

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
SALARIES AND EXPENSES, HOUSING AND URBAN DEVELOPMENT
BUDGET ACTIVITY 1: COMMUNITY PLANNING AND DEVELOPMENT

The consolidated discussion for the appropriation "Salaries and Expenses, HUD" is shown in Part 3 of the Justifications. All data are presented on a comparable basis for the 3 fiscal years 2002, 2003, and 2004.

SCOPE OF ACTIVITY

The Office of Community Planning and Development's (CPD) mission is to enable the development of viable urban, suburban and rural communities by promoting integrated approaches to housing, and community and economic development that assist families move towards homeownership, and expand economic opportunities for low- and moderate-income persons. The Assistant Secretary for CPD administers formula and competitive grant programs and guaranteed loan programs that help communities plan and finance their growth and development, and increase their capacity to govern and provide shelter and services for homeless persons and other persons with special needs, including persons with HIV/AIDS. CPD also administers the Departmentwide relocation and environmental functions. These responsibilities are carried out by CPD staff in Headquarters and in 43 field offices.

CPD distributes close to \$8 billion annually and, through the Grants Management Process (GMP), oversees more than 4,000 grantees--States, cities and counties, and non-profit organizations across the nation. Formula grantees submit annual Action Plans, consistent with their Consolidated Plans, that detail how they will spend their CPD program funds. The Consolidated Plan requires every community that receives CPD funds to assess their housing and community development needs, develop goals and articulate a plan to address those needs using CPD program and other funds. CPD staff are therefore charged with making sure that all of these programs are run effectively and efficiently. This involves regular monitoring visits by both Headquarters and field staff to ensure that communities are using HUD funds appropriately, enforcing timeliness and other program standards, resolving audit findings and facilitating the exchange of best practices. As part of the President's Management Agenda, CPD will review the Consolidated Plan to make it more results-oriented and useful to communities in assessing their own progress toward addressing the problems of low-income areas.

Monitoring is a management control technique that is integral to the on-going process of assessing the quality of grantee performance over time. Monitoring provides information for making informed judgments about program effectiveness and management efficiency, as well as identifying instances of fraud, waste and abuse. Monitoring goals and objectives are articulated in the Management Plan. CPD Headquarters offices establish national monitoring goals that are carried out at the local level. Local Management action plans facilitate field staff efforts to develop local monitoring strategies, establish time-frames for completion of goals, and allocate resources for monitoring and other activities.

The Management Plan directly correlates with the Department's six strategic goals, established to carry out its mission. CPD programs contribute to the following goals:

Increase Homeownership Opportunities/Promote Decent Affordable Housing. Communities receiving formula funds under the Consolidated Planning process must establish local 5-year goals for affordable housing and homeownership to guide them as they use their annual allocations of CDBG, HOME, Housing Opportunities for Persons with AIDS (HOPWA) and Emergency Shelter Grants (ESG) funds. Each plan is implemented through 1-year action plans that specify the local projects and activities that will create new or rehabilitate existing multifamily and single family housing units affordable to low- and moderate-income households. The Consolidated Plan and Grants Management Process (GMP) provide the framework and tools for communities to develop coordinated approaches to providing various forms of housing assistance to both renters and homeowners. The Self-Help Homeownership Opportunity Program (SHOP) provides "seed" funds for the acquisition and preparation of land for construction for housing for homebuyers with incomes 50-65 percent of its area median income.

The HOME Program plays a key role in addressing the shortages affordable housing and homeownership in communities. States, urban counties, consortia of local governments, and cities use their annual HOME allocations to expand affordable rental housing opportunities by building, rehabilitating, and buying multifamily rental properties and by providing assistance to new homebuyers.

The HOPWA program strives to increase the availability of affordable housing for this population and integrate assistance from other sources for needed health care and supportive services in the communities.

Promote Participation of Faith-based and Community Organizations. The Community Development Technical Assistance programs, particularly those for HOME and Homeless Assistance, have

benefited faith-based groups by providing them with organizational and program development assistance. In order to help communities in the HOME program meet the requirements for local community-based nonprofit housing organizations participation in the program, HUD provides technical assistance through nonprofit intermediaries. These intermediaries, some of whom are faith-based groups themselves, assist Community Housing Development Organizations (CHDOs) develop the capacity to implement housing projects in their local communities. An estimated thirty percent of the CHDOs are faith-based groups who need help and organizational support to more effectively carry out their mission.

