

DRAFT

U.S. Department of Housing and Urban Development



Staffing Plan

For

Fiscal Year 2004

DRAFT

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U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Staffing Plan - Fiscal Year 2004

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U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Staffing Plan - Fiscal Year 2004

Part I

INTRODUCTION

For Fiscal Years (FYs) 2001, 2002, 2003 and 2004, Congress has asked the Department to submit a staffing plan to the Committee on Appropriations that is based on the Resource Estimation and Allocation Process (REAP) matched with programmatic responsibility. HUD's FY 2004 Appropriation Bill also requires, "that the Secretary shall submit a staffing plan for the Department by November 14, 2003." In response to this request, the Department respectfully submits this *Staffing Plan for FY 2004*.

ORGANIZATION OF THIS PLAN

This Staffing Plan is presented in two parts. Part I begins with an overview of HUD's Strategic Goals for accomplishing the Department's mission to increase homeownership, support community development and increase access to affordable housing free from discrimination. The next section addresses REAP and the REAP refresh currently underway. The third section covers the Five-Year Human Capital Strategic Plan and the comprehensive Workforce Analysis that is also currently underway. Additional information is included on the implementation of Technology Improvements.

By focusing the staffing planning efforts in this manner, HUD has a "four-pronged" approach that includes:

- Refreshing and updating REAP;
- Implementing a Five-Year Strategic Human Capital Management Plan;
- Conducting a Comprehensive Workforce Analysis, and Planning Process; and
- Implementing Technological Improvements.

Part II of this Staffing Plan provides specific information on each program office and their efforts to achieve REAP-related ceiling limitations associated with HUD's appropriations. Program offices were asked to discuss key priorities, attrition/turnover, identify strategies for achieving REAP ceiling levels and strategies for monitoring staffing levels.

HUD'S STRATEGIC GOALS

In 2002, Secretary Mel Martinez tasked the Department's leadership with assessing HUD's strategic mission, goals and objectives and determining how HUD's work contributes to

these objectives. The Secretary also required that the Strategic Plan be aligned with the FY 2004 Budget and Annual Performance Plan.

HUD's *FY 2004 Annual Performance Plan* outlines the performance goals of the Department and the means and strategies that will be used in FY 2004 to achieve them. The Department is committed to a strong performance management system that provides accountability and transparency to Congress and the public.

The Annual Performance Plan is closely related to both HUD's Strategic Plan and HUD's FY 2004 budget request. The Annual Performance Plan also dovetails with HUD's new *Human Capital Strategic Plan for FYs 2003–2008* that was completed in March 2003. This new Human Capital Strategic Plan supports the HUD Strategic Plan. HUD's three strategic goals for human capital are: (1) a mission-focused agency; (2) a high quality workforce; and (3) an effective succession plan.

Reflecting HUD's role as the primary federal agency responsible for addressing America's housing needs and improving and developing the nation's communities, the Administration is proposing \$31.3 billion in funding for HUD for FY 2004. These funds will support HUD's broad, yet focused strategic goals to:

- Increase homeownership opportunities;
- Promote decent affordable housing;
- Strengthen communities;
- Ensure equal opportunity in housing;
- Embrace high standards of ethics, management and accountability; and
- Promote participation of faith-based and community organizations.

HUD's new Strategic Framework consists of a mission statement supported by strategic goals and objectives for the next six years. The Strategic Framework includes three programmatic strategic goals and three crosscutting strategic goals. Programmatic goals reflect the program areas where HUD's efforts benefit families and communities. Crosscutting goals reflect HUD priorities with a wide cross-cutting impact that affect all HUD program areas. The Department's new framework is displayed in the chart below.

HUD'S STRATEGIC FRAMEWORK

Mission: Increase homeownership, support community development and increase access to affordable housing free from discrimination.

Mission: Increase homeownership, support community development and increase access to affordable housing free from discrimination.			
Programmatic Strategic Goals	Increase homeownership opportunities	Promote decent affordable housing	Strengthen communities
	<ul style="list-style-type: none"> • Expand national homeownership opportunities. • Increase minority homeownership. • Make the homebuying process less complicated and less expensive. • Fight practices that permit predatory lending. • Help HUD-assisted renters become homeowners. • Keep existing homeowners from losing their homes. 	<ul style="list-style-type: none"> • Expand access to affordable rental housing. • Improve the physical quality and management accountability of public and assisted housing. • Increase housing opportunities for the elderly and persons with disabilities. • Help HUD-assisted renters make progress toward self-sufficiency. 	<ul style="list-style-type: none"> • Provide capital and resources to improve economic conditions in distressed communities. • Help organizations access the resources they need to make their communities more livable. • End chronic homelessness and move homeless families and individuals to permanent housing. • Mitigate housing conditions that threaten health.
	Ensure equal opportunity in housing		
Cross-Cutting Strategic Goals	<ul style="list-style-type: none"> • Resolve discrimination complaints on a timely basis. • Promote public awareness of fair housing laws. • Improve housing accessibility for persons with disabilities. 		
	Embrace high standards of ethics, management and accountability		
	<ul style="list-style-type: none"> • Rebuild HUD's human capital and further diversify its workforce. • Improve HUD's management, internal controls and systems and resolve audit issues. • Improve accountability, service delivery and customer service of HUD and its partners. • Ensure program compliance. • Improve internal communications and employee involvement. 		
Promote participation of faith-based and community organizations			
<ul style="list-style-type: none"> • Reduce regulatory barriers to participation by faith-based and community organizations. • Conduct outreach to inform potential partners of HUD opportunities. • Expand technical assistance resources deployed to faith-based and community organizations. • Encourage partnerships between faith-based/community organizations and HUD's traditional grantees. 			

