

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Program Offices Salaries and Expenses

Office of Community Planning and Development

SALARIES AND EXPENSES

(Dollars in Thousands)

	2019	2020			2021		
	Actuals	Carry Over	Enacted	Total	Carry Over	President's Budget	Total
Personnel Services:	\$99,996	\$1,203	\$115,557	\$116,760	-	\$122,220	\$122,220
Non-Personnel Services:							
Travel	1,187	-	1,200	1,200	-	1,242	1,242
Printing	8	-	19	19	-	19	19
Other Services/Contracts	1,021	1,521	589	2,110	-	2,110	2,110
Training	180	-	211	211	-	212	212
Supplies	33	-	35	35	-	35	35
Claims and Indemnities	19	-	-	-	-	-	-
Total, Non-Personnel Services	\$2,448	\$1,521	\$2,054	\$3,575	-	\$3,618	\$3,618
Working Capital Fund	4,101	3,075	1,129	4,204	5,260	3,665	8,925
Carryover	5,799	-	5,260	5,260	-	-	-
Grand Total	\$112,344	\$5,799	\$124,000	\$129,799	\$5,260	\$129,503	\$134,763
FTEs	679	8	727	735	-	749	749

PROGRAM PURPOSE

The Office of Community Planning and Development (CPD) primarily manages community development, affordable housing, homeless assistance and disaster recovery programs that support communities, low-income households and others requiring assistance.

CPD's staff workload is driven by fiduciary and oversight responsibilities and include, among others, the following activities:

- Grant administration;
- Audit resolution;
- Risk assessment and monitoring to ensure program compliance;
- Environmental review and mediation;
- Technical assistance and customer support; and
- Long-term Disaster Recovery.

To oversee compliance and program performance, CPD uses the "cross program," place-based specialist approach. 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 grant administration, risk assessment and monitoring, audit resolution, consolidated plan review and approval, and technical assistance.

BUDGET OVERVIEW

The 2021 President Budget's requests \$129.5 million for the Office of Community Planning and Development, \$5.5 million more than the 2020 enacted level. The Budget reflects total funding (carryover and new authority) of \$134.8 million, \$5 million above 2020 total funding.

Personnel Services (PS)

The Budget provides \$122.2 million for CPD PS to support 749 full-time equivalents (FTEs). This FTE level is an increase of 14 FTEs from 2020. CPD FTEs' will support core areas relating to Special Needs Assistance Programs, Grant Management, and Field Operations, in addition to the Presidential Management Agenda and HUD's Agency Priority Goals. Beyond CPD's core workload, FTEs will support the following:

- Train and provide customer support to grantees on important HUD initiatives,
- Reduce significant backlog and workload relating to audit resolution and grant closeouts, and
- Manage the cross-cutting program functions of Environment, Relocation, and Technical Assistance for the Department.

The additional FTE resources of 14 FTEs above the 2020 level will be placed in the following offices:

Office of Block Grant Assistance (OBGA), Disaster Recovery and Special Issues Division (DRSI): CPD intends to staff up in 2020 to provide additional resources for OBGA DRSI. This staffing in late 2020 will result in an annualized resource level of ten FTEs in 2021 to support Disaster Management and Recovery efforts. CPD would like to dedicate staff to focus on multi-layered issues relating to disaster recovery after the devastating impacts of Hurricanes Irma and Maria. These resources form the Federal Financial Monitoring team (FFM). FFM would perform core duties associated with grant management, including monitoring, as well as reviewing vouchers and vendors and providing financial management and legal, accounting, and construction expertise.

Operations, Field Management: CPD will allocate four FTEs to support cross-cutting program workload in CPD field offices. CPD field staff work on a myriad of CPD programs. They are required to perform functions relating to disaster management, mandated audit resolution, grant closeout, risk analysis, monitoring, technical assistance, grant administration and oversight, and review of consolidated plans, action plans and annual performance plans of grantees. Additional FTEs will ensure that CPD has resources for grant administration and improved program delivery, while guarding against waste, fraud, and abuse.