Strengthen Communities. CPD's homeless assistance program supports the Department's commitment to eliminate chronic homelessness, including an emphasis on increasing the supply of permanent housing for the chronically homeless. This program also reflects HUD's increased emphasis on its core mission of providing housing, with attention given to coordinating HUD's efforts with the mainstream programs provided by other Departments that assist the homeless. The McKinney-Vento homeless assistance programs are specifically designed to reduce and prevent homelessness by creating housing opportunities and providing supportive services to homeless persons. Homeless funds will be used to renew a significant portion of the vital housing and supportive services projects already established, as well as to provide funding for new projects, particularly permanent supportive housing, that will fill housing and service gaps in local communities.

CPD's Continuum of Care process enables families and individuals to move from homelessness to self-sufficiency, and ensures linkages with other housing and community development resources, such as the Section 8, CDBG, HOME and HOPWA programs. Further linkages with other Federal funding sources, non-profit organizations, State and local government agencies, housing developers and service providers and local businesses are encouraged. Under the Continuum of Care, communities assess the gaps in their homelessness assistance strategies, and determine the most appropriate local responses and priorities.

CPD's largest program, Community Development Block Grants, is the primary vehicle for the revitalization of our Nation's neighborhoods, providing opportunities for self-sufficiency to millions of lower income American. The program's primary objective is to develop viable urban communities by expanding opportunities, and to provide decent housing and a suitable living environment, principally for persons of low- and moderate-income. This objective is achieved by limiting activities to those which carry out one of the following broad national objectives: (1) benefit low- and moderate-income persons; (2) aid in the prevention or elimination of slums and blight; or (3) meet other particularly urgent community development needs.

The Brownfields program enables reclamation and redevelopment of abandoned, idled or under-used real property where expansion or redevelopment is complicated by real or perceived contamination. The spend-out of existing grants allows areas to restore productive job-creating uses and to address the economic development needs of communities in and around such sites.

Other CPD programs, including Youthbuild, also contribute to this goal.

Embrace High Standards of Ethics, Management and Accountability. CPD Headquarters and Field staff is responsible for protecting taxpayers interests by ensuring that Federal funds are used appropriately and in compliance with laws and regulations. CPD staff accomplish this through effective and efficient program administration, including monitoring to ensure that grantees are using Federal funds for the purposes for which they were intended, and enforcement of applicable laws, regulations and policies. CPD staff is the front line for monitoring our programs across the country.

Ensure Equal Opportunity in Housing. The more than 1,000 jurisdictions that participate in the HUD's Consolidated Planning process include fair housing objectives in their 5-year plans. Each must certify that its Consolidated Plan is in compliance with the 1988 Fair Housing Act and all Federal regulations concerning fair housing. All recipients of formula funds must complete an analysis of impediments to fair housing choices in the jurisdiction to receive fair housing certification. The failure of a State or a community to develop an analysis of impediments to fair housing or to take reasonable action to address such impediments may result in the denial or loss of such formula funds until compliance is secured. This is a powerful tool for fair housing. In addition, the fair housing provisions apply to CPD's competitive programs as well.

The attached charts display detailed staffing and workload estimates based on the Resource Estimation and Allocation Process (REAP) baseline data.

WORKLOAD

CPD administers grant programs that enable communities to plan and finance their growth and development; increase their capacity to meet local housing, community and economic development needs; and provide shelter and services for homeless persons, families, persons with special needs, and persons with HIV/AIDS and their families. In fiscal year 2004, CPD will continue its commitment to work with customers to ensure effective utilization of program funds by promoting what works and recognizing the best of local performance.

1. HEADQUARTERS

Salaries and Expenses, Housing and Urban Development
 Budget Activity 1: Community Planning and Development

The Assistant Secretary and program offices in Headquarters provide oversight and guidance to field offices to implement the programs for which CPD is responsible. Headquarters program offices assist in the resolution of policy issues with national impact, provide program policy and guidance and use an electronic GMP system to assess the management issues in each field office. The GMP system tracks the review of information coming into field offices and provides information on compliance concerns and how they are resolved locally.

2. FIELD

CPD staff in the field offices review local Consolidated Plans, consult with the communities on these Plans, approve the Plans and execute grant agreements to make the funds available to the grantees. The GMP also requires that CPD staff review, on an annual basis, the actual accomplishments of each community in implementing their plans and achieving their goals. GMP requires CPD staff to monitor the progress of communities as they move forward with the activities specified in their plans, and to make on-site visits, as necessary. CPD staff also work with homeless assistance and other competitive grantees to ensure appropriate management.

