

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Program Offices Salaries and Expenses

Office of Community Planning and Development

SALARIES AND EXPENSES

(Dollars in Thousands)

	2020*	2021			2022		
	Actuals	Carryover	Enacted	Total	Carryover	President's Budget	Total
Personnel Services	\$113,148	\$4,772	\$115,023	\$119,795	-	\$142,320	\$142,320
Non-Personnel Services							
Travel	381	-	991	991	-	1,700	1,700
Printing	23	-	25	25	-	35	35
Other Services/Contracts	4,870	415	2,768	3,183	2,016	2,000	4,016
Training	338	-	330	330	-	500	500
Supplies	36	-	35	35	-	45	45
Claims and Indemnities	10	-	259	259	-	-	-
Total, Non-Personnel Services	\$5,658	\$415	\$4,408	\$4,823	\$2,016	\$4,280	\$6,296
Working Capital Fund	5,043	-	3,496	3,496	6,164	-	6,164
Carryover	5,187	-	8,180	8,180	-	-	-
Grand Total	\$129,036	\$5,187	\$131,107	\$136,294	\$8,180	\$146,600	\$154,780
FTEs	736	31	737	767	-	877	877

*Includes 2019 Carryover.

PROGRAM PURPOSE

The Office of Community Planning and Development (CPD) primarily manages community development, affordable housing, homelessness assistance, disaster recovery, and COVID-19 and American Rescue Plan (ARP) related activities that support communities, low-income households, and others requiring assistance. Functions include:

- Grant administration and oversight;
- Audit management and resolution;
- Risk assessment and monitoring to ensure program compliance;
- Environmental review and mediation;
- Technical assistance and customer support;
- Long-term Disaster Recovery;
- COVID-19 Pandemic prevention, preparation, and response; and
- American Rescue Plan (Homeless Assistance and Supportive Services).

In headquarters, CPD focuses more on policy development, implementation, and administration. To oversee compliance and program performance, CPD uses the "cross-program," placed-based specialist approach. Field staff are assigned responsibility for overseeing a range of programs, both formula and competitive, in designated geographical areas. Grantees are issued a single point of contact, which enables CPD to manage the broad mix of projects found in a typical grantee portfolio.

Under the "cross-program," place-based specialist approach, individual CPD field staff perform a variety of duties, not limited to grant administration and oversight, risk assessment and monitoring, audit management and resolution, consolidated plan review and approval, and technical assistance.

HUD's mission is critical to achieving the Administration's vision to ensure that we build back better from the public health and economic challenges and address longstanding systemic challenges, including racial injustice, rising inequality, and the climate crisis. HUD's work is essential to improving the quality of life of the American people, and this investment in CPD's salaries and expenses will assist in ensuring that work is able to be done.

BUDGET OVERVIEW

The 2022 President's Budget requests \$146.6 million for the Office of Community Planning and Development, which is \$15.5 million more than the 2021 enacted level. The Budget reflects total funding (carryover and new authority) of \$154.8 million, which is \$18.5 million above 2021 total funding.

The President's Budget funding level for CPD will: 1) Strengthen and broaden the Federal housing safety net for people in need; 2) Advance housing equity as a means to improve housing choices and greater economic opportunity; 3) Strengthen HUD's internal institutional capacity to deliver on mission; 4) Increase the production of, and access, to affordable housing; and 5) Promote climate resiliency, environmental justice, and energy efficiency across the housing sector.

CPD has a solid track record managing several programs that are helping the American public and that align with the Administration's priorities. The programs, outlined below, are administered by dedicated CPD staff that require adequate funding levels to perform their duties.

For the Office of Grant Programs, last year alone, Community Development Block Grant (CDBG) housing-related activities (including direct homeownership assistance and rehabilitation of homes) supported nearly than 53,000 families and assisted more than 15,600 individuals to find or retain permanent employment. Additionally, CDBG improved homeless facilities serving nearly 129,000 people and supported more than 3.5 million people through services such as senior services, operating costs of homeless and AIDS patients programs, food banks, services for the disabled, and general health or mental health services.

For the Office of Special Needs, Homeless Assistance Grants (HAG) are key to addressing homelessness nationwide, which has declined by 9 percent between 2010 and 2020. HUD has focused its permanent supportive housing beds on the most vulnerable population and has funded nearly 142,000 new permanent supportive housing beds since 2001. Additionally, veteran homelessness is down by 50 percent since 2010 and family homelessness has been reduced by 32 percent since 2010.

Over the past five years, the HOME Investment Partnerships (HOME) program has completed 116,347 units of affordable housing for families in need. Nearly 47 percent of those assisted with affordable rental housing were extremely low-income families (i.e., income at or below 30 percent of the Average Median Income).

Since 2016, the Housing Trust Fund (HTF) has completed 850 units of affordable housing and leveraged \$863 million of other funds for affordable housing with a leveraging ratio of \$8.81:1 (i.e., \$8.81 of private or other public dollars for each HTF dollar invested in rental projects).