WORKFORCE PROFILE

The Department's staff has steadily declined from more than 14,000 workers a decade ago to approximately 10,500 employees as of February 2003. This downsizing has occurred while HUD's programmatic responsibilities have increased significantly. Given that downsizing has occurred and that programmatic responsibilities have increased, the current workforce levels are not adequate

To perform our mission-critical work, the Department has to rely on contractors. It is estimated that contractors providing support on programmatic and administrative matters augment HUD's total workforce by an additional 46 percent. Specifically, total direct private sector employment resulting from HUD procurement obligations exceeds 4,200 work years of effort annually.

HUD's employees are knowledgeable, experienced and committed to public service. Our average employee is a grade 12 with 19 years of federal service. HUD's workforce is also diverse in its racial and ethnic composition. The different faces of our employees in neighborhoods and communities across the country make us stronger and more citizen-centered in the delivery of our programs and services.

RETIREMENT PROJECTIONS

A review of recent retirement data for the Department indicates that 41.0 percent of the workforce is currently eligible for immediate retirement. Within one year, 44.5 percent become eligible; within two years, 47.8 percent become eligible; and within three years, 51.1 percent become eligible. The chart below provides a display of retirement eligibility projects for the next five years by program office.

FIVE-YEAR RETIREMENT ELIGIBILITY BY PROGRAM OFFICE						
Program Office	% NOW	% YR1	% YR2	% YR3	% YR4	% YR5
Departmental Management	22.6%	24.7%	29.0%	30.1%	32.3%	32.3%
Center for Faith-Based and Community Initiatives	0.0%	0.0%	0.0%	0.0%	14.3%	14.3%
Office of Departmental Operations and Coordination	38.9%	40.7%	45.1%	48.7%	52.2%	58.4%
Office of Housing	43.5%	47.4%	50.5%	54.1%	58.9%	64.3%
Public and Indian Housing	39.0%	42.8%	46.6%	50.7%	55.6%	60.0%
Community Planning and Development	44.5%	47.3%	50.3%	52.9%	56.8%	59.5%
Fair Housing and Equal Opportunity	40.0%	42.9%	46.1%	49.2%	52.9%	57.2%
Policy Development and Research	49.0%	51.0%	51.0%	54.5%	56.6%	57.9%
Field Policy and Management	35.0%	39.8%	44.0%	58.3%	61.6%	63.3%
Government National Mortgage Association	37.1%	38.6%	41.4%	45.7%	47.1%	48.6%
Healthy Homes and Lead Hazard Control	15.6%	17.8%	22.2%	22.2%	22.2%	24.4%

**FIVE-YEAR RETIREMENT ELIGIBILITY
BY PROGRAM OFFICE**

Program Office	% NOW	% YR1	% YR2	% YR3	% YR4	% YR5
Office of General Counsel	31.0%	32.7%	35.7%	40.1%	42.8%	46.1%
Office of Departmental Equal Employment Opportunity	46.2%	46.2%	50.0%	53.8	57.7	61.5
Chief Financial Officer Administration	37.1%	41.5%	43.7%	44.1%	56.8%	51.5%
	49.4%	53.4%	56.8%	58.3%	61.6%	63.3%
TOTALS	41.0%	44.5%	47.8%	51.1%	55.3%	59.5%

This data clearly indicates that HUD faces a challenge over the next 3-5 years in connection with our staffing. Perhaps even more important to HUD's workforce needs in the future is the advent of electronic government (e-gov). Advances in technology will have a profound impact on the way HUD does business in the future. HUD is an active participant in several e-gov initiatives. These advances will have a significant impact on the future human resources needs of the Department. Understanding these initiatives and other potential advances in information technology for the planning horizon are critical to a good workforce plan.

To respond to these challenges, HUD established an Executive Steering Committee for Human Capital Management to provide executive leadership in the development of long-range human capital strategies to address the Department's human capital needs consistent with the President's Management Agenda (PMA) and guidance from the Office of Management and Budget (OMB), as noted in OMB Bulletin No. 01-07, *Workforce Planning and Restructuring*.

The primary purpose of this Staffing Plan is to align HUD's human capital to support the mission, goals and organizational objectives of the Department. Moreover, this Staffing Plan will assist the Department in sustaining a high-performing workforce that is continually improving in productivity, strategically using existing personnel flexibilities, tools and technology, and implementing long-range succession planning strategies.

REAP AND REFRESH

HUD recognizes the need for a systematic approach to estimate, justify, and allocate staffing resources. In 1999, Congress asked the National Academy of Public Administration (NAPA) to work with the Department to develop a resource management methodology. A HUD/NAPA Advisory Group was established with representatives from all HUD program offices. The Advisory Group studied the best practices of other government agencies, and recommended and implemented a new resource management methodology known as REAP. Implementation of REAP was completed in January 2002. The Department is currently undergoing a REAP refresh of the base-line data.

REAP serves as the key workload information source for the Department in estimating, justifying and allocating its staffing resources. REAP is being used for budget formulation and execution, strategic planning and organizational analysis. REAP was first incorporated into the FY 2003 budget justifications, and was used in the development of the Department's Staffing Plan submitted to Congress in January 2002. HUD is now in the process of validating the REAP

data through the use of an automated Total Estimation and Allocation Mechanism (TEAM) which captures information on actual workload accomplishments and time usage.

With REAP/TEAM in place as a resource estimation process, the Department is turning its attention to strategically aligning staffing needs with program goals, and conducting comprehensive workforce analysis to respond to anticipate staff losses over the next five years.

STRATEGIC HUMAN CAPITAL MANAGEMENT PLAN

The primary purpose of the *Strategic Human Capital Management Plan for FY 2003-FY 2008* is to align HUD's human capital to support its mission, goals and organizational objectives. Moreover, this Human Capital Management (HCM) Plan will assist the Department in sustaining a high-performing workforce that is continually improving in productivity, strategically using existing personnel flexibilities, tools and technology, and implementing long-range succession planning strategies.