TRAVEL

	ACTUAL 2002	ESTIMATE 2003	ESTIMATE 2004	INCREASE + DECREASE - 2004 vs 2003
	(Dollars in Thousands)			
Travel	\$880	\$811	\$851	+\$40
Total.....	880	811	851	+40

CPD's fiscal year 2004 requests for travel funding is \$851,000, comparable to fiscal year's 2002 actual budget. The bulk of these funds are used for CPD field staff to carry out their program administration responsibilities, including monitoring and assisting grantees in using their Federal housing, community and economic development dollars in the most effective and efficient manner.

Travel funds will be required to carry out strategic objectives and Management goals. In 2004, CPD will continue on-site reviews of 35 percent of formula grantees and 10 percent of competitive grants. Travel funds are also used by staff to provide technical assistance to communities in developing and implementing their local plans. Travel funds are also critical to maintain the partnerships with communities that are the cornerstones of effective service delivery.

CPD staff perform on-site monitoring to prevent fraud, waste, and abuse in its programs. These efforts also address the Office of the Inspector General Semi-Annual Reports to Congress that have highlighted the need for more on-site monitoring of grantees. Ongoing needs also include the sharing of technical specialists (relocation, environmental, rehabilitation, financial) between offices, and enabling Field staff to carry out their heightened responsibilities in the areas of training and partnership with communities and non-profit organizations.

Travel for Headquarters staff is for ongoing outreach efforts to grantees, public interest groups, non-profit organizations and elected officials, to enlist their ideas and conduct consultations, monitoring, management requirements and support to HUD Field staff.

Section 805 of the 1992 Housing and Community Development Act mandated that the Secretary transfer \$545,000 in program funds to implement an ongoing training program for HUD officers and employees, especially field staff, responsible for administering Community Development Block Grant (CDBG) assistance and economic development projects. Some of these funds are used for travel to enable Headquarters and field staff to participate in relevant training opportunities. At the end of 2002, \$504,145 of the total had been used.

Salaries and Expenses, Housing and Urban Development
 Budget Activity 1: Community Planning and Development

CONTRACTS

	ACTUAL 2002	ESTIMATE 2003	ESTIMATE 2004	INCREASE + DECREASE - 2004 vs 2003
	(Dollars in Thousands)			
Technical Services	\$2,160	\$2,163	\$2,525	+\$362
Data and Statistical Services	75	75	...
Public Information Services
General Support	255	264	625	+361
Total.....	2,415	2,502	3,225	+723

The principal categories in this object class are contracts for technical services, and general support services. Funding of \$3.2 million is requested in fiscal year 2004 to enable CPD to procure the information, technical services and other support necessary for the implementation of our housing, community and economic development programs. In fiscal year 2002, \$1 million was allotted for all activities (Departmentwide) related to the Notice of Funding Availability (SuperNOFA). For fiscal year 2004, CPD is requesting this same funding to carry out similar activities.

Technical Services funds are required to support the Community Connections Clearinghouse efforts related to CPD programs, such as the Homeless Outreach Center, the Veteran Resource Center program workshops, and others. These efforts provide an opportunity to build partnerships between Federal, State, and local governments and non-profit groups, and to work together to develop comprehensive, coordinated approaches to dealing with community problems.

Technical Services funds are also used for coding of data from grantee performance reports and other contract support needed in the implementation of CPD programs.

Finally, all other general support contract services are required to fund miscellaneous requirements for visual arts, training not provided through the HUD Training Academy, temporary clerical support, and other administrative services.

FTE/OBJECT CLASS	ACTUAL 2002	ESTIMATE 2003	ESTIMATE 2004
Brownfields Redevelopment Program			
FTE Headquarters	7	6	6
FTE Field	1	1	...
Total FTE	8	7	6
Personal Services	\$671	\$694	\$638
Travel	7	6	6
Printing	5	4	3
Other Services	21	20	23
Supplies	1
Total S&E Cost	\$705	\$724	\$670
Community Development Block Grants			
FTE Headquarters	115	120	117
FTE Field	385	403	396
Total FTE	500	523	513
Personal Services	\$43,287	\$46,506	\$46,847
Travel	501	460	474

