

**DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
ADMINISTRATIVE SUPPORT OFFICES
OFFICE OF FIELD POLICY AND MANAGEMENT**

Program Area Overview

The Office of Field Policy and Management (FPM) provide strategic leadership, direction, oversight, and support for the Department's 64 Regional and Field Offices nationwide. FPM leaders serve as the first point of contact for all HUD issues within a community and maintain partnerships with local governments, elected officials, industry groups, the media and the general public. FPM ensures that each HUD field office functions as a common enterprise throughout the strategic planning process, and provides seamless program and customer service delivery.

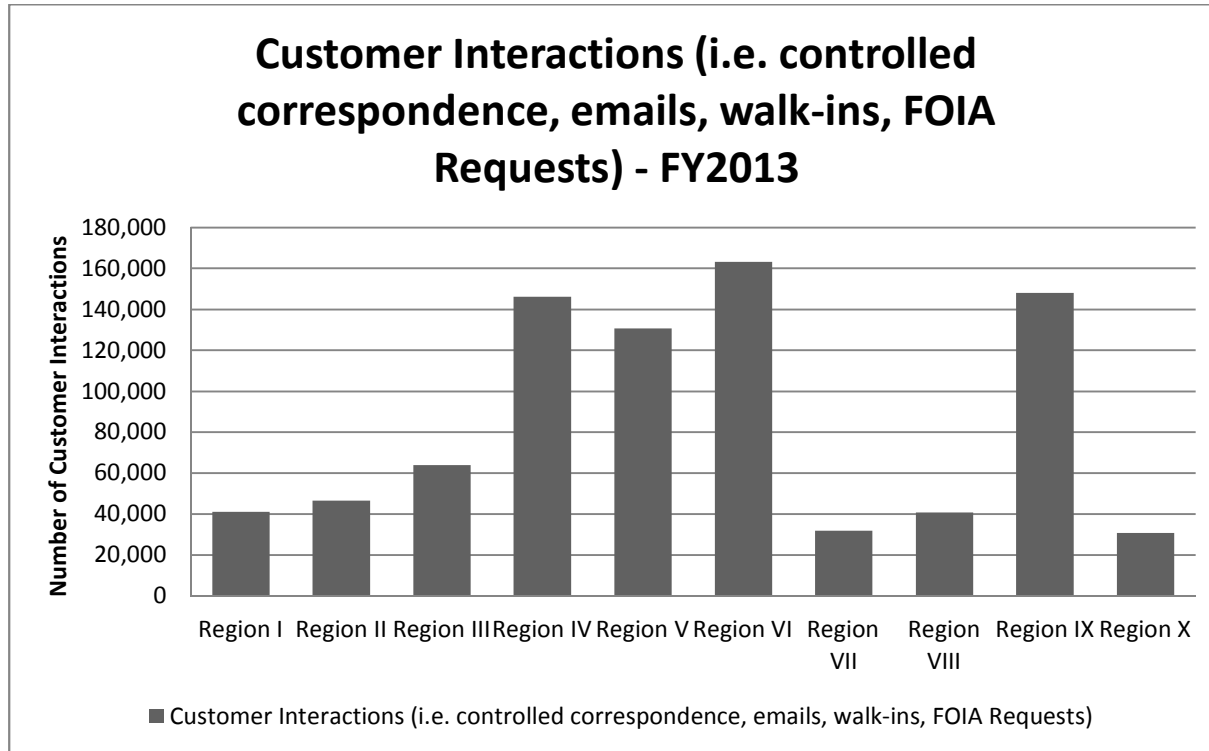
FPM staff collaborates with its program office counterparts to advance Secretarial initiatives and the Department's strategic goals. FPM supports the program area's achievement of the Agency Priority Goals (APGs) by holding outreach events, stakeholder feedback sessions and educational trainings around the APGs. FPM is also responsible for establishing, coordinating, and executing place-based strategies for Secretarial priorities and special initiatives including, but not limited to, the Promise Zones, and Strong Cities, Strong Communities (SC2).