Each year, the Housing Opportunities for Persons With AIDS (HOPWA) program ensures housing stability for more than 100,000 American households that are low-income and living with HIV through direct housing assistance, supportive services, and housing information services. In 2019, 98 percent of clients receiving tenant-based rental assistance achieved housing stability, 96 percent

of clients placed in a permanent housing facility achieved housing stability, and 68 percent of clients receiving transitional or short-term housing facilities assistance achieved housing stability.

Community Development Loan Guarantee Section 108-assisted projects approved between 2010 and 2020 are estimated to create more than 33,300 jobs based on \$1.4 billion in loan guarantees commitments.

Since 1996, SHOP funding has been used to construct and convey over 30,000 affordable housing units providing a path to homeownership to individuals and families that might not otherwise have been afforded this opportunity. SHOP funding has leveraged more than \$2.8 billion over the life of the program.

The Section 4 Capacity Building for Community Development and Affordable Housing Program, from 2016 to 2018, provided grants to 3 eligible organizations, which served 3,273 affordable housing development organizations, provided 213 trainings, constructed 6,686 new housing units, rehabilitated 11,631 housing units, and put 29,665 units into the development process.

The Rural Capacity Building for Community Development and Affordable Housing Program, from 2016 to 2018, provided grants to 6 competitively selected organizations, which served 26 affordable housing development organizations, provided 112 trainings, created 598 new housing units, rehabilitated 846 housing units, and put 2,193 housing units into development.

In 2020, CPD's Technical Assistance Division (TAD) reviewed, authorized funding for, and managed 1,367 separate work plans for TA engagements, valuing \$64,145,806. TAD also reviewed and approved 1,928 vouchers for reimbursement totaling \$42,280,282.

In addition to continuing CPD's core programs, the Budget includes an increase to the CDBG formula program, which will provide targeted grants to CDBG grantees for revitalization activities in historically underserved communities.

The requested personnel services and non-personnel services funding levels identified below will enable CPD to improve program delivery and meet the Administration's priorities by providing resources to support community development, homeownership, homelessness, grant administration, disaster management and recovery, COVID-19 pandemic response, and American Rescue Plan implementation.

Personnel Services (PS)

The Budget assumes total funding of \$142.3 million for CPD PS, \$22.5 million above 2021 total funding. This funding will support 877 full-time equivalents (FTEs), an increase of 110 FTEs as compared to 2021 total funding. The funding level would allow CPD to maintain the 2021 staffing levels to include staff projected to on-board during the first quarter of 2022, backfill critical positions, and address new workload priorities at hiring rates consistent with 2020 and 2021. Finally, this funding level will help address the staffing gap that will occur when term CARES Act funding expires on September 30, 2021. At this funding level, CPD would continue the critical hiring progress since 2019 to better manage its core and supplemental workload.

CPD intends to distribute the FTE increases equitably in accordance with its risk registry and workload priorities to headquarters and field offices. CPD uses its risk registry to inform and prioritize its hiring plan and decisions. This will ensure that CPD's limited resources are leveraged to mitigate risk associated with its workload. CPD has streamlined its hiring process, thereby earning a solid track record of processing, and on-boarding external and internal candidates. CPD is confident that the groundwork has been laid to hire qualified candidates timely to support its workload.

The proposed increase in positions would allow CPD to better manage its core workload relating to grant administration and oversight, continue the progress made in addressing and reducing homelessness, more aggressively address its audit and closeout backlogs, manage the departmental functions of Environment, Relocation, and Technical Assistance, lead efforts for current and future disaster-related response and recovery, and prevent, prepare, and respond to the Coronavirus pandemic and the American Rescue Plan. The key drivers of CPD's workload are as follows.

Key Factors Driving CPD's Workforce

The most significant drivers and most important factors when determining salary and expense (S&E) needs are the number of active grants (and projects) in CPD's portfolio (13,601), including the ongoing oversight responsibilities required throughout the life of the active grants, as well as the addition of programs and initiatives such as the CARES Act, American Rescue Plan (ARP), Historically Underserved Communities Initiative, and Section 8071 Recovery Housing Program. In addition, the impact of program funding must be considered. In 2020, CPD's program appropriation was over \$8.0 billion and was supported by 726 FTEs. In the past five years, CPD received an additional \$42 billion to support disaster impacted areas, \$9.08 billion to support the COVID-19 Pandemic, and \$5 billion for the ARP on top of its annual appropriations. CPD will need to dedicate significant resources to help manage and monitor its core workload, in addition to the supplemental disaster, pandemic, and ARP funds to ensure successful program delivery and to guard against waste, fraud, and abuse.

Grant Programs

The Office of Grant Programs has the largest and broadest development program in the Nation, including CDBG, CDBG-DR (Disaster Recovery), CDBG-CV (Covid), HOME, Neighborhood Stabilization Program (NSP), Section 108 Loan Guarantee, Recovery Housing Program (RHP), and Housing Trust Fund (HTF). In addition, the Office of Grant Programs has the departmental cross-cutting functions and manages the Office of Environment and Energy (OEE) and the Office of Real Estate Acquisition and Relocation. These programs are critical to the recovery of the nation and must have the appropriate resources.

