

**DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
PROGRAM OFFICES SALARIES AND EXPENSES
OFFICE OF POLICY DEVELOPMENT AND RESEARCH**

(Dollars in Thousands)

| | FY 2016 Actuals | FY 2017 Annualized CR | FY 2018 President's Budget |
|--|----------------------------|--------------------------------------|---|
| Personnel Services | \$20,646 | \$21,489 | \$21,469 |
| Non-Personnel Services | | | |
| Travel | 429 | 240 | 285 |
| Transportation of Things | 17 | - | - |
| Printing | 88 | 150 | 130 |
| Other services/Contracts | 566 | 884 | 668 |
| Training | 259 | 227 | 229 |
| Supplies | 12 | 25 | 25 |
| Attorney's Fees | 45 | 41 | 41 |
| Non-Personnel Services Subtotal | \$1,416 | \$1,567 | \$1,378 |
| Working Capital Fund | - | - | \$1,218 |
| Grand Total | \$22,062 | \$23,056 | \$24,065 |
| Associated FTE | 137.7 | 145.3 | 141.7 |

1. Program Purpose and Fiscal Year 2018 Budget Overview

The Office of Policy Development and Research (PD&R) supports the Department of Housing and Urban Development's (HUD's) efforts to help create cohesive, economically healthy communities. 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 and historical 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.

Program Office Salaries and Expenses-Office of Policy Development and Research

In addition to the Office of the Assistant Secretary and supporting divisions of budget/procurement planning and administration, 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, including critical research that shows what programs do and do not help work-able families to achieve self-sufficiency, whether changes in service delivery can prevent or delay institutionalization of tenants who are elderly or have disabilities, what homelessness prevention programs are most cost-effective, and how to economically increase the energy efficiency of public and assisted housing. Staff in OREM 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. Such studies often involve data linkages with survey data and administrative data from other agencies to provide in-depth knowledge on whom HUD serves and how well HUD serves them. This capability is critical for understanding the most efficient and effective path to maintain services for low-income and vulnerable households in a resource constrained environment. It also informs and supports the tracking of HUD's efforts to promote healthy and lead-safe housing.
- The Office of Policy Development (OPD) engages in policy analysis, policy development, research and data analysis, and dissemination of policy and research findings. In addition, OPD analyzes legislative proposals, develops legislative initiatives, interprets statutory guidance, prepares regulatory guidance, and coordinates HUD-wide Technical Assistance.
- The Office of University Partnerships (OUP) administers the Research Partnerships program and the Research Notice of Funding Availability. These efforts leverage the intellectual and financial resources of the private sector to inform the important policy and program objectives of HUD. Research Partnerships provide HUD support for funding for great research that is important to HUD's mission and is both proposed and partially funded by outside parties. The NOFA invites creativity around how to answer challenging research questions.
- The Office of International and Philanthropic Innovation (OIPI) 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. OIPI'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.

Program Office Salaries and Expenses-Office of Policy Development and Research

The fiscal year 2018 President's Budget of \$24,065K is \$1,009K more than the fiscal year 2017 Annualized CR level. However, the fiscal year 2018 President's Budget includes \$1,218K for PDR's allocation towards the Working Capital Fund (WCF), whereas the fiscal year 2017 CR level does not. When the WCF is excluded from fiscal year 2018 President's Budget request, the remaining funds available to support salaries and expenses is \$22,847K, which is \$209K less than the fiscal year 2017 CR level.

Personnel Services: PDR requests \$21,469 to support 141.7 FTE a decrease of 3.6 FTE from fiscal year 2017 CR levels. This FTE reduction will be achieved through normal attrition.

Non-Personnel Services: PDR requests \$1,378K to primarily support contracts, training, travel, printing and supplies.

PDR requests \$1,218K to support Working Capital Fund fees for shared services and other investments as directed by the Secretary.

Requested resources will allow PD&R to continue its core operation of providing policy development, research and program evaluation to the Department. A majority of PD&R's work is considered as fixed operating costs due to the extensive work performed on behalf of HUD and other federal agencies.

