

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Program Offices Salaries and Expenses

Office of Policy Development and Research

SALARIES AND EXPENSES

(Dollars in Thousands)

	2019	2020			2021		
	Actuals	Carry Over	Enacted	Total	Carry Over	President's Budget	Total
Personnel Services:	\$21,905	\$434	\$25,453	\$25,887	-	\$28,680	\$28,680
Non-Personnel Services:							
Travel	305	-	329	329	-	329	329
Printing	80	-	120	120	-	120	120
Other Services/Contracts	471	772	155	927	-	5,036	5,036
Training	118	-	234	234	-	234	234
Supplies	14	-	15	15	-	15	15
Furniture and Equipment	10	-	-	-	-	-	-
Claims and Indemnities	-	-	14	14	-	15	15
Total, Non-Personnel Services	\$998	\$772	\$867	\$1,639	-	\$5,749	\$5,749
Working Capital Fund	1,124	767	480	1,247	1,200	1,014	2,214
Carryover	1,973	-	1,200	1,200	-	-	-
Grand Total	\$26,000	\$1,973	\$28,000	\$29,973	\$1,200	\$35,443	\$36,643
FTEs	136	3	150	153	-	165	165

PROGRAM PURPOSE

The Office of Policy Development and Research (PD&R) supports the Department of Housing and Urban Development's (HUD's) mission to create strong, sustainable, inclusive communities, and quality affordable homes for all. PD&R is responsible for maintaining current information on housing needs, market conditions, and existing programs, as well as conducting research on priority housing and community development issues. PD&R's research, surveys and policy analyses inform all aspects of HUD programs, providing a comprehensive, historical, evidence-based understanding of past program performance as well as objective data for policymakers and stakeholders to make informed decisions. PD&R provides economic information, research, and analyses and policy recommendations to the Secretary, Deputy Secretary, Assistant Secretaries, and principal staff.

In addition to the Office of the Assistant Secretary and supporting divisions of Budget, Contracts & Program Control; Management & Administrative Services; and Grants Management & University Partnerships, there are five program offices within PD&R. There is extensive cross collaboration between these five offices:

- The Office of Economic Affairs (OEA) analyzes the economic impact of HUD and other federal regulatory and legislative proposals, directs the program of surveys of national housing conditions, analyzes private sector data on mortgage markets, supports Federal Housing Administration (FHA) operations, develops program operating parameters for HUD rental assistance programs and government programs, and provides data on the socioeconomic and housing market conditions of cities, counties, and states.

- The Office of Research Evaluation and Monitoring (OREM) staff designs and oversees HUD funded research, evaluation, and monitoring efforts for a wide variety of HUD programs and activities. Staff also conducts in-house research, programming, and geospatial analysis. The office develops and maintains administrative data spanning more than 20 years across all of HUD's programs and uses the data to provide situational awareness for immediate policy issues and to facilitate more extensive studies.
- The Office of Policy Development (OPD) engages in policy analysis, policy development, research and data analysis, and dissemination of policy and research findings. OPD analyzes legislative proposals, develops legislative initiatives, interprets statutory guidance, prepares regulatory guidance, and coordinates HUD-wide Technical Assistance. In addition, OPD engages the international and philanthropic sectors to harness best available evidence, innovations, and lessons in thoughtful development and revitalization to increase mutual learning opportunities and long-term community-building. OPD's role as a portal for the international community and philanthropic sector makes the office a broker for new ideas and evidence-based practices. The purpose of this work is to inform domestic policies and programs.
- The Office of Innovation (OI) develops, tests and validates solutions to state, local, and federal housing and community development problems. Areas of focus for the office are: 1) Building Technology to address the need for more resilient housing in disaster prone areas and more affordable housing nationwide by identifying, evaluating and incentivizing the adoption of resilient and affordable housing construction methods and materials; 2) Internal Innovation and Improvement to improve program and process efficiency and effectiveness by facilitating innovation workshops; 3) Open Innovation to engage the expertise, methods and tools of the private sector such as open data, crowdsourcing, challenges and prizes and entrepreneurs in residence in solving departmental challenges.