HOME: Currently, HOME has 651 eligible participating jurisdictions, though this number is subject to increase. HOME-assisted projects have 5, 10, 15, or 20-year compliance periods. CPD is responsible for providing guidance and technical assistance to participating jurisdictions and for ensuring compliance with program requirements. Additionally, the HOME program received \$5 billion of supplemental funds through the American Rescue Plan (ARP).

Housing Trust Funds (HTF): The Housing Trust Fund program grew 115 percent between 2020 and 2021. These grants will be made in late 2021 and will require staffing oversight for several years. HTF-assisted projects have 30-year compliance periods. Resources are needed to provide guidance and technical assistance to HTF grantees to ensure compliance with program requirements.

American Rescue Plan (ARP): In 2021, CPD received \$5 billion as part of the ARP to help thousands of people experiencing homelessness or housing instability by further leveraging the HOME program. Specifically, the program will provide tenant-based rental assistance, development and support of affordable housing, supportive services, and acquisition and development of non-congregate shelter units. Additionally, funds were allocated to provide technical assistance and administrative support. However, CPD core staff are required to begin to implement the program, to include on-boarding and training new staff and managing responses to audits and inquiries regarding the program execution.

Disaster Relief and Recovery: HUD provides flexible grants to help cities, counties, and states recover from Presidentially-declared disasters, especially in low-income areas, subject to availability

of supplemental appropriations. In recent years, CPD has experienced a significant workload relating to disaster recovery and currently manages an active grant portfolio of more than \$67 billion in CDBG-DR funding. CDBG-DR funding serves impacted areas including those affected by the 2017 Hurricanes (Harvey, Irma, and Maria), Western Wildfires, and 2018 and 2019 natural disasters. CDBG-DR grantees from these disaster events include, but are not limited to, North Carolina, South Carolina, Indiana, Kentucky, West Virginia, Oklahoma, Ohio, Missouri, Iowa, Arkansas, and Nebraska. HUD requires additional FTE resources to manage the CDBG-DR portfolio.

Neighborhood Stabilization Program (NSP): On-going NSP closeouts drive a need for additional staffing. There are 500 NSP1, NSP2, and NSP3 active grants. There are 192 grants across all three programs, including all NSP2 grants that have small amounts remaining to expend and HUD anticipates will be ready to close in the next two years after final performance reports and closeout documentation is received and reviewed. Although CPD previously had term staff for the implementation of NSP, CPD is currently only staffed with one term FTE that has closed out five grants over the past 15 months. From the NSP closeout effort, CPD has learned that grant closeouts generate program policy issues requiring headquarters and field office coordination to resolve on a grantee-by-grantee basis. Additional resources are necessary.

Special Needs Programs

The Office of Special Needs (OSN) operates the nation's primary resource to serve individuals and families across the U.S. who are affected by homelessness. The number of people experiencing unsheltered homelessness is rising in cities across the country. The increase is a result of the rising cost of housing and the lack of assistance provided to segments of the homeless population. After receiving historic appropriation levels, coupled with an unprecedented housing crisis that has been exacerbated by the pandemic, OSN workload is significant. Staff must manage the Continuum of Care (CoC) Program, Emergency Solutions Grants (ESG) Program, ESG-CV, Youth Homelessness Demonstration Program (YHDP) programs, and Rapid Re-housing Victims of Domestic Violence Programs, all which have been growing rapidly without proportionate resources. Additionally, HUD partners with many other agencies and community organizations to ensure that HUD resources combine with other Federal, State, and local resources provide an efficient system to serve people experiencing homelessness. One such partnership is with the Department of Treasury to support the Emergency Rental Assistance Program. As communities take on more responsibility for ending homelessness, by responding to public health crisis and more efficiently utilizing homeless, affordable housing, and health resources, OSN will need additional capacity to provide guidance and oversight.

CoC New Projects: The 2022 President's Budget requests \$450 million for new projects to support CoCs as they partner with PHAs and other housing and healthcare providers and utilize more mainstream resources to reduce homelessness, including youth experiencing homelessness and for projects dedicated to survivors of domestic violence. This funding is critical to providing the capacity and support to communities as they work to coordinate an effective homeless response system in a trauma-informed and equitable way and will require additional resources for OSN.

Housing Opportunities for Persons With AIDS (HOPWA): As HOPWA's appropriations language has been modified in recent years and HUD prepares for full implementation of the new HOPWA formula in 2022, new tasks have emerged that require higher level staffing support. Further, in addition to the continued renewal process, there is now an additional "replacement" option process. CPD now has to carry out the administrative work to accommodate both a renewal and replacement process for those HOPWA grantees eligible to renew should some elect to replace instead. Also, the HOPWA program will have a more frequent Notice of Funding Opportunity (NOFO) process. After a five-year absence due to lack of funding, CPD expects to have a competition in 2021 and 2022. Ultimately, looking forward, CPD expects to award competitive grants yearly or every other year.