The workload of PD&R focuses on ways to improve the efficiency, effectiveness, and equity of HUD programs. This entails developing policy recommendations for the Secretary, performing policy and economic analyses, conducting program evaluations, directing research and demonstration activities, gathering programmatic and basic housing and urban data, and evaluating and monitoring new and existing programs for the Department. In carrying out its responsibilities, PD&R conducts analyses using either contract or in-house staff resources, depending on the issue and the nature of the work. The in-house research capability and expertise supported by S&E enables PD&R to leverage data assets and federal relationships, using the complementary aspects of in-house and contracted research in the optimal balance to use evidence most effectively to inform programs and policies.

Program Office Salaries and Expenses-Office of Policy Development and Research

2. Full-time Equivalents

Full-time Equivalents

| Staffing | FY 2016 FTE | FY 2017 FTE (Est) | FY 2018 FTE (Est) |
|---|------------------------|------------------------------|------------------------------|
| Assistant Secretary for Policy, Development & Research | 4 | 4 | 4 |
| Budget, Contracts and Program Control Division (BCPCD) | 8 | 8 | 8 |
| Management & Administrative Services Division (MASD) | 6 | 6 | 6 |
| University Partnerships and Grants Division (OUP) | 5 | 6 | 5 |
| Office of the Deputy Assistant Secretary for International and Philanthropic Affairs (ODAS/IPI) | 7 | 7 | 7 |
| Office of the Deputy Assistant Secretary for Economic Affairs (ODAS/EA) | 2 | 2 | 2 |
| ODAS/EA, Economic Market Analysis Division (EMAD) | 10 | 10 | 10 |
| ODAS/EA, Housing Finance Analysis Division (HFAD) | 6 | 6 | 6 |
| ODAS/EA, Housing & Demographic Analysis Division (HDAD) | 4 | 4 | 4 |
| ODAS/EA, Economic Development & Public Finance Division (EDPFD) | 4 | 4 | 4 |
| ODAS/EA, Field Economist (REE) | 33 | 33 | 33 |
| Office of the Deputy Assistant Secretary for Policy Development (ODAS/PD) | 6 | 5 | 5 |
| ODAS/PD, Policy Development Division (PDD) | 6 | 8 | 8 |
| ODAS/PD, Research Utilization Division (RUD) | 8 | 9 | 8 |
| Office of the Deputy Assistant Secretary for Research, Evaluation & Monitoring (ODAS/REM) | 3 | 3 | 2 |
| ODAS/REM, Program Evaluation Division (PED) | 11 | 13 | 13 |
| ODAS/REM, Program Monitoring & Research Division (PMRD) | 8 | 10.3 | 10 |
| ODAS/REM, Affordable Housing Research & Technology Division (AHRTD) | 6.7 | 7 | 6.7 |
| Total | 137.7 | 145.3 | 141.7 |

3. Key Operational Initiatives

- PD&R's staff are striving to gain efficiencies and improvements within PD&R and across the Department through the following Operational Initiatives:
 - Budget staff generating operational efficiencies in financial systems reporting capabilities for HUD-wide use.
 - PD&R's Enterprise Geospatial Information System (eGIS) staff:
 - designing and developing the Community Assessment Reporting Tool (CART) – a public facing web-based and mobile tool that provides mapping and tabular data of HUD's investments in communities across the United States.
 - designing the HUD Resource Locator (HRL) - a web-based and mobile tool that eliminates duplicity and provides a single portal for the public to access information about federal housing resources within their community.
 - PD&R's Economic Affairs staff:
 - Developed a very comprehensive web-based work-tracking system to manage the Comprehensive Housing Market Analysis Reports (COMP) for Metropolitan Statistical Areas and counties process, reducing report publication time by 50 percent.
 - Centralized and standardized all routine data updating processes, and delegated the more routine data updating tasks to field organization, thereby freeing up valuable resources for more advanced development efforts.
 - Standardized and centralized geographical definitions used across all analytical tools to simplify administration, ensuring consistency, and reducing related problem resolution efforts as well as development efforts related to future geography definition changes.
 - Leveraged the data analytics and business intelligence software (SAS/BI) server as a centralized data resource through the addition of critical datasets, facilitating independent analyses and significantly reducing resource requirements for the fulfillment of ad-hoc requests.
 - Developed automated reporting of SAS/BI user activity, streamlining administration of Online Integrated Information System (OPIIS) access for Housing.