Salaries and Expenses, Housing and Urban Development
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FTE/OBJECT CLASS	ACTUAL 2002	ESTIMATE 2003	ESTIMATE 2004
Printing	353	255	254
Other Services	1,419	1,416	1,790
Supplies	43	16	16
Total S&E Cost	\$45,603	\$48,653	\$49,381
Emergency Food and Shelter Program			
FTE Headquarters	...	3	3
FTE Field
Total FTE	...	3	3
Personal Services	...	\$417	\$426
Travel	...	3	3
Printing	...	2	2
Other Services	...	12	15
Total S&E Cost	...	\$434	\$446
Empowerment Zones			
FTE Headquarters	11	12	12
FTE Field	1	1	1
Total FTE	12	13	13
Personal Services	\$1,134	\$1,272	\$1,287
Travel	12	12	12
Printing	9	6	7
Other Services	35	36	46
Supplies	1	1	1
Total S&E Cost	\$1,191	\$1,327	\$1,353
HOME Investment Partnerships Program			
FTE Headquarters	51	58	58
FTE Field	64	78	79
Total FTE	115	136	137
Personal Services	\$10,207	\$12,293	\$12,751
Travel	116	119	126
Printing	82	66	68
Other Services	327	367	478
Supplies	10	4	4
Total S&E Cost	\$10,742	\$12,849	\$13,427
Homeless Assistance Grants			
FTE Headquarters	48	54	54
FTE Field	136	152	159

Salaries and Expenses, Housing and Urban Development
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FTE/OBJECT CLASS	ACTUAL 2002	ESTIMATE 2003	ESTIMATE 2004
Total FTE	184	206	213
Personal Services	\$15,974	\$18,332	\$19,476
Travel	184	180	196
Printing	130	100	105
Other Services	522	556	742
Supplies	16	7	7
Total S&E Cost	\$16,826	\$19,175	\$20,526
Housing Opportunities for Persons With AIDS			
FTE Headquarters	14	18	18
FTE Field	10	10	10
Total FTE	24	28	28
Personal Services	\$2,167	\$2,568	\$2,588
Travel	52	24	25
Printing	17	13	14
Other Services	68	75	95
Supplies	2	1	1
Total S&E Cost	\$2,306	\$2,681	\$2,723
Rural Housing and Economic Development Program			
FTE Headquarters	7	7	7
FTE Field	1
Total FTE	8	7	7
Personal Services	\$765	\$719	\$736
Travel	8	7	7
Printing	6	4	4
Other Services	23	20	26
Supplies	1
Total S&E Cost	\$803	\$750	\$773
Samaritan Housing			
FTE Headquarters	3
FTE Field
Total FTE	3
Personal Services	\$270
Travel	3
Printing	1
Other Services	10

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FTE/OBJECT CLASS	ACTUAL 2002	ESTIMATE 2003	ESTIMATE 2004
Total S&E Cost	\$284
Community Planning and Development Total			
FTE Headquarters	253	278	278
FTE Field	598	645	645
Total FTE	851	923	923
Personal Services	\$74,205	\$82,801	\$85,019
Travel	880	811	852
Printing	602	450	458
Other Services	2,415	2,502	3,225
Supplies	74	29	29
Total S&E Cost	\$78,176	\$86,593	\$89,583

Overall Summary of Community Planning and Development Staff Requirements

	FTE			Increase + Decrease - 2004 vs 2003
	Actual 2002	Estimate 2003	Estimate 2004	
Headquarters.....	252.8	278.0	278.0	0.0
Field	597.8	645.0	645.0	0.0
Total	850.6	923.0	923.0	0.0

Summary of Community Planning and Development Staff Requirements

	Actual 2002	Estimate 2003	Estimate 2004	Increase + Decrease - 2004 vs 2003
Headquarter Employment				
Office of the Assistant Secretary/GDAS for CPD	16.0	12.0	12.0	0.0
Office of the Assistant Secretary for Grant Programs	70.8	79.2	79.2	0.0
Special Needs Programs	42.0	51.8	51.8	0.0
Environmental and Energy Programs	15.0	19.0	19.0	0.0
Office of the DAS for Economic Development	40.0	44.0	44.0	0.0
Office of the DAS for CPD Operations	53.0	56.0	56.0	0.0
CPD Field Management	15.0	15.0	15.0	0.0
DAS for Special Initiatives	1.0	1.0	1.0	0.0
Total	252.8	278.0	278.0	0.0
Field Employment				
Overall Guidance of CPD Field Activities	118.5	125.7	125.7	0.0
Review Consolidated Plans - Field	55.1	60.2	60.2	0.0
Provide Consolidated Plan Assistance and Training - Field	9.1	9.1	9.1	0.0
Manage Entitlement Grantees - Field	76.3	83.3	83.3	0.0
Evaluate Entitlement Grantees - Field	88.4	96.5	96.5	0.0
Monitor Entitlement Grantees On-Site - Field	47.5	51.8	51.8	0.0
Manage Competitive Grant Recipients (CGRs) - Field	61.2	66.8	66.8	0.0
On-site Monitoring of Competitive Grant Recipients (CGRs) - Field	11.6	12.6	12.6	0.0
Manage McKinney Competition - Field	95.6	104.4	104.4	0.0
Provide Environmental Support - Field	15.6	15.6	15.6	0.0
Provide Economic Development Assistance - Field	15.9	15.9	15.9	0.0
Relocation Activities - Field	3.0	3.1	3.2	0.1
Total	597.8	645.0	645.1	0.1