CPD Operations, CPD-wide Programs and Workload, and Cross-Cutting Programs and Initiatives

Operations: CPD's Operations is the backbone of CPD, providing a variety of services to ensure the effective and efficient management of CPD's program. CPD headquarters staff is responsible for budget, audits resolution, and working with headquarters program offices and the 43 field offices. The Operations team is also responsible for the grant closeout of the grants administered by the various CPD headquarters program offices. Technical Assistance is also part of Operations, with the work of this office covering not just CPD but all of HUD including Public and Indian Housing. Budget, Human Resources, the Chief Risk Advisor Correspondence and the System Development and Evaluation Division (or IT) are also all part of the Operations and are key contributors to the workflow and the overall operations. Additionally, CPD's 43 field offices are managed through Operations. The substantial increase in the number of grants and projects and annual and supplemental appropriations have dramatically increased the workload for all of Operations and this will warrant additional staff needs.

Monitoring: Historically, CPD monitors 21 percent of its grantees in its portfolio each year. (Note: This metric changed for 2020 and 2021 as monitoring was suspended due to the impacts of the pandemic.) CPD leverages its resources for grant oversight and compliance by providing technical assistance and training to grantees. CPD is pursuing opportunities to streamline risk-based monitoring processes and utilize remote monitoring and technology to enhance its monitoring capabilities.

Decreased Capacity of Grantees: Additional CPD staffing will be needed to assist grantees that have experienced their own staffing reductions while experiencing an influx of new funding. The pandemic has further negatively impacted the capacity of grantees at a time when the same grantees are becoming responsible for expending much more funding from new programs (e.g., CDBG-CV, ESG-CV, HOPWA-CV, HOME-ARP, disaster appropriations) and larger appropriations. Additional CPD staff will be required to provide additional guidance, training, and technical assistance to ensure the proper administration of program and ensure against, fraud, waste, and abuse.

Audit Resolution/Grant Closeouts: CPD has 111 open OIG audits with 453 open recommendations of which 58 recommendations are overdue for a resolution. CDBG-DR grant program has 25 open audits and nearly 100 open recommendations. In 2020, CPD closed 155 OIG audit recommendations and so far in 2021, CPD has closed 73 recommendations. Additionally, CPD has over 11,700 grants that are open and will eventually be reviewed for closeouts. With the addition of more funding and grants, there are more audits and closeouts with greater attention by the Office of Inspector General (OIG) and General Accountability Office (GAO). More CPD staff is needed to ensure the proper compliance in the use of core CPD funds, as well as the CARES Act and the ARP funding.

Coronavirus Aid, Relief and Economic Security (CARES) Act: CPD is charged with proactively supporting efforts to prevent, prepare for, and respond to the coronavirus. In 2020, CPD received \$9.08 billion in program funds, the majority of the CARES Act funding allocated to HUD, with CDBG, ESG, HOPWA, Technical Assistance, and administrative funds for salary and expense, all receiving allocations.

Supplemental Appropriations Funding: CPD has received supplemental administrative funds with disaster, pandemic, and ARP related appropriations. However, CPD will still need to dedicate significant permanent staffing resources throughout the life of the grants to ensure successful program delivery and compliance to guard against waste, fraud, and abuse. Furthermore, CARES Act administrative funds expire on September 30, 2021, and the legislative language prohibits the full-time conversion of temporary employees hired under the special hiring authorities provided for COVID activities, which means that CPD will begin 2022 without dedicated staff and resources to assist in the future management of the CARES Act fund beyond September 30, 2021. For Disaster

temporary employees, the appointments will expire between 2021 and 2024. Therefore, 2022 is a critical year for CPD to maintain the progress it has previously made with staffing to absorb additional workload responsibilities associated with COVID-19 and Disaster Recovery. For the American Rescue Plan, CPD is in the beginning stages of hiring temporary staff to help support this new workload, which comes at a critical time when CPD current resources are already overwhelmed addressing other workload priorities.

Cross-cutting Activities: It is important to note that while the below activities support the entire Department, they are funded solely with FTEs from CPD's allocation.

- Technical Assistance (TA): CPD administers the TA cooperative agreements for the entire Department, including disaster, pandemic, and ARP-related assistance.
- Environment Support: CPD provides departmental support for environmental reviews and assistance and leading the Administration's priority goal relating to climate resiliency, environmental justice, and energy efficiency.
- Relocation: CPD manages the relocation efforts for the entire Department.

Environment and Energy: CPD's Office of Environment and Energy (OEE) performs environmental reviews to assess the potential environmental impacts of a project and determine whether it meets Federal, State, and local environmental standards. Every HUD-assisted project must be examined to ensure that it does not negatively impact the surrounding environment and that the site itself will not have adverse effect on end users. OEE has a varied workload, which includes, but is not limited to responding to the Department's many requests for energy policy recommendations and providing technical assistance to grantees and HUD staff performing environmental reviews.

Several factors have led to larger and more complex environmental reviews that require more technical assistance for CDBG-DR, CDBG-MIT, and a rising number of Federal Housing Administration (FHA) and Multifamily new construction projects. Further, although HUD has substantial mapping needs related to flood, contamination, and climate hazards, CPD must rely on the availability of specialists in other HUD offices or Federal agencies to provide necessary information. Regarding monitoring, HUD's regulations at §58.77(d)(1) state that OEE will conduct in-depth monitoring of each responsible entity's environmental reviews at least once every three years. However, presently, OEE is only able to meet 25 percent of this goal each year. OEE also needs to rebuild the Department's climate and energy team to provide cross-program project management and subject matter expertise in greenhouse gas reduction and climate change adaptation and resilience. In summary, to fulfill the Administration's goal to strengthen HUD's internal institutional capacity to deliver on HUD's mission and ensure that HUD-assisted projects meet the Department's environmental justice and climate resilience priorities, CPD needs more staff to better manage its current and growing workload.