The requested FTE increases would allow CPD to better manage its core workload relating to grant administration, continue to lead in the forefront of current and future disaster-related response and recovery efforts, and provide targeted support to Puerto Rico recovery efforts. PS funding will also support an increase in awards spending above 2020 levels of no less than 1 percentage point of non-SES/SL/ST salary spending in 2021 as directed by OMB.

Non-Personnel Services (NPS)

NPS requirements in 2021 are \$3.6 million, essentially flat at the 2020 level.

Working Capital Fund (WCF)

The Budget reflects total funding (carryover and new authority) of \$8.9 million for CPD's contribution to the WCF, \$4.7 million above 2020 total funding. The majority of the \$4.7 million increase is attributed to the addition of Information Technology Devices and Records Management Services to the WCF. WCF funding supports CPD's use of shared services and other investments as determined by the Secretary.

Key Factors Driving CPD's Workforce

The most significant drivers and most important factors when determining salaries and expenses (S&E) needs are the number of active grants and projects in CPD's portfolio and the ongoing oversight responsibilities of completed projects. In addition, the impact of program funding must be considered. In 2019, CPD's program appropriation was \$7.7 billion and was supported by 679 FTEs with S&E expenditures of \$106.6 million. Since September 2017, CPD received an additional \$39 billion to support disaster impacted areas, which was several times CPD's annual appropriation. CPD will need to dedicate significant resources to help manage and monitor the disaster funds to ensure successful program delivery and to guard against waste, fraud, and abuse.

Reducing Homelessness: CPD is leading the efforts of reducing homelessness nationwide by providing a variety of service and housing interventions, including homelessness prevention, emergency shelter, rapid re-housing, transitional housing, and permanent supportive housing.

Disaster Recovery: CPD plays a critical role in providing disaster recovery to cities, counties, parishes, and states that are most impacted by Presidentially declared major disasters. CPD's Community Development Block Grant Disaster Recovery (CDBG-DR) assistance provides flexible grants to rebuild the affected areas and stimulate recovery and renewal.

Housing Opportunities for Persons With AIDS: CPD is also leading the efforts to provide permanent supportive housing, transitional/short-term housing, and supportive services and case management to persons with AIDS.

Monitoring: CPD currently monitors 21 percent of the grantees in its portfolio each year. CPD leverages its resources for grant compliance by providing technical assistance and training to grantees, as well as, pursuing opportunities to streamline the risk-based monitoring process and utilize remote monitoring and technology.

Audits: CPD has a significant backlog of open audits recommendations and grant closeouts. CPD has more than 145 open audits with approximately 621 open recommendations and more than 370 overdue recommendations. Disaster Recovery has 26 open audits and 112 open recommendations. Additionally, CPD has over 90,000 grants to closeouts.

Technical Assistance (TA): CPD administers and monitors the TA cooperative agreements for the Department, including disaster related assistance.

Within the Office of the Deputy Assistant Secretary for Grants Programs, no new funding was requested in the 2021 President's Budget to support Community Development Block Grants (CDBG), Community Development Loan Guarantee (Section 108), Homeownership Investment Partnerships Programs (HOME), and Self-Help Homeownership Opportunity Program (SHOP). Nevertheless, significant workload remains that requires dedicated on-going FTE resources.

- Community Development Block Grants (CDBG) 2019 funding will require oversight and monitoring that will not be fully expended until 2026;
- Supplemental disaster appropriations (CDBG-DR) will have outlays and expenditures for the foreseeable future, including some grants that will remain open through 2030 and beyond;
- Community Development Loan Guarantees (Section 108) supports 551 outstanding loans in communities across the country with an outstanding loan balance of \$1.1 billion. Existing loan commitments could extend up to 20 years into the future. CPD must continue to ensure timely repayment of these loans on a quarterly basis as well as continue to provide regulatory and programmatic oversight;
- HOME Investment Partnerships (HOME) 2019 funding will not expire until 2028 and units must be monitored for affordability and physical condition for 20 years;
- Self-Help Homeownership Opportunity Program (SHOP) has \$151.6 million of undisbursed funds from 2019 and earlier and HUD will oversee the awards until the end of their period; and

CPD Priority Goals

CPD has taken several steps to implement the President's Management Agenda by modernizing information technology, providing tools to expand data access, accountability, and transparency, and creating a modern workforce equipped to address evolving mission needs.