Detail of Community Planning and Development Staff Requirements

Workload Guideline	Workload Indicator	Fiscal Year 2002			Fiscal Year 2003				Fiscal Year 2004			
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Headquarter Employment												
Office of the Assistant Secretary/GDAS for CPD												
Overall Guidance of CPD activities in HQ and Field	N/A	16.0		12.0		12.0
Provide CPD Comptroller Services	N/A	0.0		0.0		0.0
Subtotal				16.0				12.0				12.0
Office of the Assistant Secretary for Grant Programs												
General Guidance of CPD Grant Programs	N/A	3.0		3.0		3.0
Activities of Block Grant Entitlement Program	N/A	11.0	3.0	14.4	3.0	14.4
Provide Block Grant State and Small Cities Activities	N/A	9.0		11.0		11.0
General Guidance of Affordable Housing Programs	N/A	6.0		7.0		7.0
Oversee Affordable Housing Grants	N/A	18.8	1.0	18.8	1.0	18.8
Relocation and Acquisition Activities	N/A	3.0	1.0	4.0	1.0	4.0
Provide Section 108 Program Activities	applications reviewed	2,700	15.50	20.0		2,700	16.25	21.0		2,700	16.25	21.0
Subtotal				70.8				79.2				79.2
Special Needs Programs												
General Guidance of Special Needs Program	N/A	5.0		5.0		5.0
Special Needs Assistance Program (SNAPS) - Intake/Evaluation Activities	# of Continuum of Care Reviews	461	31.50	7.0		470	40.00	9.0		475	40.00	9.0
Provide SNAPS - Grant Administration Activities (Includes Title V)	# of Projects Managed	2,600	9.60	12.0		2,700	13.00	16.8		2,800	12.50	16.8
Provide SNAPS Policy, Program Management and Advocacy	NA	7.0		7.0		7.0
Provide HIV/AIDS Housing (HOPWA) Grant Activities	of Care Packages Reviewed	157	120.00	9.0		245	102.00	12.0		245	102.00	12.0
Provide HOPWA Grants Management and Special Initiatives	NA	1.0		1.0		1.0
Manage HUDVET Program Activities	NA	1.0		1.0		1.0
Subtotal				42.0				51.8				51.8
Environmental and Energy Programs												

Workload Guideline	Workload Indicator	Fiscal Year 2002			Fiscal Year 2003			Fiscal Year 2004				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Overall Guidance of HUD Environmental and Energy Programs	NA	3.0		3.0		3.0
Manage HUD Environmental Program	NA	9.0	1.0	11.0	1.0	11.0
Manage HUD Energy Program	NA	3.0	1.0	5.0	1.0	5.0
Subtotal				15.0				19.0				19.0
Office of the DAS for Economic Development												
Overall Guidance for Economic Development Activities	N/A	4.0		4.0		4.0
Rural Housing and Economic Development Activities	NA	23.0		23.0		23.0
Manage Special Purpose Grants	Applications Processed	831	10.15	4.0		831	15.00	6.0		830	15.00	6.0
Manage RC/EZ/EC Initiatives	# of RC/EZ/EC Communities	125	149.64	9.0		125	183.00	11.0		125	183.00	11.0
Subtotal				40.0				44.0				44.0
Office of the DAS for CPD Operations												
Overall Guidance of Technical Assistance Management (TAM) Activities	N/A	5.0		5.0		5.0
Manage CPD Budget Operations	N/A	8.0		8.0		8.0
Provide CPD Administrative Services Support	# of CPD HQ & Field Staff Supported	241	113.00	13.0		392	69.00	13.0		392	69.00	13.0
Provide CPD Human Resources and Training Support	N/A	6.0		6.0		6.0
Manage TA Contracts and National Agreements	Cooperative Agreements Administered	563	37.00	10.0		655	35.00	11.0		740	31.00	11.0
Manage CPD System Development and Maintenance	N/A	11.0		13.0		13.0
Subtotal				53.0				56.0				56.0
CPD Field Management												
Provide Liaison Services to CPD Field Offices	Offices Supported	42	745.00	15.0		42	745.00	15.0		42	747.00	15.0
Subtotal				15.0				15.0				15.0
DAS for Special Initiatives												
Overall Guidance of CPD Special Initiatives	N/A	1.0		1.0		1.0
Colonias Gateway Initiative	NA			0.0				0.0				0.0
Subtotal				1.0				1.0				1.0
HEADQUARTERS EMPLOYMENT TOTAL				252.8				278.0				278.0
FIELD ACTIVITIES												
Overall Guidance of CPD Field Activities	N/A	118.5	7.5	125.7	7.5	125.7