More specifically, this HCM Plan outlines a strategic vision for human capital management within the Department, identifies human capital organizational values and sets forth three major strategic human goals along with specific objectives and strategies for achieving the goals. These major goals are: Goal 1 – Mission Focused Agency; Goal 2 – Workforce Quality; and Goal 3 – Effective Succession Planning, and are summarized below.

Goal 1 – Mission-Focused Agency: HUD's workforce is aligned to efficiently and effectively increase homeownership, support community development and increase access to affordable housing free from discrimination.

Goal 2 – Quality Workforce: HUD effectively and efficiently recruits, develops, and manages a high quality and diverse workforce.

Goal 3 – Effective Succession Planning: HUD staff retiring over the next five years are succeeded by qualified staff prepared to continue quality service and program delivery, and technical knowledge is captured, documented and institutionalized.

Each goal is supported by objectives, strategies and outcomes that elaborate on HUD's human capital vision, and how it will be implemented. The objectives and strategies define outcomes and critical actions needed to ensure that the goals are achieved. Detailed performance measures will be used to ensure that the goals are accomplished.

HUD has also completed a detail draft *Strategic Human Capital Management Implementation Plan* that provides actions steps, performance measures for success and estimated completion dates to be used to implement the HCM Plan, which will result in: (1) a better deployed workforce; (2) mission-driven performance; and, (3) increased efficiency and effectiveness of operations.

WORKFORCE PLANNING AND ANALYSIS

A critical companion effort to the HCM Plan is the need to conduct a comprehensive workforce analysis on a continuing basis, and to adopt and institutionalize a workforce planning process. In July 2002, the General Accounting Office (GAO) issued a report that cited the need for HUD to engage in comprehensive workforce planning. GAO recognized that HUD had done some workforce analysis, but pointed to a need for a comprehensive workforce plan that identifies the knowledges, skills and abilities needed to build a workforce for the future.

HUD agrees with the GAO determination and has awarded a contract to support this important effort. The goals and objectives of the HCM Plan, as well as the REAP/TEAM data, will be linked and incorporated into the workforce planning effort.

HUD is in the process of conducting a comprehensive workforce analysis for the Department that is a methodical process of analyzing the current workforce, determining future workforce needs, identifying the gap between the present and future and implementing solutions so the Department can accomplish its mission, goals and objectives. HUD has awarded a contract to Logistics Management Institute (LMI) to perform this task. The Statement of Work calls for the contractor to perform a Five-Year Strategic Workforce Analysis for HUD's four major program offices. The contractor is currently working with the Office of Public and Indian Housing, and is scheduled to be completed by November 31, 2003.

Additional resources have been authorized for LMI to begin work in the Office of Community Planning and Development. When the contract is completed, LMI will have supplied HUD with a Departmental Workforce Analysis Plan as well as individual plans for the four major program offices. These plans will supply HUD with future workload projections, as well as determine gaps caused by future staffing and competency needs. The plans will outline, for each program office as well as the Department, specific strategies that can be used to fill gaps through training, recruitment or re-alignment.

A major focus of the workforce planning process has started with the expansion of recruitment efforts, with an enhanced intern program, an in-depth review of the hiring process and delegate hiring to the local level, where possible. This strategy involves implementing career and professional development programs throughout the Department and requiring that each program office establish a comprehensive recruitment plan that supports their succession planning efforts.

Work has begun to revamp these developmental programs, which include the Presidential Management Intern (PMI) Program, the Federal Career (HUD) Intern Program, the Legal Honors Intern Program and the Student Career Experience Program (SCEP). In this manner, the Department will be able to target lower grades for traditional HUD occupational groups. Further, we have recently identified and hired several Human Resources Specialists who are dedicated to developing comprehensive recruitment strategies in support of HUD programmatic and succession planning needs.

Other specific efforts associated with workforce planning and analysis include: -

- **Projecting Skills Gaps** – Five-year retirement projections will be used to analyze skill gaps in core mission competencies and determine how to best fill these critical needs, and assess the impact of e-gov initiatives;
- **Skills Training** – Training and development programs will respond to critical skills gaps;
- **Knowledge Transfer** – Technical expert knowledge will be retained and transferred to remaining employees, and processes and procedures will be documented; and
- **Recruitment and Retention** – HUD will recruit, hire and promote the highest quality applicants, and retain the highest quality employees.

By pursuing these objectives, HUD will identify the competencies associated with top performance and determine the upcoming needs the Department will face with anticipated retirements. The planning efforts will align these needs with developmental opportunities that will support our succession planning needs to keep our workforce strong, and our service to the nation at a consistently high level.

IMPLEMENTATION OF INFORMATION TECHNOLOGY IMPROVEMENTS

To achieve the Department's human capital goals and support the comprehensive workforce planning efforts, HUD clearly recognizes the need for improvements in technology. Currently, HUD uses 17 different legacy systems to collect and track human capital information.

HUD has begun efforts to introduce a customized PeopleSoft™ application known as the HUD Integrated Human Resources and Training System (HIHRTS). This initiative addresses the human resources and training information needs of the Office of Human Resources, the HUD Training Academy, and all program offices. HIHRTS will integrate all human resources information systems into a single platform, and make information available to managers and supervisors for strategic planning and employee development. HIHRTS represents a major step forward in HUD's application of technology improvements to help manage its human capital resources.

HUD has awarded the Integration and Implementation contract and the Independent Verification and Validation contract that are crucial to the implementation of the HIHRTS system. The PeopleSoft™ software has been installed on the Development Server and development efforts have been initiated.

Conclusion

The combination of the REAP/TEAM data, the long-range HCM Plan, the Comprehensive Workforce Planning and Analysis and the technology improvements will position HUD to design its staffing needs to maintain a high-quality workforce aligned to support the fundamental mission priorities of the Department for the delivery of services to the nation.