- CPD developed and is rolling out a Financial Dashboard to display summary level grant data for all CPD programs (awarded, drawn, balance). 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 enhancing the DRGR to improve disaster grant management. This effort will:
 - Streamline monitoring and action plan processes, improve system performance, and enhance data capabilities and access for grantees, HUD staff, and the public.
 - Reduce administrative burden which will reduce staff work hours and burden.
- CPD is re-platforming and modernizing the Electronic Special Needs Assistance Programs System (eSNAPS).
 - The eSNAPS system is used to process, review, and award 8,000 applications online annually; however current platform is antiquated and unstable. Re-platforming will stabilize and ensure performance of the Continuum of Care homeless assistance program.
- CPD is expanding access to training opportunities and employee professional development.
 - Provides internal training certification to employees to increase staff capacity.
 - Launched the CPD 101 Series that consists of six training sessions targeted to enhance CPD's employees' professional skills and knowledge of CPD programs. 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).
 - Initiated the Management Development Program (MDP) to develop the next generation of civil servant leaders. Participants receive training on the Office of Personnel Management's (OPM) Executive Core Qualifications (ECQ), participate in team building exercises, perform case studies, participate in job shadowing, conduct

leadership interviews, provide peer to peer training, and engage in developmental assignments and rotations.

- Created the Core Competency Curriculum Program as a holistic approach to staff development and training and provide career development opportunities by offering “tracks” of training course for CPD Representatives, Financial Analysts, Grants Management, and Affordable Housing.
- Created the HOME Academy which is a structured six-month course targeted at increasing employee proficiency and knowledge in the HOME program and its requirements.

The requested personnel services and non-personnel services funding levels will enable CPD to improve program delivery and meet HUD Agency Priority Goals relating to reducing and ending homelessness, grant administration, and disaster management and recovery.

HUD Agency Priority Goals

CPD programs align with HUD’s Agency Priority goals, particularly the Office of Special Needs and Assistance Programs. The requested personnel services and non-personnel services funding levels will position the Office of Special Needs and Assistance Programs, the Office of Grant Programs Disaster Recovery and Special Initiative, and field staff to improve program delivery and meet HUD Agency Priority Goals.

- **By September 30, 2021, reduce the average length of homelessness in communities by an average of three days from 2019.**

CPD’s homeless program aim is to assist persons experiencing homelessness, with special focus on vulnerable individuals and families who are homeless or at-risk homeless, through a variety of service and housing interventions. Between 2010 and 2018, as a direct result of CPD’s program, homelessness has declined 13 percent. The personnel and non-personnel resources requested in the 2021 President’s Budget will help CPD continue its efforts to further reduce homelessness.

KEY OPERATIONAL INITIATIVES

CPD is developing 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.

CPD is in the forefront of several innovative initiatives that jointly support the Department’s Strategic Goal of Reimagining the Way HUD Works, in addition to, the President’s Management Agenda.

- Initiating the Continuum of Care (CoC) Re-Imagining: The Goal of the CoC Re-Imagining Process is making 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.
- Streamlining the Consolidated Planning process by incorporating more automation, improving the consistency of reviews, eliminating unnecessary steps in the process,

identifying higher risk plans sooner, and expediting processing. The new process is being piloted with a sample of consolidated plans submitted with the current award cycle and is targeted for roll-out in 2019.

- Partnering with the Office of Chief Financial Officer (OCFO) and Public and Indian Housing (PIH) Real Estate Assessment Center to review its 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.
- Revising key portions of environmental regulations and related guidance to reduce costs, reduce burden, and speed project execution across all CPD programs.
- CPD has a successful track record of recent accomplishments that aligns with HUD's Strategic Goal. Recent examples include: Shortening the SNAPS competition by up to 65 days, eliminating seven percent of 2017 project reviews by streamlining efforts such as providing recipients the option to submit renewals without changes, and establishing a uniform procedure for field offices to send executed agreements to HUD's Fort Worth Accounting Center, eliminating inconsistencies and reducing time.