Workload Guideline	Workload Indicator	----- Fiscal Year 2002 -----			----- Fiscal Year 2003 -----			----- Fiscal Year 2004 -----				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Review Consolidated Plans - Field	Consolidated Plans	1,080	106.50	55.1		1,080	116.30	60.2		1,080	116.30	60.2
Provide Consolidated Plan Assistance and Training - Field	NA	9.1	1.1	9.1	1.1	9.1
Manage Entitlement Grantees - Field	Grantees Managed	1,080	147.50	76.3		1,080	161.00	83.3		1,080	161.00	83.3
Evaluate Entitlement Grantees - Field	# of CAPERS Evaluated	1,080	171.00	88.4		1,080	186.50	96.5		1,080	186.50	96.5
Monitor Entitlement Grantees On-Site - Field	# of Monitoring Visits Made	400	248.00	47.5		400	270.50	51.8		400	270.50	51.8
Manage Competitive Grant Recipients (CGRs) - Field	# of CGRs Managed	500	255.50	61.2		500	279.00	66.8		500	279.00	66.8
On-site Monitoring of Competitive Grant Recipients (CGRs) - Field	# of Monitoring Letters Sent	480	50.50	11.6		400	65.75	12.6		400	65.75	12.5
Manage McKinney Competition - Field	# of Grants Approved	7,100	28.10	95.6		8,000	27.25	104.4		8,800	24.77	104.4
Provide Environmental Support - Field	NA	15.6	1.4	15.6	1.4	15.6
Provide Economic Development Assistance - Field	NA	15.9		15.9		15.9
Relocation Activities - Field	NA	3.0		3.1		3.2
FIELD EMPLOYMENT TOTAL				597.8				645.0				645.0

Detail of Community Planning and Development Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2002 -----			----- Fiscal Year 2003 -----			----- Fiscal Year 2004 -----				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Headquarter Employment												
Office of the Assistant Secretary/GDAS for CPD												
Overall Guidance of CPD activities in HQ and Field	N/A	16.0		12.0		12.0
Provide CPD Comptroller Services	N/A	0.0		0.0		0.0
Subtotal				16.0				12.0				12.0
Office of the Assistant Secretary for Grant Programs												
General Guidance of CPD Grant Programs	N/A	3.0		3.0		3.0
Activities of Block Grant Entitlement Program	N/A	11.0	3.0	14.4	3.0	14.4
Provide Block Grant State and Small Cities Activities	N/A	9.0		11.0		11.0
General Guidance of Affordable Housing Programs	N/A	6.0		7.0		7.0
Oversee Affordable Housing Grants	N/A	18.8	1.0	18.8	1.0	18.8
Relocation and Acquisition Activities	N/A	3.0	1.0	4.0	1.0	4.0
Provide Section 108 Program Activities	# of applications reviewed	2,700	15.50	20.0		2,700	16.25	21.0		2,700	16.25	21.0
Subtotal				70.8				79.2				79.2
Special Needs Programs												
General Guidance of Special Needs Program	N/A	5.0		5.0		5.0
Special Needs Assistance Program (SNAPS) - Intake/Evaluation Activities	# of Continuum of Care Reviews	461	31.50	7.0		470	40.00	9.0		475	40.00	9.0
Provide SNAPS - Grant Administration Activities (Includes Title V)	# of Projects Managed	2,600	9.60	12.0		2,700	13.00	16.8		2,800	12.50	16.8
Provide SNAPS Policy, Program Management and Advocacy	NA	7.0		7.0		7.0
Provide HIV/AIDS Housing (HOPWA) Grant Activities	# of Continuum of Care Packages Reviewed	157	120.00	9.0		245	102.00	12.0		245	102.00	12.0
Provide HOPWA Grants Management and Special Initiatives	NA	1.0		1.0		1.0

