

**DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
ADMINISTRATIVE SUPPORT OFFICES  
OFFICE OF STRATEGIC PLANNING AND MANAGEMENT**

**Program Area Overview**

The Office of Strategic Planning and Management (SPM) is responsible for driving organizational, programmatic and operational changes across HUD in order to maximize agency performance. The Office facilitates the Departmentwide strategic planning process with the Secretary, his senior leadership team and external stakeholders and HUD employees including the identification of strategic priorities and transformational change initiatives, the monitoring of key performance measures against established targets, and the implementation and oversight of formula and competitive grants.

SPM consists of four divisions: (1) Front Office Operations, (2) Transformation, (3) Performance Management, and (4) Grants Management and Oversight.

<b>TOTAL - SALARIES AND EXPENSES</b>				
(Dollars in Thousands)				
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2014 to FY 2015</b>
<b>Personnel Services</b>	<b>\$3,483</b>	<b>\$3,562</b>	<b>\$4,262</b>	<b>\$700</b>
<b>Non-Personnel Services</b>				
Travel	32	27	26	(1)
Printing and Reproduction	2	14	5	(9)
Other Services	368	844	1,315	471
Training	49	65	45	(20)
Supplies	2	5	5	-
<b>Non-Personnel Subtotal</b>	<b>453</b>	<b>953</b>	<b>1,396</b>	<b>443</b>
<b>GRAND TOTAL</b>	<b>\$3,936</b>	<b>\$4,515</b>	<b>\$5,658</b>	<b>\$1,143</b>
<b>Associated FTE</b>	<b>25.6</b>	<b>25.3</b>	<b>30.0</b>	<b>4.7</b>

**DESCRIPTION OF CHANGE FROM FY 2014 TO FY 2015**

Office of Strategic Planning and Management requests \$5,658K and 30.0 FTE in fiscal year 2015, with an increase of \$1,143K from fiscal year 2014 enacted by \$4,515K and 25.3 FTE. A nominal increase in funding is included to fund the pay raise, promotions and within grade increases.

- Personnel Services: An increase of \$700K
- Non-Personnel Services: An increase of \$443K
  - Travel decrease of \$1K because strategic planning activities were completed in fiscal year 2014.
  - Printing and Reproduction decrease of \$9K was achieved by insourcing selected printing jobs.
  - Other services increase of \$471K assumes additional contracts and support services for the agency Grants Modernization initiative.
  - Training decrease of \$20K assumes reduced costs associated with training objectives completed in fiscal year 2014 and an increase in group training to achieve economies of scale.

**BUDGET REQUEST BY FUNCTION**

Function Title: Front Office Operations Division

Function Description: This Division has 5 focus areas: (1) budget formulation and execution of appropriated funds from Congress; (2) manage hiring and FTE utilization; (3) manage all procurements including BPA, IAAs and related contracts; (4) manage the administrative functions of operating the office; and (5) strategic planning.

Administrative Support Office—Office of Strategic Planning and Management

<b>Front Office Operations</b>				
(Dollars in Thousands)				
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2014 to FY 2015</b>
<b>Personnel Services</b>	<b>\$558</b>	<b>\$679</b>	<b>\$697</b>	<b>\$18</b>
<b>Non-Personnel Services</b>				
Travel	4	5	4	(1)
Printing and Reproduction	-	6	-	(6)
Training	6	5	8	2
Supplies	2	2	5	3
<b>Non-Personnel Services Subtotal</b>	<b>12</b>	<b>18</b>	<b>16</b>	<b>(2)</b>
<b>GRAND TOTAL</b>	<b>\$570</b>	<b>\$697</b>	<b>\$713</b>	<b>\$16</b>
<b>Associated FTE</b>	<b>4.1</b>	<b>4.8</b>	<b>4.9</b>	<b>0.1</b>

**FTE/Workload Summary & Summary of Change**

- An increase cost of \$18K assumes a nominal increase in funding for the pay raise, promotions and within grade increases. No significant change in FTE from fiscal year 2014 to fiscal year 2015.
- Travel decreased \$1K due to the completion of strategic planning activities in fiscal year 2014.
- Printing and Reproduction decreased by \$6K through insourcing printing jobs.
- Training increase of \$2K to add competencies to the front office.
- Supplies will increase by \$3K to accommodate anticipated fiscal year 2015 initiatives and staff support.

Function Title: Transformation and Oversight Project Division

Function Description: The Transformation Division focuses on helping HUD programs achieve operational excellence in the areas of human resources, information technology, budgeting, acquisitions, and grants management. The Project Management Office (PMO) facilitates the successful completion of high-priority projects that address critical challenges the Department faces, involve complex issues that cross organizational boundaries, can benefit from senior leadership focus, and represent ways we are working smarter in a more constrained fiscal environment. The Analysis & Engagement Team within the Transformation Division provides support throughout the agency to improve HUD processes and procedures; increase employee engagement; and improve customer service.