Part II

SPECIFIC PROGRAM OFFICE PLANS

Program offices were provided guidance on preparing specific plans for this document. Guidance provided addressed full-time equivalent (FTE) utilization rates, REAP allocations, and program offices were asked to address strategies for meeting REAP ceilings if the office was over or under its ceiling. The following section provides more detail information on these factors for each program office.

DEPARTMENTAL FY 2004 SUMMARY

The chart below shows the number of staff on-board at the beginning of the fiscal year for each program office. Additionally, the projected FTE usage for each office is shown along with the proposed FTE ceiling based on REAP. The last column shows the difference between the projected FTE usage and the proposed ceiling for each office.

Program Office	On Board Start of FY 2004	Projected FTE Usage 9/30/04	FY 2004 Proposed FTE Ceiling	Over/Under (+/-) Projection vs. Ceiling
Departmental Management	96.0	91.0	91.0	---
Center for Faith-Based and Community Initiatives	7.0	7.5	8.0	-1.0
Office of Departmental Operations and Coordination	113.0	108.0	98.0	+10.0
Office of Housing	3,294.0	3,353.5	3,489.0	-136.0
Public and Indian Housing	1,666.0	1,667.0	1,670.0	-3.0
Community Planning and Development	945.0	916.5	834.0	+83.0
Fair Housing and Equal Opportunity	748.0	728.5	640.0	+89.0
Policy Development and Research	147.0	151.0	160.0	-9.0
Office of Field Policy and Management	521.0	523.5	530.0	-7.0
Government National Mortgage Association	71.0	70.0	70.0	---
Healthy Homes and Lead Hazard Control	45.0	42.5	38.0	+5.0
Office of General Counsel	694.0	693.0	693.0	---
Office of Departmental Equal Employment Opportunity	26.0	27.0	29.0	-2.0
Chief Financial Officer	229.0	234.5	248.0	-14.0
Administration	710.0	716.5	732.0	-16.0
TOTALS	9,312.0	9,330.0	9,330.0	-1.0

DEPARTMENTAL MANAGEMENT

Departmental Management includes the Office of the Secretary and Deputy Secretary and other staff offices under the Secretary's immediate direction. The responsibilities of the Department are administered under the supervision and direction of the Secretary, who is responsible for the administration of all programs, functions and authorities of the Department. The Deputy Secretary assists the Secretary in the discharge of his duties and responsibilities, and serves as Acting Secretary in the absence of the Secretary. In addition to the Office of the Secretary and Deputy Secretary, this activity includes five small offices of highly specialized staff with Department-wide responsibility for the following functions: participation of small and disadvantaged businesses in the contracting activities of the Department; public affairs; congressional and intergovernmental relations; and administrative judicial proceedings. Collectively and separately, these offices are essential to the independent formulation and review of Departmental policy and the promotion and interpretation of that policy. Offices that comprise Departmental Management include:

- Office of Small and Disadvantaged Business Utilization (OSDBU)
- Office of Public Affairs
- Office of Congressional and Intergovernmental Relations (CIR)
- Administrative Law Judges
- HUD Board of Contract Appeals

REAP Refresh

A request for a new REAP evaluation is in process due to the expanded role of OSDBU in the Department's outreach to small, women-owned and minority businesses. Additional FTEs will be needed to meet the Secretary's and the Deputy Secretary's goals in this area. It is expected that the workload will require an additional four FTEs on the OSDBU staff and an two additional FTEs in the Immediate Office of the Secretary/Deputy Secretary because of the need for policy decisions and overall management.

Achieving REAP Ceiling

Temporary appointments will not be extended past the current not-to-exceed date. If other program offices require the assistance of the temporary employees, those offices will originate extension of these appointments. An FTE reduction of five within the Office of the Secretary will result from this action. Additionally, the employees were not included in the REAP for this office. Therefore, the action will bring the overall encumbered positions more in line with the positions listed by REAP.

Three employees will move to other program offices, taking on other responsibilities in those areas. This will allow the Office of the Secretary to move two employees (who were excluded from the REAP) into two of those positions to assume the duties of the transferred persons so as to maintain the functions and activities of the office at the highest level while decreasing the FTEs and assisting the office to meet the REAP number. The third position will be occupied by a current employee, but the position was not included in the REAP.

A request has been made for an adjustment to the REAP to include an Administrative Law Judge position inadvertently omitted from the original REAP due to the fact that an on-board Judge was acting as Chief Judge, a position basic to the office function, but still undergoing the hiring process at that time. This action will add an additional position to the REAP within the overall Office of the Secretary, raising the total number to 37.

Two vacant positions included on the REAP were reassessed and the decision made to combine the duties of these positions into one. One person has been hired and the other position will remain vacant. The number of FTEs will decrease by one. Further, an employee is being transferred to a field position and will not be replaced because the functions of that position are shared other staff. No impact on operations will result from this move.

During the coming year, it is anticipated that there will be some attrition in political appointee positions due to the approaching elections. Recognizing the need to reduce the number of full-time positions (FTPs) and FTEs, it is planned that replacement hires will be held to the ceiling limit.

Because of the above actions, the overall staffing and FTE utilization for Departmental Management will be in line with the REAP and the goals of the Corrective Action Plan will be achieved.

Attrition/Turnover

Since October 1, 2003, there has been no attrition and only one hire (Schedule C). The average attrition has been -2, as the staff has increased in each year. The reason for this is that hiring of political employees increased, starting in FY 2001 until the current year. The planned attrition rate is +4, due to political employees leaving HUD in conjunction with the approaching presidential election. Regardless of the outcome of the election, many new political employees will be brought on board.

A REAP refresh is scheduled for due to the Deputy Secretary's direction to increase outreach to small, women-owned and minority-owned business. No completion date has been established. No other programs, legislation or regulatory action/elements are expected to influence the REAP ceilings.