Workload Guideline	Workload Indicator	----- Fiscal Year 2002 -----			----- Fiscal Year 2003 -----			----- Fiscal Year 2004 -----				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Manage HUDVET Program Activities	NA	1.0		1.0		1.0
Subtotal				42.0				51.8				51.8
Environmental and Energy Programs												
Overall Guidance of HUD Environmental and Energy Programs	NA	3.0		3.0		3.0
Manage HUD Environmental Program	NA	9.0	1.0	11.0	1.0	11.0
Manage HUD Energy Program	NA	3.0	1.0	5.0	1.0	5.0
Subtotal				15.0				19.0				19.0
Office of the DAS for Economic Development												
Overall Guidance for Economic Development Activities	N/A	4.0		4.0		4.0
Rural Housing and Economic Development Activities	NA	23.0		23.0		23.0
Manage Special Purpose Grants	# of Applications Processed	831	10.15	4.0		831	15.00	6.0		830	15.00	6.0
Manage RC/EZ/EC Initiatives	# of RC/EZ/EC Communities	125	149.64	9.0		125	183.00	11.0		125	183.00	11.0
Subtotal				40.0				44.0				44.0
Office of the DAS for CPD Operations												
Overall Guidance of Technical Assistance Management (TAM) Activities	N/A	5.0		5.0		5.0
Manage CPD Budget Operations	N/A	8.0		8.0		8.0
Provide CPD Administrative Services Support	# of CPD HQ & Field Staff Supported	241	113.00	13.0		392	69.00	13.0		392	69.00	13.0
Provide CPD Human Resources and Training Support	N/A	6.0		6.0		6.0
Manage TA Contracts and National Agreements	# of Cooperative Agreements and Contracts Administered	563	37.00	10.0		655	35.00	11.0		740	31.00	11.0
Manage CPD System Development and Maintenance	N/A	11.0		13.0		13.0
Subtotal				53.0				56.0				56.0
CPD Field Management												
Provide Liaison Services to CPD Field Offices	# of Field Offices Supported	42	745.00	15.0		42	745.00	15.0		42	747.00	15.0
Subtotal				15.0				15.0				15.0
DAS for Special Initiatives												

Workload Guideline	Workload Indicator	----- Fiscal Year 2002 -----			----- Fiscal Year 2003 -----			----- Fiscal Year 2004 -----				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Overall Guidance of CPD Special Initiatives	N/A	1.0		1.0		1.0
Colonias Gateway Initiative	NA			0.0				0.0				0.0
Subtotal				1.0				1.0				1.0
HEADQUARTERS EMPLOYMENT TOTAL				252.8				278.0				278.0
FIELD ACTIVITIES												
Overall Guidance of CPD Field Activities	N/A	118.5	7.5	125.7	7.5	125.7
	# of Consolidated Plans											
Review Consolidated Plans - Field	Reviewed	1,080	106.50	55.1		1,080	116.30	60.2		1,080	116.30	60.2
Provide Consolidated Plan Assistance and Training - Field	NA	9.1	1.1	9.1	1.1	9.1
	# of Entitlement Grantees											
Manage Entitlement Grantees - Field	Managed	1,080	147.50	76.3		1,080	161.00	83.3		1,080	161.00	83.3
Evaluate Entitlement Grantees - Field	# of CAPERS Evaluated	1,080	171.00	88.4		1,080	186.50	96.5		1,080	186.50	96.5
	# of Monitoring Visits Made											
Monitor Entitlement Grantees On-Site - Field	# of Monitoring Visits Made	400	248.00	47.5		400	270.50	51.8		400	270.50	51.8
	# of CGRs											
Manage Competitive Grant Recipients (CGRs) - Field	# of CGRs Managed	500	255.50	61.2		500	279.00	66.8		500	279.00	66.8
	# of Monitoring Letters Sent											
On-site Monitoring of Competitive Grant Recipients (CGRs) - Field	# of Monitoring Letters Sent	480	50.50	11.6		400	65.75	12.6		400	65.75	12.5
	# of Grants Approved											
Manage McKinney Competition - Field	# of Grants Approved	7,100	28.10	95.6		8,000	27.25	104.4		8,800	24.77	104.4
Provide Environmental Support - Field	NA	15.6	1.4	15.6	1.4	15.6
	# of Monitoring Letters Sent											
Provide Economic Development Assistance - Field	NA	15.9		15.9		15.9
	# of Grants Approved											
Relocation Activities - Field	NA	3.0		3.1		3.2
FIELD EMPLOYMENT TOTAL				597.8				645.0				645.0

HEADQUARTERS EMPLOYMENT

EXPLANATION OF CHANGES FOR THE 2002 ENACTED AND 2003 and 2004 BUDGET ESTIMATE

CPD's requested FTE level is 923 for fiscal year 2003 and fiscal year 2004. This is an increase of 72.4 FTEs, over the actual fiscal year 2002 usage of 850.6.