Technical Assistance (TA): CPD is committed to providing a variety of TA resources to communities and grantees to help identify and address any performance and compliance issues.

CPD provides TA design and delivery across all HUD programs (CPD, Housing, Public and Indian Housing, Healthy Homes, Fair Housing and Equal Opportunity) without additional resources from those programs. CPD manages the solicitation, award, management, and oversight of the majority of HUD's TA resources from the Office of Policy Development and Research (PDR) and Technology Account as well as for other program office specific appropriations for TA like McKinney-Vento. Increases in the Department's TA budget require an increased need for CPD staffing. HUD uses TA as another tool to encourage communities to implement best practices and improve efficiencies in projects and in the community as a whole. To continue and expand this progress, CPD needs dedicated resources to aid its and other HUD programs. Additionally, CPD will provide service support to the Department of Treasury to implement and oversee TA resources for the Emergency Rental Assistance Program (EARP) through an Interagency Agreement. While Treasury will

reimburse HUD staff time, HUD needs to expand staffing to ensure HUD TA priorities and needs are met in addition to providing support for this cross-agency partnership.

Non-Personnel Services (NPS)

The Budget assumes total funding of \$6.3 million for CPD NPS, \$1.5 million above 2021 total funding.

Travel: CPD is requesting \$1.7 million for travel an increase of \$709 thousand as compared to 2021. The increased funding supports CPD's travel-related workload for monitoring, capacity building, training, and technical assistance. Additionally, the increased funding will be used to support travel associated with providing oversight of CARES Act grants, as the supplemental received for salaries and expense under the Act will expire on September 31, 2021.

Printing: CPD is requesting \$35 thousand for printing, an increase of \$10 thousand, when compared to the 2021, to support CPD printing workload needs.

Other Contracts: CPD is requesting \$4 million for contracts, an increase of \$833 thousand, when compared to 2021, to support CPD's ongoing workload needs relating to the CARES ACT, data analysis contract for the Office of Special Needs, census data, and more.

Training: CPD is requesting \$500 thousand for training. This represents an increase of \$170 thousand when compared to 2021. The increased funding will support CPD training needs relating to managing programmatic functions, expand efforts to respond to training needs associated with pandemic response, and new proposed programs such as the Historically Underfunded Communities Initiative. Additionally, the funds will be leveraged to train newly hired staff.

Supplies: CPD is requesting \$45 thousand for supplies. This represents an increase of \$10 thousand when compared to 2021, which supports the needs of CPD's workload and increase in staffing, as well as supporting the purchase of pandemic supplies.

Working Capital Fund (WCF)

The Budget assumes total funding of \$6.1 million for CPD's contribution to the WCF, \$2.7 million above 2021 total funding. The funding increase is mostly attributed to the addition of a new business line, end-user computer/ information technology devices and wireless support to the WCF and the forward funding of \$839 thousand of 2021 WCF expenses in 2020.

KEY OPERATIONAL INITIATIVES

CPD programs align with the Administration's priorities as articulated in recent Executive Orders. Therefore, it is imperative that CPD has the salary and expense resources necessary to administer the programs and address the priorities. The 2022 President's Budget provides CPD with the resources to address the following priorities:

- 1) Strengthen and broaden the Federal housing safety net for people in need;
- 2) Advance housing equity as a means to improving housing choices and greater economic opportunity;
- 3) Strengthen HUD's internal institutional capacity to deliver on mission;
- 4) Increase the production of, and access to, affordable housing; and
- 5) Promote climate resiliency, environmental justice, and energy efficiency across the housing sector.

The Office of Grant Programs has several programs that relate to all priorities. CDBG funding is often used in association with other HUD grants for projects that further the Administration's policy priorities of strengthening and broadening the Federal housing safety net for people in need, advancing housing equity as a means to improving housing choices and greater economic opportunity, and promoting climate resiliency and energy efficiency across the housing sector.

Strengthen and broaden the Federal housing safety net for people in need

CPD's CoC program is HUD's largest program targeted to adults and children experiencing homelessness. Funds are awarded to over 6,500 projects through a national competition. The 2022 request has additional funding for new projects. The CoC Program is a key driver of the multiyear progress in ending homelessness. Policy priorities for the CoC program are focused on preventing and ending homelessness, including ending homelessness for veterans, families, youth, and people experiencing chronic homelessness.

CPD's ESG program provides the first response to people with a housing crisis and engages people living on the streets. ESG awards funds to over 360 urban counties, metropolitan cities, States, and territories, supporting a variety of life-saving activities including: emergency shelter for people in crisis, street outreach and other essential services to engage people who may be living on the streets, rapid re-housing to provide time-limited permanent housing and stabilization services, and homelessness prevention for individuals and families.