If attrition does not achieve results needed, employees currently on detail to other organizations will be reassigned to the organization where they are working. Target dates will be established at the time the events occur. Employees remaining on HUD's rolls will be picked up by offices with REAP positions carrying the same functions but currently unfilled. There is ongoing discussion with these offices regarding this possibility.

Monitoring Strategy

Monitoring implementation of the Corrective Action Plan (CAP) will be effected through ongoing meetings with Executive Personnel Management Division, senior Office of the Secretary staff, the White House Liaison and the Deputy Secretary's staff to ensure that the plan is on course.

DEPARTMENTAL MANAGEMENT				
Program Office	Projected FTEs 10/1/03	REAP FTE Ceiling 2004	Variance (+/-) REAP Ceiling	Projected FTEs 4/1/04
Secretary/Deputy Secretary	25.8	17.0	+8.0	19.8
HUD Board of Contract Appeals	4.0	6.0	-2.0	4.5
Administrative Law Judges	9.0	9.0	---	9.0
OSDBU	7.3	5.0	+1.0	6.0
TOTALS	46.1	37.0	+7.0	39.3

CENTER FOR FAITH-BASED AND COMMUNITY INITIATIVES

The Center for Faith-Based and Community Initiatives (CFBCI) is currently under ceiling. The Deputy Director position has just been filled to ensure that full FTE utilization occurs during FY 2004.

CFBCI has worked with other organizations within HUD for the rotation of a Presidential Management Intern. At this time, it is undecided if the position will be reassigned to another program office. CFBCI is not scheduled for a REAP refresh in 2004.

CENTER FOR FAITH-BASED AND COMMUNITY INITIATIVES				
Program Office	Projected FTEs 10/1/03	REAP FTE Ceiling 2004	Variance (+/-) REAP Ceiling	Projected FTEs 4/1/04
CFBCI	7.00	8.00	-1.00	3.50

OFFICE OF DEPARTMENTAL OPERATIONS AND COORDINATION

The Office of Departmental Operations and Coordination (ODOC) is comprised of an immediate office, the Office of Labor Relations, the Web Team and the Southwest Border Region, Colonias and Migrant/Farmworker initiative. Field Labor Relations staff are located in Boston, Hartford, New York City, Buffalo, Newark, Philadelphia, Baltimore, Pittsburgh, Richmond, Atlanta, Chicago, Cincinnati, Cleveland, Detroit, Indianapolis, Milwaukee, Minneapolis, Fort Worth, Little Rock, New Orleans, Kansas City (KS), Denver, San Francisco, Los Angeles, Phoenix and Seattle.

The REAP study recommended 43 FTEs for ODOC, which represents an overall increase of 7 FTEs. The Office of Labor Relations' recommendation was 54 FTEs. Overall, ODOC is over-ceiling by 11 FTEs. Therefore, ODOC's staffing plan to meet the Department's CAP is described below.

Attrition/Turnover

Given the number of retirement eligible over the next two years, ODOC may lose up to 18 employees or 17 percent of its staff. ODOC's attrition rate in FY 2003 was 6 FTPs or 5.5 percent. There is also the potential of 4 reassignments to other HUD program offices.

REAP Refresh

ODOC has been scheduled for a REAP refresh and evaluations will begin in November 2003. During this evaluation, ODOC will demonstrate the need for additional staff to fill critical vacancies in Headquarters and in the field.

OFFICE OF DEPARTMENTAL OPERATIONS AND COORDINATION				
Program Office	Projected FTEs 10/1/03	REAP FTE Ceiling 2004	Variance (+/-) REAP Ceiling	Projected FTEs 4/1/04
ODOC	37	43.9	-6.9	43.9
Office of Labor Relations	72	54.6	+17.4	54.6
TOTAL	109	98.5	+10.5	98.5

OFFICE OF HOUSING

REAP Refresh

Office of Housing has seven (7) REAP Studies underway as of November 25, 2003. It also has an additional 2 such Studies targeted to begin in January 2004 and Housing has requested an additional eight (8) studies through the CFO office (the timelines are not yet established).

Since 2001, the nature and activities in the Housing industry have changed dramatically, as well as FHA's approach to meeting the needs of the clients and customers it serves. Housing has undertaken a variety of new legislated and/or regulated functions (e.g. RESPA and Predatory Lending) and in other areas workload has significantly increased (insured hospitals/assisted living) or changed (automated underwriting) creating a need for re-alignment of functions and/or recruitment of new skill sets.

Attrition/Turnover

Currently, 51%+ of Housing employees are eligible for full retirement benefits nationwide. Housing not only must fill these vacancies but also ensure that important experience-based knowledge of retiree's transfers effectively to their successors. The HUD Human Capital Management Plan adds a further dimension to this challenge with its call for "delayering" HUD's work organization, "teambuilding", and driving decisions down to their "lowest possible level". In general, then, the Office of Housing faces a demanding change agenda associated with HUD's strategic refocusing, the aging of its workforce and the organizational restructuring that follows from the new Human Capital Management Plan. The staffing plan Housing proposes intends to address these challenges in a targeted, considered manner. In addition, the work completed to date on the Housing Staffing Plans will be taken to the next level of a Housing Succession Plan in FY 2004. A summary of activity FY 2004 to date includes:

Attrition continues at an average of 8/month with a large number anticipated January 1 and September 30 of 2004.