In fiscal year 2015, FPM plans to expand and continue its role regarding the place-based approach to delivering services to communities. During the budget year, dedicated staff will be tasked to focus full-time on priority activities. These activities include the Promise Zone Initiative, and Strong Cities, Strong Communities Initiative. The benefit of having staff dedicated on a full-time basis is to achieve accomplishments within the expected time-frames.

In fiscal year 2014, the Department closed 16 of its small offices allowing HUD to realign staff resources to best support program delivery and achieve operational savings. In addition, the Office of Departmental Operations and Coordination was eliminated and the Labor Standards Enforcement function was merged with FPM. The new Office of Davis Bacon (ODB) is responsible for HUD's overall compliance with the federal prevailing wage requirements applicable to HUD-assisted and insured housing and community development programs covered under the Davis-Bacon and Related Acts. The ODB also administers federal prevailing wage requirements applicable to maintenance employees of Public Housing Agencies (PHAs) and Tribally Designated Housing Entities (TDHEs). The ODB is responsible for oversight, investigation and enforcement in most of these areas. ODB staff ensures that construction laborers and mechanics working on covered projects are paid no less than the federal prevailing wage rate for the type of work they perform. ODB staff supports employment and apprenticeship initiatives and hold training seminars about federal labor standards in HUD programs; work with contractors, housing and community development industry groups, state, local and tribal agencies, and organized labor groups; and provide technical support to state and local and tribal agencies administering HUD programs.

Data Analysis from ProofPoint and TEAM

Employees within the Office of Field Policy and Management (FPM) serve as the principle point of contact for the Department in the field, serving HUD customers seeking resources and information throughout the country. In 2013, FPM staff in 64 field offices worked with customers and other program areas to address 1,258 FOIA requests, facilitate 3,610 controlled correspondences and respond to 844,816 customer inquiries.



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FPM ensures the effective pursuit of the Secretary’s initiatives and special projects. It also communicates other management and administrative functions within and throughout regional and field offices, providing operational feedback designed to constructively influence program design and Departmental policy making.

In fiscal year 2013, FPM was involved with 2,658 projects, activities, or events designed to strengthen the housing market, meet the need for quality affordable rental homes, build inclusive and sustainable communities free from discrimination, and transform the way HUD does business. These activities represented ongoing projects requiring a few days to a few weeks to complete. Activities related to foreclosure mitigation, rental housing assistance, homeless assistance, veterans homelessness, energy retrofits and White House/Secretarial initiatives may involve, but are not limited to, outreach events, collaboration with other program areas, speaking engagements, webinars, stakeholder feedback and listening sessions. FPM also assisted with other programs involving other federal, state and local agencies including Promise Zones, Promise Neighborhoods and Strong Cities, Strong Communities (SC2).

Activities, Projects, and Events by Strategic Plan Goal – FY2013

Strategic Plan Activity	Region I	Region II	Region III	Region IV	Region V	Region VI	Region VII	Region VIII	Region IX	Region X	Total
Foreclosure Mitigation	13	41	27	160	53	52	21	22	60	30	479
Rental Housing Assistance	80	34	67	143	63	43	22	54	18	23	547
Homeless Assistance/Outreach	18	49	45	96	31	57	20	67	77	36	496
Veterans Homelessness	28	27	35	97	39	57	19	35	46	12	395
Energy Retrofits	17	12	19	81	9	15	9	11	31	23	227
White House/Secretarial Initiatives	11	9	21	19	16	23	13	15	3	26	156
Disaster Coordination	13	87	13	15	6	9	6	19	10	14	192
Other (i.e. Training and Development, Cross Program Collaboration)	6	27	13	26	15	16	9	9	12	33	166
Total	186	286	240	637	232	272	119	232	257	197	2658

Administrative Support Offices-Office of Field Policy and Management

Additionally, FPM was engaged in disaster relief efforts to facilitate effective program delivery. There are additional local and regional priorities, as well as other activities which connect indirectly to the Strategic Plan, totaling nearly 5,000 projects, activities or events in fiscal year 2013.