CPD's HOPWA program include critical support such as housing case management, mental health services, substance abuse treatment, or employment training that sustain housing stability, promote better health outcomes, and increase quality of life. Housing stabilization can lead to reduced risk behavior and reduced HIV transmission, a significant consideration for Federal HIV prevention efforts.

CPD's Office of Special Needs partners with various agencies such as the Department of Veterans Affairs (ending veteran homelessness), Department of Education, and Department of Health and Human Service (ending children, families, and youth homelessness), Department of Justice and HHS (ending domestic and sex violence and homelessness), Department of Labor (connecting people experiencing homelessness with job opportunities), Federal Emergency Management Agency and Centers for Disease Control and Prevention (protecting people experiencing homelessness through public health crises and disasters), and the Department of Treasury (providing emergency rental assistance). The associated programs all directly serve vulnerable people with unmet housing needs.

CPD's HOME program is a leading partner executing a critical component of the American Rescue Plan (ARP). In 2021, CPD received \$5 billion to assist persons experiencing homelessness or housing instability. The program provides tenant-based rental assistance, development and support of affordable housing, supportive services, and acquisition and development of non-congregate shelter units. Qualifying families or households are homeless, at risk of homelessness, fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking, or human trafficking, other populations where providing supportive services or assistance would prevent the family's homelessness or would serve those with the greatest risk of housing instability, and veterans and families that include a veteran family member that meet one of the preceding criteria.

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 extremely low-income (ELI) families. The HTF program helps to strengthen and broaden the Federal housing safety net for people in need by increasing production of, and access to, affordable housing for the Nation's most vulnerable populations.

CPD's Self-Help Homeownership Opportunity Program (SHOP) funds must be used for eligible expenses to develop decent, safe and sanitary non-luxury housing for low-income persons and

families who otherwise would not become homeowners. Homebuyers must be willing to contribute significant amounts of their own sweat equity toward the construction or rehabilitation of their homes. It provides assistance to those who may not have homes otherwise.

CPD's Veterans Housing Rehabilitation and Modification Pilot Program (VHRMP), in partnership with the Department of Veteran Affairs, explores the potential benefits of awarding grants to nonprofit organizations to rehabilitate and modify the primary residence of veterans who are low-income and living with disabilities. The high prevalence of veterans with service-related disabilities and the extremely low prevalence of accessible housing units indicates a substantial need for a targeted home modification intervention. The adaptive housing should allow veterans who were unable to fund significant home repairs or burdened by utility cost to regain or maintain their independence.

CPD's Capacity Building for Community Development and Affordable Housing, Section 4, 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 help to advance housing equity and improving housing choices and greater economic opportunity by providing much needed funds to not for profit housing organizations. These organizations in turn expand their knowledge and expertise and can build the capacity of rural, low-income families to have access to affordable housing and community development opportunities in underserved, rural communities.

Advance housing equity as a means to improving housing choices and greater economic opportunity

CPD's CDBG funds are used by communities for projects initiated and developed at the local level based on local needs, priorities, and benefits to the community. There are 26 statutory eligible activities that include public facilities, infrastructure, housing, economic development, and planning. Each activity must also meet a National Objective of either: 1) benefitting low- and moderate-income persons; 2) eliminating slums or blighting conditions; or 3) addressing urgent needs to community health and safety. The Budget also includes an increase to the CDBG formula program, which will provide targeted grants to CDBG grantees for revitalization activities in historically underserved communities. CPD's OSN has led an aggressive effort to promote racial equity in the delivery of homeless assistance and the response to COVID-19. OSN and its technical assistance providers have developed dozens of resources to help communities address racial equity. OSN has also developed sophisticated data analysis tools that allow communities to visualize their homeless data to see trends, barriers, and opportunities to addressing racial equity in the homelessness systems.

CPD's Real Estate Acquisition and Relocation program provides important protections and assistance for people affected by the acquisition, rehabilitation, or demolition of real property for Federal or Federally-funded projects. The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (URA) and other HUD requirements such as Section 104(d) of the Housing and Community Development provides important protections and assistance for people affected. This law was enacted by Congress to ensure that people whose real property is acquired, or who move as a direct result of projects receiving Federal funds, are treated fairly and equitably and receive assistance in moving from the property they occupy.

Also, please refer to ARP, HOPWA and VHRMP, and CPD's Capacity Building for Community Development and Affordable Housing, Section 4 and Rural Capacity Building for Affordable Housing Programs discussions above in priority goal one.

Strengthen HUD's internal institutional capacity to deliver on mission

CPD has taken several steps to increase internal capacity by improving technology, expanding data access, and creating a modern and responsive workforce equipped to deliver on mission.

Technical Assistance: CPD Operation's Technical Assistance Division (TAD) provides cross-cutting support to every major HUD program by facilitating the solicitation and evaluation of technical assistance providers, overseeing the award, management, performance, and monitoring of most departmental technical assistance funds through the Community Compass Technical Assistance and Capacity Building program which awards as much as \$120 million in departmental funding annually. TAD provides strategic support, training, and services to other offices within HUD to better steward their technical assistance resources. This cross-cutting shared service approach creates administrative efficiency, consistency in award management for technical assistance resources, and strengthens cross-office approaches to better integrate technical assistance resources and support grantees locally. TAD fosters innovation, efficiency, and effective practices for technical assistance design and delivery across all HUD programs: CPD, Housing, Public and Indian Housing, Healthy Homes, Fair Housing and Equal Opportunity.