Since October 1, 2003, the Office of Housing has hired 42 positions as follows:

• Insured Health Care Facilities	2
• Housing Operations	2
• Finance and Budget	5
• Single Family HQ	2
• Single Family Field	21
• Multifamily HQ	3
• Multifamily Field	<u>7</u>
Total	42

Additionally, the Office of Housing as of November 25, 2003, is seeking to hire:

• Insured Health Care Facilities	2
• Housing Operations	1
• Finance and Budget	3
• Single Family HQ	10
• Single Family Field	27
• Multifamily HQ	7
• Multifamily Field	<u>63</u>
Total	113

Strategies for Achieving REAP Ceilings

Each program office within Housing will ensure compliance with their REAP numbers and Housing Operations will be *Checkpoint one* (see Monitoring Strategy below) to ensure allocated ceilings are maintained. Each office is studying the possible attrition for their areas in FY 2004 as well as any possible need for realignment of functions as the business may change further (which is anticipated to be documented by the new REAP studies in FY 2004) to determine priority recruitments for FY2004. Housing is currently 232 FTE under ceiling nationwide. In FY 2003 Housing averaged 8 attritions/month. Our current recruitment list nationwide is 107, which includes internal to housing hires.

The few offices within Housing that currently show over-ceiling anticipate reduction of that figure to the REAP number through attrition, reallocation of resources and/or termination of student hires. The new REAP studies are anticipated to document current functions and needs which may reflect a different status as well.

Housing will continue to recruit Internal to HUD as a priority where possible, as well as from the Housing and financial industry to fill critical vacancies. Each program office has developed a listing of needed positions as well as prioritized them within their organization. Housing is in the process of developing an overall priority list of all positions. In addition to the standard recruiting process, Housing has identified approximately 60 positions nationwide that may allow for reassignments from over-ceiling program areas. That list is also being finalized for the Office of Human Resources (OHR).

MONITORING STRATEGY

Housing has established a collaborative monitoring strategy, which includes the Offices of CFO, OHR, as well as the individual Housing Program Offices. *Checkpoint one:* For each recruitment request, a program office will have to provide its current on-board and REAP FTE level; if there is an over-ceiling situation, the action will not be processed in Housing Operations Resource Management Division. *Checkpoint Two:* The Resource Management Division will continue to complete and coordinate the signature of the Request for Authority to Hire (CFO form) in collaboration with the CFO This form will include the on-board and REAP totals for the

office in the program area recruiting and will provide a clear justification for the need of the position in managing Housing's current business.

It is recognized that Housing's business needs can change quickly based on both the financial and housing markets, and the ability to react to those needs requires adequate flexibility within a Housing program area to shift the placement of staff, as necessary. Any such situation will be proactively managed with the program office, CFO and OHR to ensure that Housing's overall ceiling of 3,489 is never exceeded and the necessary documentation is provided to justify any changes within the program offices.

Checkpoint Three: Housing maintains a pipeline report that reflects all recruiting positions in each of the program areas. Positions are placed on this report only after Checkpoints one and two have been met. Program offices review this report weekly to ensure its accuracy. Housing meets weekly with OHR to review the data and ensure the report's accuracy. Meetings with the CFO also occur on a regular basis.

OFFICE OF HOUSING				
Program Office	Projected FTEs 10/1/03	REAP FTE Ceiling 2004	Variance (+/-) REAP Ceiling	Projected FTEs 4/1/04
OFFICE OF THE A/S FOR HOUSING – FHA COMMISSIONER (INCLUDING GOVERNMENT SPONSORED ENTERPRISES)	19.0	23.8	4.8	24.0
OFFICE OF INSURED HEALTH CARE FACILITIES	8.0	9.3	1.3	13.0
SUBTOTAL	27.0	33.1	6.1	37.0
DAS FOR FINANCE AND BUDGET	5.0	4.1	(0.9)	8.0
FHA OFFICE OF ASSET SALES	7.0	4.1	(2.9)	9.0
FHA COMPTROLLER	4.0	4.1	0.1	4.0
OFFICE OF FINANCIAL SERVICES	3.0	4.1	1.1	3.0
SF INSURANCE OPERATIONS DIVISION	58.0	63.2	5.2	61.0
SF POST INSURANCE DIVISION	31.0	34.8	3.8	31.6
MF OPERATION DIVISION	25.0	26.9	1.9	25.0
OFAR	59.0	57.9	(1.1)	58.7
OFFICE OF EVALUATION	19.0	17.6	(1.4)	19.7
OFFICE OF BUDGET AND FIELD RESOURCES	21.0	22.7	1.7	21.3
OFFICE OF SYSTEMS TECHNOLOGY	8.0	10.3	2.3	10.7
SUBTOTAL	240.0	249.8	9.8	252.0
DAS FOR OPERATIONS	4.0	6.2	2.2	4.0
OFFICE OF MANAGEMENT	3.0	4.1	1.1	3.0

OFFICE OF HOUSING

Program Office	Projected FTEs 10/1/03	REAP FTE Ceiling 2004	Variance (+/-) REAP Ceiling	Projected FTEs 4/1/04
RMD	21.0	17.6	(3.4)	18.0
PROCUREMENT MANAGEMENT DIVISION	20.0	22.7	2.7	20.0
ORGANIZATIONAL POLICY, PLANNING AND ANALYSIS DIVISION	10.0	8.3	(1.7)	11.0
OFFICE OF BUSINESS DEVELOPMENT	3.0	5.2	2.2	4.0
COMMUNICATION AND MARKETING DIVISION	27.0	21.7	(5.3)	25.0
SYSTEMS TECHNOLOGY DIVISION	10.0	5.2	(4.8)	10.0
SUBTOTAL	98.0	91.0	(7.0)	95.0
DAS FOR SF HOUSING	11.0	8.3	(2.7)	11.0
OFFICE OF SF PROGRAM DEVELOPMENT	32.0	28.9	(3.1)	32.8
OFFICE OF SF ASSET MANAGEMENT	79.0	79.5	0.5	91.9
OFFICE OF LENDER ACTIVITIES AND PROGRAM COMPLIANCE	35.0	31.0	(4.0)	45.3
SUBTOTAL	157.0	147.7	(9.3)	181.0
DAS FOR RAMH	2.0	---	(2.0)	3.0
INTERSTATE LAND SALES/RESPA DIVISION	27.0	18.6	(8.4)	30.0
OFFICE OF MANUFACTURED HOUSING PROGRAMS	17.0	21.7	4.7	15.0
SUBTOTAL	46.0	40.3	(5.7)	48.0
DAS FOR MF HOUSING PROGRAMS	12.0	10.3	(1.7)	12.0
OFFICE OF HOUSING ASSISTANCE AND CONTRACT ADMINISTRATION	36.0	43.4	7.4	49.0
OFFICE OF HOUSING ASSIST AND CONTRACT ADMIN OVERSIGHT	23.0	26.9	3.9	28.0
OFFICE OF PROGRAM SYSTEMS MANAGEMENT	12.0	14.5	2.5	14.0
OFFICE OF MF DEVELOPMENT	26.0	30.0	4.0	35.0
OFFICE OF ASSET MANAGEMENT	37.0	38.2	1.2	42.0
SUBTOTAL	146.0	163.3	17.3	180.0
OMHAR	81.0	87.8	6.8	84.0
SUBTOTAL	81.0	87.8	6.8	84.0
TOTAL HQ	795.0	713.0	18.0	877.0
ALBANY FINANCIAL OPERATIONS CENTER (AFOC) OFFICE OF THE DIRECTOR	7.0	4.1	(2.9)	3.0