Each year, CPD executes thousands of new formula and competitive grants agreements. CPD's grant inventory will increase by several hundred next year as a result of the homeless assistance, Renewal Communities, Youthbuild, HOPWA, Brownfields and other competitions that are now in process. The number of grants for which CPD Field Offices are responsible continues to rise. The terms of most of these grants run up to 10 years, and staff must provide ongoing monitoring and oversight to ensure that grantees are using the grant funds appropriately. Monitoring can only be useful and constructive if it is done regularly and completely. Sufficient staff is required to perform site visits, provide technical assistance and manage technical assistance contracts, approve activities, prepare appropriate documentation, etc. CPD has made significant progress over the last few years in addressing Inspector General and General Accounting Office findings that additional and more in-depth monitoring is needed of the thousands of active grants in our portfolio. CPD wants to continue improving in this area to ensure that all CPD funds are being used to serve our programmatic mission.

Community Development Block Grant

Activities of Block Grant Entitlement Program Office of Block Grant Assistance Disaster Recovery Activities - Additional FTEs is necessary since the recent appropriation of \$3.48 billion in CDBG disaster funds to assist New York City following the September 11, 2001, World Trade Center terrorist attack. This is a highly sensitive workload item, and is in addition to the need for assistance to manage other CDBG disaster assistance projects.

Provide Section 108 Program Activities The additional 1 FTE in fiscal year 2003 and fiscal year 2004 increases the unit cost to more thoroughly review the applications received.

Special Needs Programs

Intake/Evaluation Activities. The number of Continuum of Care Reviews continues to increase, and all packages received are reviewed, therefore, the additional 2 FTEs in fiscal year 2003 and fiscal year 2004, and the unit cost changes to accomplish the activity.

Administration Activities The unit cost increases to reflect the growing number of projects managed and the additional 4.8 FTEs, in fiscal years 2003 and 2004.

Provide HIV/AIDS Housing Grant Activities. The unit cost changes to reflect the increased number of packages received that must be reviewed, and also the additional 3 FTEs in fiscal years 2003 and 2004.

Affordable Housing

Oversee Affordable Housing Grants. Without additional staff, CPD may not adequately provide the necessary policy direction and guidance for the new \$200 million American Dream Down Payment Initiative, and for the Department's second largest formula grant program to the current and the new grantees that come on board each year.

Office of the DAS for Economic Development

Manage Special Purpose Grants. The additional 2 FTEs in fiscal year 2003 and fiscal year 2004 increases the unit cost of processing and more thoroughly monitor the congressionally earmarked grants.

Manage RC/EZ/EC Initiative. The additional 2 FTEs in fiscal year 2003 and fiscal year 2004 increases the unit cost to more thoroughly monitor the existing grants.

CPD Operations and Technical Assistance

Overall Guidance of Technical Assistance. This FTE includes the DAS who is also the CPD Comptroller and his staff.

Provide CPD Administrative Services Support. The increased number of staff needing administrative support causes a decrease in the projected unit cost.

Salaries and Expenses, Housing and Urban Development
Budget Activity 1: Community Planning and Development

Manage TA Contracts and National Contract Agreements. The number of contracts continues to increase, and the additional 1 FTE for fiscal year 2003 and fiscal year 2004 changes the unit cost.

Overall Guidance of CPD Field Activities. To staff front office and support positions in order to provide adequate guidance on CPD programs. (7.5 FTE in fiscal year 2003 and fiscal year 2004)

CPD Field Consolidated Plan/Action Plan Activities

Review Consolidated Plans. The additional 5.1 FTEs in fiscal year 2003 and fiscal year 2004 changes the unit cost, so that more thorough reviews may be conducted.

Manage Entitlement Grantees. The additional 7 FTEs in fiscal year 2003 and fiscal year 2004 changes the unit cost, so that grantees will be more effectively managed.

Evaluate Entitlement Grantees. The additional 8.1 FTEs in fiscal year 2003 and fiscal year 2004 changes the unit cost.

Monitor Entitlement Grantees On-site. The additional 4.3 FTEs in fiscal year 2003 and fiscal year 2004 changes the unit cost to allow more time to more thoroughly monitor the Grantees.

Manage Competitive Grant Recipients (CGRs). The additional 5.6 FTEs in fiscal year 2003 and fiscal year 2004 changes the unit cost to more effectively manage the CGRs.

On-Site Monitoring of CGRs. The additional 1 FTE in fiscal year 2003 and fiscal year 2004 changes the unit cost to allow more time to review the data from the monitoring visits, in order to write effective monitoring letters to the Grantees.

Manage McKinney Competition. The additional 8.8 FTEs in fiscal year 2003 and fiscal year 2004, is necessary to keep pace with the increased number of grants that are approved, thereby changing the unit cost.