As a result of the recent HUD transformation initiatives, 16 field offices have closed and the Office of Multifamily Housing Programs is in the process of restructuring their offices throughout the United States. These initiatives will likely increase the need for quality customer assistance in HUD's 64 existing field offices. Due to these circumstances, the current budget request will assist FPM in adapting to the new workload and evolving customer relationships throughout each field and regional offices.

TOTAL - SALARIES AND EXPENSES				
(Dollars in Thousands)				
	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015
Personnel Services	\$42,218	\$50,919	\$49,398	(\$1,521)
Non-Personnel Services				
Travel	544	1,370	1,301	(69)
Transportation of Things	7	7	7	-
Printing and Reproduction	3	17	17	-
Other Services	8	215	228	13
Training	52	173	165	(8)
Supplies	8	19	19	-
Non-Personnel Subtotal	621	1,801	1,737	(64)
GRAND TOTAL	\$42,839	\$52,720	\$51,135	(\$1,585)
Associated FTE	324.8	375.1	360.3	(14.8)

DESCRIPTION OF CHANGE FROM FY 2014 TO FY 2015

- FPM requests \$51,135K and 360.3 FTE in fiscal year 2015, with a decrease from fiscal year 2014 enacted by \$1,585K and 14.8 FTE. A nominal increase in funding is included to fund the pay raise, promotions and with-in grade increases.
- Personnel Services: A decrease of \$1,521K and 14.8 FTE. The decrease in Personnel Services funding and corresponding FTE is primarily due to the impact of closing 16 small offices, buyouts, and attrition.
- Non-personnel Services: A decrease of \$64K in the following areas:

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- Travel has decreased by \$69K due to the decrease in FPM staff.
- Other Services has increased by \$13K.
- Training has decreased by \$8K due to the decrease in staff.

SUMMARY OF SYSTEMS/TOOLS REQUIRED TO MANAGE PROGRAM

The Customer Relationship Management Services (CRM) segment involves planning, scheduling and controlling the activities between the customer and the enterprise, both before and after a product or service is offered. The CRM segment includes call center management, customer analytics, sales and marketing, product management, brand management, customer/account management, contract and profile management, partner relationship management, customer feedback and surveys. The CRM segment includes the following IT investments:

- **The Credit Alert Interactive Voice Response System (CAIVRS)** - CAIVRS system helps the Housing program check the credit worthiness of applicants for FHA-insured loans. CAIVRS is used by HUD approved lenders, several participating federal lending agencies, and lenders acting on the Government's behalf to prescreen applicants for federally guaranteed loans against a shared inter-agency database of delinquent federal borrowers.
- **FHA Single Family Customer Relationship Management (FHA SF CRM)** - The FHA Resource Center responds to consumer and business partner questions about FHA-insured financing.
- **Multifamily End Users Support Services (MF EUSS)** - The MF EUSS provides helpdesk support for three tiers of HUD's Multifamily IT investments: Frequently asked questions and routine responses; program and policy related questions and responses; and technical and application questions/problems and responses.
- **Customer Service Assistance Subsystem (CASS)** - The CASS is an inquiry management application used by the PIH-REAC Technical Assistance Center (TAC).
- **Proof Point** - The Proof Point system captures work completed in the field and aligns it to the strategic plan, serving as the central repository for local field operating plans and place-based milestone tracking.
- **Location Affordability Portal (LAP)** - The LAP provides consumers, educators, counselors, and policy-makers with more accurate data about the combined cost of housing and transportation at the census block group level.

Administrative Support Offices-Office of Field Policy and Management

BUDGET REQUEST BY FUNCTION

Function Title: Operations, Management, and Oversight

Function Description: The Operations, Management, and Oversight function involves planning, coordinating, and directing internal field operations; serving as a catalyst for transformation and cross program collaboration throughout the field. In this role, FPM develops and implements policy and procedures for Field Offices, provides human resource guidance and processing of grievances, maintains continuity of operation plans and training and conducts field office reviews and field oversight activities. In addition, FPM staff provides support to the Secretary and Deputy Secretary, prepares cabinet reports and briefing papers on local issues, provides program technical assistance and guidance, and provides guidance on special initiatives studies and projects.