Technological Improvements:

- CPD developed a financial dashboard to display summary level grant data for all CPD programs (awarded, drawn, balance), including new CARES Act grants and soon will include American Rescue Plan grants. The dashboard:
 - Provides powerful analytic capability used for discussion and talking points during site visits and discussions with grantees, elected leaders, and/or local communities; and
 - Assists in identifying slow spenders, analyzing trends, and tracking progress across programs.
- CPD is also working on several dashboards and reports that are customized per user. Many of the reports are functional and provide a range of information that include status of program funds, salary and expense funds, payroll reconciliation, staffing and recruitment, among others. Looking forward, CPD is developing a workload and staffing exercise model to ensure the best use of its limited FTE resources across field offices.
- CPD is enhancing the capacity of Disaster Recovery Grant Reporting (DRGR), a cross-cutting government cloud system that provides Federally-compliant post-award support for a wide range of programs, supporting both those using grant and cooperative agreement instruments. DRGR:
 - Improves disaster grant management by streamlining monitoring and action plan processes, enhancing technical assistance management, improving system performance, and increasing data capabilities and access for grantees, HUD staff, and the public.
 - Reduces administrative burden which will reduce staff work hours and burden.
 - Supports other program implementation and oversight in CPD including Pay for Success, HUD's Community Compass Technical Assistance, and Capacity Building programs.
 - Completed migrating the Grants Management Program-Recovery (GMP-R) system into the DRGR system to include all aspects of the Grant Management Process system, including Congressional Release and monitoring process support and management, which reduces operating and maintenance costs, minimizes the number of user platforms needed, and enhances reporting features to support analytics.

Staff Investment and Development:

- CPD is expanding access to training opportunities and employee professional development.

- Provided internal training certification to employees to increase staff capacity.
- Expanded CPD's 101 Series that consisted of six training sessions targeted to enhance CPD's employees' professional skills and knowledge of CPD programs with the launch of CPD 201. Each session has been developed by CPD subject matter experts and represents an in-depth study of CPD programs, requirements, and procedures that will equip employees with the tools and information needed to become more proficient in their position(s).
- Developed the Lead 101 training in collaboration with the Office of Lead Hazard Control and Healthy Homes to help build awareness around lead mitigation and requirements.
- Launched the shadowing program that provided CPD staff with an opportunity to shadow partners in headquarters and the field to gain a deeper understanding of work performed and programmatic impact.
- Developed a financial management training to facilitate knowledge transfer and increase financial management skills of field staff.
- Continued deployment of the Management Development Program (MDP) to develop the next generation of civil servant leaders. Participants received training on the Office of Personnel Management's (OPM) Executive Core Qualifications (ECQ), participated in team building exercises, performed case studies, participated in job shadowing, conducted leadership interviews, provided peer to peer training, and engaged in developmental assignments and rotations.
- Expanded the Core Competency Curriculum Program, which is a holistic approach to staff development and training and provides career development opportunities by offering "tracks" of training courses for CPD Representatives, Financial Analysts, Grants Management, and Affordable Housing. The program curriculum will be expanded to include Special Needs/Homeless, Affordable Housing, and Environmental programs.
- Continued the HOME Academy, which was a structured six-month course targeted at increasing employee proficiency and knowledge in the HOME program and its requirements.
- Expanded employees' access to technical training by procuring licenses to the Lorman training, which provided staff with access to 35 subject matters with 16,000+ training products covering content for recent compliance requirements, ongoing technical training, and various other topics.
- Launched Continuous Improvement 101 training to build CPD's capabilities to manage the tools and principles of continuous improvement. This training will be expanded to include Continuous Improvement 201 and 301 for staff.

Workload Management: CPD is testing a new workload indicator and time usage survey that will allow CPD to better manage its FTE resources. Each field office will complete a survey and estimate the distribution of time spent on core work activities by grant type and staff position. Field offices will be able to request additional resources and identify how those resources would be used by providing both quantitative and qualitative data. The tool will provide a comparison of workload and FTE management across field offices and will assist CPD in allocating its field FTE resources.

CPD is revisiting its organizational effectiveness by assessing its office structure based on workload and resources. CPD's goal is to effectively manage its limited resources, level its workload across offices and identify areas to increase or decrease FTEs.