Administrative Support Office—Office of Strategic Planning and Management

<b>Transformation Project Support and Oversight</b>				
(Dollars in Thousands)				
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2014 to FY 2015</b>
<b>Personnel Services</b>	<b>\$1,088</b>	<b>\$1,125</b>	<b>\$1,435</b>	<b>\$310</b>
<b>Non-Personnel Services</b>				
Travel	1	5	9	4
Printing and Reproduction	-	2	-	(2)
Other Services	-	364	-	(364)
Training	12	42	15	(27)
Supplies	-	1	-	(1)
<b>Non-Personnel Services Subtotal</b>	<b>13</b>	<b>414</b>	<b>24</b>	<b>(390)</b>
<b>GRAND TOTAL</b>	<b>\$1,101</b>	<b>\$1,539</b>	<b>\$1,459</b>	<b>(\$80)</b>
<b>Associated FTE</b>	<b>8.0</b>	<b>8.0</b>	<b>10.0</b>	<b>2.0</b>

**FTE/Workload Summary & Summary of Change**

- An increase cost of \$310K and 2.0 FTE to handle the facilitation projects and HUD internal communication activities, which support the Deputy Secretary’s initiatives. Also, funding assumes a nominal increase in funding for the pay raise, promotions and within grade increases.
- Travel increase of \$2K assumes visits to stakeholder sites.
- Printing and Reproduction decreased by \$2K through insourcing printing jobs.
- Other Services decrease of \$364K assumes consolidation of contracts and insourcing other functions.
- Training decrease of \$27K assumes group training classes to obtain economies of scale.
- Supplies decrease of \$1K assumes shared resources with other divisions.

Function Title: Performance Management Division

Function Description: This Division develops, analyzes and reports on key program performance indicators for all of the agencies priority goals, coordinates efforts across the agency and 3 focus areas: (1) Performance.gov OMB-mandated collection, drafting and clearance of annual and performance reports (Strategic Plan, Federal Program Inventory, Agency Performance Plan and Agency Performance Report); (2) facilitate cross-silo discussions on departmental and program priorities; and (3) monitor key performance measures to drive progress toward goals.

Administrative Support Office—Office of Strategic Planning and Management

<b>Performance Mangement</b>				
(Dollars in Thousands)				
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2014 to FY 2015</b>
<b>Personnel Services</b>	<b>\$912</b>	<b>\$1,364</b>	<b>\$994</b>	<b>(\$370)</b>
<b>Non-Personnel Services</b>				
Travel	27	12	9	(3)
Printing and Reproduction	2	6	5	(1)
Other Services	-	50	-	(50)
Training	8	12	11	(1)
Supplies	-	2	-	(2)
<b>Non-Personnel Services Subtotal</b>	<b>36</b>	<b>81</b>	<b>25</b>	<b>(56)</b>
<b>GRAND TOTAL</b>	<b>\$948</b>	<b>\$1,445</b>	<b>\$1,019</b>	<b>(\$426)</b>
<b>Associated FTE</b>	<b>6.7</b>	<b>9.7</b>	<b>7.0</b>	<b>(2.7)</b>

**FTE/Workload Summary & Summary of Change**

- A decrease cost of \$370K and 2.7 FTE resulting from efficiencies gained through the BI tool with current initiatives. Also, funding decrease is offset by a nominal increase in funding for the pay raise, promotions and within grade increases.
- Travel decreased by \$3K with the establishment of the fiscal years 2014 – 2018 Strategic Plan.
- Printing and Reproduction decreased by \$1K by insourcing printing jobs.
- Other Services decrease of \$50K by consolidation of contracts.
- Training decrease by \$1K resulting from the investment of more group trainings.
- Supplies decrease of \$2K assumes shared resources with other divisions.

Function Title: Grants Management and Oversight Division

Function Description: This Division is responsible for reporting on grants, managing grantee submission processes and oversight, ensuring that policies and regulations are implemented consistently and are timely across the Department, and are aligned with the strategic goals. This division also provides a Departmentwide perspective on grants management policy and support to the annual cycle of distributing HUD competitive funds in accordance with Congressional authorization and OMB guidance.

Administrative Support Office—Office of Strategic Planning and Management

<b>Grants Management and Oversight</b>				
(Dollars in Thousands)				
	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2014 to FY 2015</b>
<b>Personnel Services</b>	<b>\$925</b>	<b>\$394</b>	<b>\$1,136</b>	<b>\$742</b>
<b>Non-Personnel Services</b>				
Travel	-	5	4	(1)
Other Services	368	429	1,315	886
Training	23	6	12	7
<b>Non-Personnel Services Subtotal</b>	<b>391</b>	<b>440</b>	<b>1,331</b>	<b>892</b>
<b>GRAND TOTAL</b>	<b>\$1,316</b>	<b>\$834</b>	<b>\$2,467</b>	<b>\$1,634</b>
<b>Associated FTE</b>	<b>6.8</b>	<b>2.8</b>	<b>8.0</b>	<b>5.2</b>

**FTE/Workload Summary & Summary of Change**

- An increase cost of \$742K and 5.2 FTEs to streamline and achieve enterprisewide realignment of the grants management solutions and respond to increased number of grantee questions. Also, funding assumes a nominal increase in funding for the pay raise, promotions and within grade increases.
- Travel decreased by \$1K, staff will utilize training opportunities provided at Headquarters.
- Other Services increased by \$886K, program will exercise the option period of current contracts and award the grants management solution. Activities supported by these contracts include the development and approval of Notices of Funding Availability (NOFA) for HUD’s competitive grants programs. Grants Management Oversight is also responsible for development of grantee performance tracking capabilities and IT systems consolidation efforts for HUD competitive grants, which will be completed with the assistance of contractual support.
- Training increased by \$7K to educate staff on the grants management systems and other innovative approaches.