Operations, Management and Oversight				
(Dollars in Thousands)				
	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015
Personnel Services	\$9,138	\$9,856	\$9,405	(\$451)
Non-Personnel Services				
Travel	125	262	262	-
Transportation of Things	7	7	7	-
Printing and Reproduction	3	7	7	-
Other Services	8	10	10	-
Training	52	53	53	-
Supplies	8	9	9	-
Non-Personnel Services Subtotal	202	348	348	-
GRAND TOTAL	\$9,340	\$10,204	\$9,753	(\$451)
Associated FTE	70.3	72.6	68.6	(4.0)

FTE/Workload Summary of Change

- Decrease of \$451K in Personnel Services and 4.0 FTE is primarily due to small office closings, buyouts, and attrition. The funding reduction is offset to include a nominal increase to fund the pay raise, promotions and within grade increases.

Administrative Support Offices-Office of Field Policy and Management

Function Title: Financial Management and Budget/Human Resource Management

Function Description: The Financial Management and Budget/Human Resource Management function provides budget and human resource support to FPM. FPM staff manages the budget formulation and execution process, manages S&E dollars and the administration/management of human resources. FPM provides advice and guidance on budget issues in Headquarters and the field. In addition, FPM oversees the IT Customer Service Portfolio.

Financial Management and Budget/Human Resource Management				
(Dollars in Thousands)				
	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015
Personnel Services	\$2,327	\$1,493	\$1,508	\$15
Non-Personnel Services				
Travel	20	29	29	-
Training	-	6	6	-
Non-Personnel Services Subtotal	20	35	35	-
GRAND TOTAL	\$2,347	\$1,528	\$1,543	\$15
Associated FTE	17.9	11.0	11.0	0.0

FTE/Workload Summary of Change

- Increase of \$15K in Personnel Services costs to support the increased cost of FTE as well the assumption of a nominal cost for the pay raise, promotions and within grade increases.

Administrative Support Offices-Office of Field Policy and Management

Function Title: Cross Program Collaboration, Coordination and Communication

Function Description: The Collaboration, Coordination and Communication function focuses on FPM’s work related to the Strategic Plan, Annual Performance Plan and the local operating plans. FPM staff is responsible for developing and implementing the local operating plans for each field office and monitoring the progress toward HUD’s strategic goals using the Proofpoint system. In addition, this function contains all Field Working Group activities related to the performance reporting requirements of HUDStat, CityStat and the Annual Performance Plan for OMB. Within cross program collaboration, coordination and communication, FPM staff also work to resolve cross-programmatic issues and develop cross-programmatic training for HUD staff.

Cross Program Collaboration, Coordination and Communication				
(Dollars in Thousands)				
	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015
Personnel Services	\$3,431	\$6,975	\$6,868	(\$107)
Non-Personnel Services				
Travel	60	186	181	(5)
Training	-	20	20	-
Non-Personnel Services Subtotal	60	206	201	(5)
GRAND TOTAL	\$3,491	\$7,181	\$7,069	(\$112)
Associated FTE	26.4	51.4	50.1	(1.3)

FTE/Workload Summary of Change

- Decrease of \$107K in Personnel Services and the 1.3 decrease in FTE are primarily due to small office closings, buyouts, and attrition. The funding reduction is offset to include a nominal increase to fund the pay raise, promotions and within grade increases.
- Decrease of \$5K in Travel is due to a decrease in FTE and corresponding travel requirements.

Administrative Support Offices-Office of Field Policy and Management

Function Title: Customer Service

Function Description: Within the Customer Service function, FPM staff serve as the front-line response system for agencywide inquiries, both internal and external. In addition to responding to walk-in visitors, telephone calls and web-mails, FPM staff is responsible for updating the customer service resources for each jurisdiction so that comprehensive place-based information is available for customers, partners, elected officials, and the general public. In addition, FPM processes Freedom of Information Act (FOIA) requests and responds to controlled correspondence.