In the 2020 Budget, the OI organizational structure proposed three divisions/components based on the primary functions that the Office of Innovation was created. Upon establishing OI it was determined that the proposed Building Technology division's work was encompassed in both the Innovation and the Ideation divisions, as well as working across PD&R with the Office of Research Evaluation and Monitoring and the Affordable Housing Research Technology Division. As a result of this collaboration, the Building Technologies Division was never created.

- The Office of the Chief Data Officer (CDO) will be the primary organization responsible for performing the activities outlined under the Evidence Act. Specifically, CDO will be comprised of 13 full-time equivalents (FTEs) and have agency-wide responsibility for ensuring lifecycle data management of critical information and data systems; standardizing data formats and minimizing duplication of data across internal systems; and coordinating the use, protection, and dissemination of agency data. Additionally, CDO will lead HUD's effort to construct a comprehensive data inventory metadata of data assets across the agency and identify those considered public data assets. CDO will also support the design of data integration solutions across HUD as well as between HUD and other federal/non-federal agencies.

BUDGET OVERVIEW

The 2021 President's Budget requests \$35.4 million for PD&R S&E, \$7.4 million more than the 2020 enacted level. The Budget reflects total funding (carryover and new authority) of \$36.6 million, \$6.7 million above the total 2020 funding level.

Personnel Services (PS)

The Budget provides total funding (carryover and new authority) of \$28.7 million for PD&R PS, \$2.8 million above 2020 total funding. This funding level will support 165 FTEs, an increase 12 FTEs from 2020. The increase provides funding for 12 additional FTEs to support the newly established Office of the Chief Data Officer (CDO). This increase supports data linkage requirements that support HUD's implementation of the Foundations for Evidence-Based Policymaking Act (Evidence Act). It also supports annual salary increases, promotions, within grade increases, and internal staffing transfers and succession planning. Personnel Services 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.

Non-Personnel Services (NPS)

The Budget provides total funding (carryover and new authority) of \$5.7 million for PD&R NPS, \$4.1 million above 2020 total funding. This increase is in Other Services/Contracts and is directly attributable to the establishment of the CDO. Funds will be used to establish infrastructure to support data integration solutions and the consolidation of HUD-wide data management contracts.

Working Capital Fund (WCF)

The Budget provides total funding (carryover and new authority) of \$2.2 million for PD&R's contribution to the WCF, \$967 thousand above 2020 total funding. This increase is primarily attributed to the addition of two new WCF business lines in 2021: Information Technology Devices and Records Management Services.

KEY OPERATIONAL INITIATIVES

Implementing the Evidence Act

PD&R is leading HUD's implementation of the Foundations for Evidence Based Policymaking Act. All three of the key leadership positions required by the Act—the Evaluation Officer, Chief Data Officer, and Statistical Official—have been assigned to members of the PD&R staff. The Act mandates new responsibilities, with demands on Salaries and Expenses (S&E) resources, beyond previously established roles:

- The Evaluation Officer is tasked with regularizing the consultation process and development of learning agendas that align with the agency strategic plan and have additional required content; developing annual, public evaluation plans on the basis of the learning agenda; and conducting an agency-wide assessment of capacity to generate and use evidence for better policy and practice.
- The Chief Data Officer must chair the Department's Data Governance body, assume lifecycle data management responsibilities, and support effective use of data assets.
- The Statistical Official must oversee HUD's data assets in support of Open Data and oversee development of data quality standards and confidentiality standards.

This S&E Budget for 2021 includes funding for establishing the Office of the Chief Data Officer. In support of the new Office of the Chief Data Officer, PDR proposes that up to \$3.0 million of S&E to fund a contract or contracts to support the extraction, transformation, and loading (ETL) of data between HUD and related systems to support data analytics and open data; a contract or contracts

to develop web based tools and applications that facilitate use of HUD and other data inside and outside of HUD for advanced analytics and open data; and non-enterprise software acquisition to support data governance, advanced analytics, and open data activities. As the implications and requirements of the Evidence Act are clarified in coming years, further adjustments to S&E may be needed to fulfill the Act's substantial potential for strengthening the availability and use of evidence in HUD's operations.