Program Management:

CPD is in the forefront of several innovative initiatives that will improve the way that CPD does business:

- CoC Re-Imagining: the goal of the CoC Re-Imagining Process is to make the CoC Program competition less time-consuming for CoC recipients, allowing HUD to distribute funds more quickly so both HUD and communities can spend more time focusing on ending homelessness.
- In 2021, CPD completed a pilot to streamline Consolidated Planning process, which incorporated improved consistency of reviews, identified incomplete and/or deficient plans earlier in the process, eliminated unnecessary steps in the process, and expedited processing. Looking forward, CPD is incorporating more automation in the eConPlanning (IDIS) Suite system.
- Partnering with the Office of Chief Financial Officer (OCFO) to continue the development of ARGUS, which will be utilized to streamline the CPD's current risk analysis process. The proposed process will include more automation, reduce subjectivity, and develop quicker results, thereby allowing CPD to load-level the monitoring workload across the year.
- Beginning a systematic review of monitoring exhibits to ensure exhibits align with identified risk and streamlining review questions to maximize resources across CPD programs.
- Explore expansion of remote monitoring to maximize resources and expand capabilities for community engagement outside of compliance.
- Revising key portions of environmental regulations and related guidance to reduce costs, reduce burden, and speed project execution across all CPD programs.

Reorganizations and Realignment: For 2022, CPD proposes to move the Disaster Recovery and Special Issues Division (DRSI), which is currently located within the Office of Block Grant Programs, to the Office of Grant Programs. This reorganization would involve the following:

- Establish an Office of Disaster Recovery under CPD's Office of Grant Programs.
- Realign existing functions in the Disaster Recovery and Special Issues Division (DRSI) to the Office of Disaster Recovery.
- Realign the Office of Grant Programs' Coordinating Officer for Disaster Recovery and its associated staff to CPD's Office of Disaster Recovery.

The Disaster Recovery and Special Issues (DRSI) Division is located in the Office of Block Grant Assistance (OBGA). The Division administers the Community Development Block Grant-Disaster Recovery supplemental appropriations from Congress. As natural and manmade disasters are happening on a more frequent basis, the occurrence of these multi-billion dollar appropriations have also increased. Since September of 2017, \$39 billion has been appropriated to address various disasters and nearly half of the CDBG-DR portfolio are new awards from these recent appropriations. DRSI's grant portfolio has been as high as \$90 billion dollars in appropriated funds. Due to the appropriations level, number of employees, workload and interest, this division receives a needed, but disproportionate amount of attention compared to the other divisions.

There is a significant body of complex work to administer the appropriations from formula and pre-award decisions through grant close-out. Oversight responsibilities for these grants stretch over a six- to ten-year time frame. Therefore, the work is slow to disappear from DRSI's workload.

To effectively manage the workload and provide support to grantees, DRSI added more than 20 FTEs and several term positions over the past two years. As of March of 2021, there are 61 employees in DRSI representing 67 percent of the positions located under the Office of Block Grant Assistance. In addition to the large-scale hiring, the Division Director position was upgraded

in 2019 to a Senior Executive Service position to reflect the scope and scale of the work performed in the division.

Due to the magnitude of the appropriations, staffing, and interest by the Office of Inspector General, Government Accountability Office and others, DRSI receives more attention and focus than the other high-profile programs in the Office of Block Grant Assistance (OBGA) where it is currently located.

This proposed realignment upgrades the DRSI to an Office and moves it out of OBGA, reporting directly to the Deputy Assistant Secretary for Grant Programs (DAS-GP). This change, once implemented, will increase the speed of decision making, improve employee morale, and result in a less confusing role of disaster recovery in the CPD portfolio. This realignment will set the organization up for enhanced productivity, increased customer service, and well-position it for future challenges. OBGA will also be able to focus more on its high profile regular and supplemental appropriations—especially those devoted to COVID-19 recovery.

Increase the production of, and access to, affordable housing

CPD's HOME program is the primary Federal tool that States and local governments use to produce affordable rental and for-sale housing for low-income to extremely low-income families, including mixed-income housing and housing for homeless and persons with HIV/AIDS. It is an anchor of this nation's affordable housing finance system and can be an important factor for community revitalization. In addition to its annual appropriations, HOME received \$5 billion as part of the American Rescue Plan (ARP). CPD's ARP, HTF, and VHRMP programs support the production of and access to affordable housing, as well.

Promote climate resilience, environmental justice, and energy efficiency across the housing sector

As the Department's experts on environment and energy, CPD's Office of Environment and Energy (OEE) plays a critical role in supporting the Administration's goal of promoting climate resilience, environmental justice, and energy efficiency across the housing sector. 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. 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. OEE provides expertise on energy efficiency to all HUD divisions.

The Administration has directed all Federal agencies to prioritize actions to combat the climate crisis, which has caused a significant workload increase. Among other charges, HUD has been directed to serve as a member of the National Climate Task Force and White House Environmental Justice Interagency Council, publish a Climate Action Plan describing steps to bolster adaptation and increase resilience, and increase energy efficiency across the nation's housing stock. OEE is the office primarily responsible for staffing all these initiatives, as the Department's subject matter experts on energy efficiency, climate adaptation and resilience, and environmental justice.

Pilot Programs and Initiatives:

The Budget includes an increase to the CDBG formula program, which will provide targeted grants to CDBG grantees for revitalization activities in historically underserved communities.

The Recovery Housing Program (RHP) is a pilot program within the Community Development Fund that was authorized under Section 8071 of the Support for Patients and Communities (SUPPORT) Act. RHP provides formula funds to States and the District of Columbia to provide stable, transitional housing for individuals in recovery from a substance-use disorder.