation, Unemployment Compensation, Professional Liability Insurance reimbursements, the Department-wide Transit Subsidy Benefits Program, and Flexible Spending Account administrative fees.

Non-Personnel Services (NPS)

The Budget assumes total funding of \$273.1 million for NPS, which is \$31.3 million below the total 2026 NPS level. The Budget supports essential contract services related to agency financial reporting, audit compliance and remediation, data analytics, and improved financial operations. The Budget also supports funding for rent, utilities, facilities and administrative field support, essential training, and mission critical travel.

The Budget assumes the following baseline changes within the NPS budget object classes as compared to the 2026 total funding level.

- Travel: Increase of \$307 thousand to support increases in mission critical travel.
- Rent and Utilities: Decrease of \$6 million is projected which includes an assumed rent savings from the relocation to HUD's new headquarters.

- **Printing:** Decrease of \$244 thousand to support projected costs associated with program office printing requirements. While printing is projected to be lower than 2026 levels, the 2027 Budget reflects a centralization of printing costs within the ASO account; the Program Offices will no longer fund these requirements.
- **Other Services/Contracts:** Decrease of \$20.5 million. This change is attributable to the projected decrease in operations and maintenance requirements associated with HUD's departure from the Weaver building as well as the one-time relocation and move costs. This object class also includes \$30 million for the payment integrity initiative discussed above. In addition, the 2027 Budget includes \$15 million in NPS requirements to enable the OCHCO to reestablish some HR services within HUD given the discontinuation of these services from our shared services provider. This increase is funded through a budget neutral shift from the Working Capital Fund. The 2027 Budget includes \$1.6 million to transition HUD onto the Office of Personnel Management's (OPM) consolidated Core Human Capital Management (Core HCM) system. This investment will complement the Department's efforts to reestablish certain in-house HR processing services in 2026 and 2027 by consolidating core human capital management functions onto a single streamlined system, reducing the need for costly agency-specific solutions.
- **Training:** Decrease of \$3.3 million as training requirements stabilize from the 2026 projected level.
- **Supplies:** Decrease of \$254 thousand in miscellaneous supplies to normalize after an expected increase in requirements during 2026.
- **Furniture and Equipment:** Decrease of \$1.4 million as the requirements associated with the headquarters relocation decrease from the 2026 level.
- **Claims and Indemnities:** Decrease of \$86 thousand in alignment with a lower number of expected contract cancelations and settlement costs.

Working Capital Fund (WCF)

The Budget assumes \$10.9 million for WCF expenses. As noted above, the human resources processing services will be centrally funded within the OCHCO S&E allocation within the ASO account. The Budget provides flexibility to transfer funds to the WCF for residual human resources processing costs not fully transitioned by 2027. Please see the WCF Congressional Justification for details on the current WCF business lines.

KEY OPERATIONAL INITIATIVES

The 2027 Budget provides the resources required for the ASO's to fully support HUD's statutory responsibilities in the most cost-effective manner possible while also implementing key Administration objectives, which include:

- Implementing the requirements of Executive Order 14170, Reforming the Federal Hiring Process and Restoring Merit to Government Service. HUD has implemented leadership communication on merit principles, supervisory resources and tools, dedicated talent management, hiring metrics, technical assessments, and developed a strategic recruitment plan.
- A thorough review of the acquisition portfolio to ensure all executed contracts are aligned with the priorities of this Administration. To ensure all acquisitions meet this standard, HUD uses mission-based acquisition planning, multi-level reviews, implementation of updated Federal procurement regulations, competition, cost analyses, and rigorous oversight and performance monitoring.

- Elimination of shadow IT functions in favor of a focused, centralized approach to technology that will improve the long-term efficiency and effectiveness of technology at HUD while ensuring capabilities developed are secure and aligned with mandatory requirements.
- Investments in new staff with top tier information technology expertise to reduce reliance on rigid, costly contracts, especially around newly emerging business needs.

LEGISLATIVE PROPOSALS AND GENERAL PROVISIONS

The 2027 President's Budget includes the following general provision:

- Transfer of Funds: This provision gives the Secretary the authority to transfer a limited amount of funds, as needed, between accounts that provide for personnel and non-personnel expenses. (Sec. 211)

APPROPRIATIONS LANGUAGE

The 2027 President's Budget includes the appropriations language listed below.

For necessary salaries and expenses for Administrative Support Offices, \$625,100,000, to remain available until September 30, 2028: Provided, That funds made available under this heading may be used for necessary administrative and non-administrative expenses of the Department, not otherwise provided for, including purchase of uniforms, or allowances therefor, as authorized by sections 5901 and 5902 of title 5, United States Code; hire of passenger motor vehicles; and services as authorized by section 3109 of title 5, United States Code: Provided further, That notwithstanding any other provision of law, funds appropriated under this heading may be used for advertising and promotional activities that directly support program activities funded in this title.