OFFICE OF HOUSING

Program Office	Projected FTEs 10/1/03	REAP FTE Ceiling 2004	Variance (+/-) REAP Ceiling	Projected FTEs 4/1/04
AFOC IOD	15.0	15.5	0.5	14.7
AFOC ASSET RECOVERY	28.0	33.1	5.1	32.3
SUBTOTAL	50.0	52.7	2.7	50.0
HOC DIRECTOR	28.0	17.6	(10.4)	16.0
HOC CUSTOMER SERVICE AND OPERATIONS	96.0	123.9	27.9	45.7
HOC PROCESSING AND UNDERWRITING	239.0	236.6	(2.4)	268.8
HOC QUALITY ASSURANCE	123.0	163.1	40.1	156.9
HOC REO	95.0	92.9	(2.1)	134.4
HOC PROGRAM SUPPORT	209.0	234.7	25.7	222.2
SUBTOTAL	790.0	868.8	78.8	844.0
HUB OPERATIONS	249.0	219.6	(29.4)	238.0
ASSET DEVELOPMENT	535.0	786.6	251.6	540.0
ASSET MANAGEMENT	825.0	686.7	(138.3)	887.0
HUB ASSET MGMT-ASSET DEVELOPMENT	1,360.0	1,473.3	113.3	1,427.0
SUBTOTAL	2,969.0	1,692.9	83.9	1,665.0
MF PD CENTER	9.0	4.1	(4.9)	4.0
MF PD MANAGEMENT	18.0	26.8	8.8	15.5
MF PD SALES	17.0	31.0	14.0	33.5
SUBTOTAL	44.0	61.9	17.9	53.0
FIELD TOTAL	3,853.0	2,676.3	183.3	2,612.0
GRAND TOTAL	4,648.0	3,389.0	201.0	3,489.0

OFFICE OF PUBLIC AND INDIAN HOUSING

Office of Public and Indian Housing (PIH) is responsible for administering and managing a range of programs authorized and funded by Congress under the basic provisions of the U.S. Housing Act of 1937, as amended and the Native American Housing and Self-Determination Act of 1976 (NAHASDA). These Acts created a number of public and Indian housing programs that encompass annual appropriations of over \$19 billion and provide affordable housing assistance that benefits over 3 million families nationwide. PIH provides funding for safe, decent, and affordable housing, creates opportunities for residents' self-sufficiency and economic independence, and monitors the operations of public housing agencies (PHAs), Tribes and Tribally Designated Housing Entities (TDHEs) that administer funded programs.

REAP Refresh

As of October 1, 2003, PIH has a workforce of 1,662 employees. The number authorized under REAP was 1,648 and has since been adjusted to 1,670. PIH is therefore below its REAP ceiling by eight.

PIH is currently undergoing both a REAP refresh and a workforce analysis study as part of a larger HUD-wide study of workforce needs. It is anticipated that the PIH portion of the Workforce Analysis will be completed by the end of December 2003. PIH anticipates that the REAP refresh for a significant portion of its office will be completed by the end of December 2003 with the remainder being completed in the spring of 2004. PIH anticipates that both studies will result in substantially higher estimates of the size of workforce needed to handle PIH's existing and anticipated responsibilities.

The Department has approved several significant reorganizations/realignments within PIH that have resulted in a number of functions being reassigned from one subdivision within PIH to another. The reorganizations and their impact in terms of shifting staffing levels from one subdivision to another are listed below:

The Budget Division and the Procurement and Contract Services Division have been realigned as Offices reporting directly to the Immediate Office of the Assistant Secretary. These divisions were previously under the Office of Administration and Budget/CFO (now Office of Administration, Information Technology Services/CFO).

The Office of Administration and Budget/CFO has been renamed Office of Administration and Information Technology/Chief Information Officer. The Field Operations Staff and the Office of Troubled Agency Recovery, which includes the Cleveland and Memphis Troubled Agency Recovery Centers (TARCs), have been consolidated and restructured. The new organization is titled Office of Field Operations. The Financial Management Division within the Office of Public Housing and Voucher Programs has been realigned under REAC.

Achieving REAP Ceiling

In most instances, there are only minor imbalances between the adjusted REAP ceiling levels and the actual staffing levels of organizations/sub offices within PIH. PIH has assumed responsibility for a number of major initiatives. PIH's implementation of these priorities will impact staffing levels and alter the staffing levels validated in the original REAP. The only way to address these changes is through the REAP refresh currently underway. PIH believes the REAP refresh will validate the minor imbalances and adjust the staffing levels accordingly. To the extent that imbalances remain after the REAP refresh, PIH can make any further adjustments to address them expeditiously through reassignments and/or attrition.