Customer Service				
(Dollars in Thousands)				
	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015
Personnel Services	\$14,727	\$13,182	\$12,696	(\$486)
Non-Personnel Services				
Travel	50	335	300	(35)
Training	-	25	25	-
Non-Personnel Services Subtotal	50	360	325	(35)
GRAND TOTAL	\$14,777	\$13,542	\$13,021	(\$521)
Associated FTE	113.3	97.1	92.6	(4.5)

FTE/Workload Summary of Change

- Decrease of \$486K in Personnel Services and 4.5 FTE is primarily due to small office closings, buyouts, and attrition. The funding reduction is offset to include a nominal increase to fund the pay raise, promotions and within grade increases.
- Decrease of \$35K in Travel is due to a decrease in FTE and corresponding travel requirements.

Administrative Support Offices-Office of Field Policy and Management

Function Title: Executive Secretarial and Agency Priorities

Function Description: FPM is responsible for establishing, coordinating, and executing place-based strategies for the full range of Secretarial and agency priorities and special initiatives. FPM leads outreach events, training and educational workshops, and stakeholder feedback sessions on all of the agency priority goals as well as locally identified priorities. This function includes place-based activities around foreclosure mitigation, vacancy rate reduction, affordable rental housing, homeless families, chronic and veterans homelessness, energy efficiency, fair housing, sustainability, faith-based and Secretarial initiatives.

Executive Secretarial and Agency Priorities				
(Dollars in Thousands)				
	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015
Personnel Services	\$5,602	\$7,399	\$5,608	(\$1,791)
Non-Personnel Services				
Travel	160	197	173	(24)
Training	-	22	17	(5)
Non-Personnel Services Subtotal	160	219	190	(29)
GRAND TOTAL	\$5,762	\$7,618	\$5,798	(\$1,820)
Associated FTE	43.1	54.5	40.9	(13.6)

FTE/Workload Summary of Change

- Decrease of \$1,791K in Personnel Services and 13.6 FTE is attributed to targeted reductions in the following activities: Office of Faith-Based and Neighborhood Partnerships outreach and training activities reduced (1.1 FTE); Housing Finance Credit Access Initiative (3.4 FTE), Health and Housing Stability (6.5 FTE), and Community Development (2.6 FTE). The funding reduction is offset to include a nominal increase to fund the pay raise, promotions and within grade increases.
- Decrease of \$24K in Travel is due to a decrease in FTE and corresponding travel requirements.
- The decrease of \$5K in Training funding is the result of a decrease in FTE and corresponding training requirements.

Function Title: Coordinate and Leverage Federal Policies and Investments

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Function Description: The Coordinate and Leverage Federal Policies and Investments function aims at leveraging partnerships to improve program delivery and streamline processes. Establishing, maintaining, and leveraging partnerships with other federal agencies and local non-profits and foundations is a critical function of FPM, which enables HUD leadership to identify and connect with existing resources within federal, state and local governments, the business community, and key stakeholders. Not only does FPM’s coordination role encourage long-term partnership alignment, it also facilitates and meets the need to establish a common enterprise with counterpart agencies delivering programs and services that address community needs.

Coordinate and Leverage Federal Policies and Investments				
(Dollars in Thousands)				
	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015
Personnel Services	\$1,469	\$1,493	\$1,508	\$15
Non-Personnel Services				
Travel	39	40	40	-
Training	-	6	6	-
Non-Personnel Services Subtotal	39	46	46	-
GRAND TOTAL	\$1,508	\$1,539	\$1,554	\$15
Associated FTE	11.3	11.0	11.0	0.0

FTE/Workload Summary of Change

- Increase of \$15K in Personnel Services costs to support the increased cost of FTE as well the assumption of a nominal cost for the pay raise, promotions and within grade increases.