Supporting the President's Management Agenda

PD&R is a leader in using modern information technology to inform and improve HUD's program operations and public accountability. PD&R staff supports and uses HUD's data analytics and business intelligence software (SAS/BI) server as a centralized data resource by adding datasets, facilitating independent research, and fulfilling ad-hoc requests for administrative data analysis. PD&R recognizes that keeping sensitive data secure is critical to maintaining the public trust and has appointed an Information System Security Officer (ISSO) in cooperation with HUD's Office of Information Technology Security. The ISSO protects information systems, implements security controls and helps ensure compliance with the Federal Information Security Management Act. These functions will further develop and mature during 2021 under the oversight of the Chief Data Officer and Statistical Official.

PD&R is committed to providing data, tools, and data products in support of evidence-based policy, transparency, and public interest. Staff resources support performance management of HUD's agency priority goals, and development of performance metrics. PD&R provides open access to numerous datasets including administrative data and survey data on the HUDUSER.gov and Census Bureau websites, offers data licenses for restricted-use data, and links administrative data with survey data to enable analysis of cross-cutting policy questions affecting HUD housing programs. PD&R also has arranged to provide experimental datasets from program demonstrations with extensive data linkage capabilities to qualified researchers through the Census Bureau.

PD&R is striving to build a modern workforce and high-performing management in support of HUD's evolving mission needs. Improving succession planning is central to this objective. PD&R supplements generalized training offered by HUD with custom training in the technical skills needed by analytic staff. PD&R supports staff-led knowledge collaboratives that focus on specific policy areas to share knowledge and undertake research initiatives. One such effort has been instrumental in guiding the development of the 2019 AHS Housing Insecurity Research Module and forthcoming work on a Housing Insecurity index. PD&R also is grooming the next generation of leaders by offering management rotations to give mid-level staff hands-on experience in supervision and management.

Facilitating HUD's Agency Priority Goals and Strategic Goals

Agency Priority Goals (APG). PD&R staff supports HUD's effort to meet its Agency Priority Goals by working with program offices to implement rigorous evaluations, conducting in-house research, and serving as technical experts on a range of policy topics. Key activities that support each APG include the following:

- Enhance Rental Assistance
 - Explore and identify policies to support the housing search process and successful voucher lease-up for persons with disabilities.
 - Conducting a rigorous evaluation of alternative rent structures to be implemented in the Moving to Work expansion.

- Collaborate with other federal partners on approaches to using Medicare and Medicaid funds to support affordable senior housing as a platform for coordinating health and wellness programs.
- Design innovative landlord incentive programs to be tested in the Moving to Work expansion.
- Reduce Homelessness
 - Collaborate with federal, service provision, policy, and research stakeholders to discuss best practices in addressing unsheltered homelessness.
 - Producing case studies and supporting analysis on the homeless encampment resolution policies and their associated costs.
 - Design and launch a long-term follow-up for participants in research that measured the impact of interventions for homeless families.
- Remove Lead-Based Paint Hazards and Other Health Risks from Homes
 - Producing and analyzing datasets that link HUD tenants with health survey respondents of the National Center for Health Statistics.
 - Conducting geospatial analysis to support lead hazard targeting.
 - Supporting the research priorities of the Federal Lead Action Plan and integrating lead hazards and healthy homes research into HUD's learning agenda development and Research Partnerships program.

Strategic Goals. PD&R is a major contributor to HUD's strategic goal, Advance Economic Opportunity.

- Leading a coordinated effort to develop performance metrics, enhance program data collection, and evaluate motivating factors and outcomes of tenants who leave HUD assistance.
- Conducting evaluations of the Self-Sufficiency and Jobs Plus programs and disseminating findings to internal and external stakeholders.
- Fostering public-private partnerships to bring new services and support to residents through the EnVision Center program launch.
- Providing analytic support for evidence-based reform of the regulation for Section 3 job creation through HUD-funded investments.

PD&R also has a key role in HUD's strategic goal to Protect Taxpayer Funds.

PD&R has been a leader in the Department in the creation of financial reports from the Oracle platform with enhanced OBI (Oracle Business Intelligence) report writing. PD&R financial staff created weekly reports that provide PD&R managers with financial status on travel expenditures, training, printing and other accounts so they can manage and allocate these resources in an efficient manner. Additionally, PD&R financial staff continuously monitor contractual open obligations to ensure balances are liquidated and funds recaptured for further use.