Function Title: Public Affairs and Intergovernmental Affairs

Function Description: The Public and Intergovernmental Affairs function involves briefing Congressional and local-elected officials on HUD programs and special initiatives, conducting media and public relations support, promoting special HUD events, developing Public Affairs materials and keeping abreast of current events. In this role, Field Policy and Management acts as the nexus for HUD’s external relationships with key federal, state and local decision-makers.

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Public Affairs and Intergovernmental Affairs				
(Dollars in Thousands)				
	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015
Personnel Services	\$4,081	\$2,783	\$2,811	\$28
Non-Personnel Services				
Travel	70	74	74	-
Training	-	10	10	-
Non-Personnel Services Subtotal	70	84	84	-
GRAND TOTAL	\$4,151	\$2,867	\$2,895	\$28
Associated FTE	31.4	20.5	20.5	0.0

FTE/Workload Summary of Change

- Increase of \$28K in Personnel Services supports increase cost of FTE and a nominal increase in funding for the pay raise promotions and within grade increases.

Function Title: Office of Davis-Bacon

Function Description: The Office of Field Policy and Management’s Office of Davis-Bacon enforces the statutory and regulatory requirements related to the Davis-Bacon Act. Key responsibilities include providing expertise on compliance and monitoring, program evaluation, and performing statutory labor standards compliance activities pursuant to Davis-Bacon and other Acts requirements. The Labor Standards Enforcement division also carries out investigations, monitoring visits, and training sessions with Local Contract Agencies, Public and Indian Housing Authorities, Community Development Block Grants entitlement communities, and contractors.

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Office of Davis-Bacon				
	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015
Personnel Services	\$65	\$5,973	\$7,404	\$1,431
Non-Personnel Services				
Travel	-	200	200	-
Printing and Reproduction	-	10	10	-
Other Services	-	205	218	13
Training	-	28	28	-
Supplies	-	10	10	-
Non-Personnel Services Subtotal	-	453	466	13
GRAND TOTAL	\$65	\$6,426	\$7,870	\$1,444
Associated FTE	0.5	44.0	54.0	10.0

FTE/Workload Summary of Change

- Increase of \$1,431K in Personnel Services is due to the increase cost of FTE and the absorption of the remaining 10.0 FTE into FPM from the Office of Departmental Operations and Coordination. Specifically, the additional 10.0 FTE will provide additional administrative support, and management and technical oversight. Funding also includes a nominal increase in funding for the pay raise promotions and within grade increases.
- Increase of \$13K in Other Services is to support the increased contracting cost associated with the Davis Bacon function.

Function Title: Disaster Management

Function Description: The Disaster Management function involves coordinating the agency’s efforts related to major disasters across the country, including regularly updating the HUD disaster volunteer roster and providing training for deployed mission assignments in order to ensure successful response and recovery efforts. FPM ensures that the Joint Field Offices (JFO) and Disaster Recovery Centers (DRC) are sufficiently staffed by HUD employees to guarantee the needs of affected communities are met. Staffing the JFOs and DRCs requires collaboration with federal, state, and local agencies as well as cross-office collaboration within HUD on the oversight of travel, budget and human resource actions, and executing a communication strategy to all HUD staff.

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Disaster Management				
(Dollars in Thousands)				
	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015
Personnel Services	\$1,378	\$1,765	\$1,590	(\$175)
Non-Personnel Services				
Travel	20	47	39	(8)
Training	-	3	3	-
Non-Personnel Services Subtotal	20	50	42	(8)
GRAND TOTAL	\$1,398	\$1,815	\$1,632	(\$183)
Associated FTE	10.6	13.0	11.6	(1.4)

FTE/Workload Summary of Change

- Decrease of \$175K in Personnel Services and 1.4 FTE is primarily due to small office closings, buyouts, and attrition. The funding reduction is offset to include a nominal increase to fund the pay raise, promotions and within grade increases.
- Decrease of \$8K in Travel is due to decrease in FTE and corresponding travel requirement.