There are two organizations that do deviate substantially from the adjusted REAP numbers: the Public Housing Field Office staffing level is currently 84 above the adjusted REAP ceiling, and REAC is 85 below its adjusted REAP ceiling. Since the initial REAP analysis, a number of factors have increased the workload of PIH Field Office staff substantially. The Secretary and Deputy Secretary have both emphasized the need to focus on empowering field offices as the front line of service for grantees. PIH has embraced this philosophy and increased the scope of authority delegated to field offices. PIH has also turned to field office staff to shoulder increased responsibilities in a number of areas. One example is the recent tasking of field offices to conduct RIM reviews. The RIM reviews are very staff intensive.

The number of troubled housing authorities under both the Public Housing Assessment System (PHAS) and the Section 8 Management Assessment Program (SEMAP) has grown substantially as the standards have become more stringent. As a result, the remediation workload for PIH Field Office staff has increased substantially. PIH believes that the REAP analysis currently underway will validate that today's larger field office workforce is necessary to carry out the responsibilities assigned to field offices and will indicate that even the current size is inadequate. PIH therefore does not believe that it would be prudent at this time to undertake reassignments of field office personnel to other entities in PIH to realign the field office staffing level with the 2004 REAP staffing level.

The first phase of the REAP refresh scheduled for completion in December prioritized these two offices (Field Operations and REAC). PIH would expect to know early in calendar year 2004 whether the REAP refresh will validate a higher field office ceiling. While the first phase of the REAP refresh is pending, PIH plans to limit hiring in the field office organization to either positions that will be filled within the organization or exceptions authorized by the Secretary or the Deputy Secretary. To the extent that PIH is not authorized to hire field office staff externally, it expects that the field office organization will experience an attrition of approximately four staff persons per month in the foreseeable future. If, as anticipated, the REAP refresh validates that the field office organization is understaffed, PIH intends to prioritize its hiring efforts to bring the field office organization up to whatever new ceiling is established for it pursuant to the REAP refresh.

Attrition/Turnover

PIH has experienced an average attrition rate of 8-9 (8.5) personnel per month over the past 6 months. Based on the attrition rate, PIH anticipates that its overall staff level will decrease in the coming months. As the results of the REAP refresh become available, PIH intends to target its hiring to align with staffing shortages under the revised ceilings that will result from the REAP refresh. As it is authorized to hire in the interim, it will either hire within the existing REAP ceilings or where necessary seek appropriate exceptions from the Deputy Secretary.

At the present time, 50 percent of PIH staff are eligible to retire. PIH has tried to address this issue by formal classroom training, cross-training and recruiting at the entry level where possible. In addition, we have taken maximum advantage, within allocations, for hiring at the entry level utilizing such programs as the PMI, the HUD Intern Program, the Upward Mobility Program, and student programs such as the Student Temporary Employment Program (STEP) and the Student Career Educational Program (SCEP).

At this time, PIH does have a number of critical vacancies that it believes can be filled from within PIH. PIH believes that it must fill seven vacant Hub Director positions and one Program Center Coordinator position within the field office organizational component. It also has a number of vacancies that may need to be filled externally: PIH needs to add two Housing Revitalization Specialists with special expertise in the area of bond finance transactions; PIH must fill a vacant manager position in the Financial Management Division that manages the Public Housing Operating Subsidy Program (this office has lost four employees with significant experience in the last year); and PIH must also fill the position of Director of Headquarters Operations within ONAP.

Monitoring Strategy

In order to achieve REAP ceilings, PIH will rely primarily on attrition to result in a gradual reduction of the field office organization staff to move toward alignment with the applicable staffing ceiling. Although some reassignments are possible, PIH anticipates that they will be limited due to the cost associated with relocating employees from the field to Headquarters. PIH will also explore possible reassignments to Headquarters offices located outside of the Washington, D.C., area in such situations as well as reassignments to other offices within HUD that are co-located with PIH Field Offices that would be under their ceilings. In the unlikely event that the REAP refresh were to leave the ceiling for the field office organization untouched, it would take a number of years for the field office organization to align with the lower 2004 REAP ceiling through attrition and reassignments.

PIH's Administrative Officer (AO) monitors PIH's alignment with REAP in coordination with PIH's Budget Division Director. PIH's AO will monitor PIH's alignment with REAP on a monthly basis and report the alignment status to PIH's Assistant Secretary, General Deputy Assistant Secretary, Budget Division Director and the Deputy Assistant Secretary for Administration, Information Technology Services/CFO.

OFFICE OF PUBLIC AND INDIAN HOUSING

Program Office	Projected FTEs 10/1/03	REAP FTE Ceiling 2004	Variance (+/-) REAP Ceiling	Projected FTEs 4/1/04
A/S for PIH	41.0	13.4	+0.6	41.0
Policy Programs and Legislative Initiatives (PPLI)	15.0	17.6	-2.6	15.0
Public and Assisted Housing delivery (PAHD); Public Housing Voucher Program (PHVP)	+62.0	52.7	+0.3	62.0
PHI	46.0	52.7	-6.7	48.0
SAC	19.0	14.5	+4.5	18.0
Office of Administration, Finance and Budget (OAFBC/CFO), Office of Administration and Information Technology Services/CFO (OAITS)	42.0	76.5	+1.5	40.0
Office of Troubled Agency Recovery & Troubled Agency Recovery Centers (OTAR & TRACS (TARCS))	---	145.7		---
GMC	22.0	25.8	-3.8	22.0
Section 8 FMC	125.0	127.1	-2.1	125.0
DAS ONAP	12.0	16.5	-4.5	12.0
ONAP National Program Office	18.0	18.6	+0.6	18.0
Field Operations Staff (FOS)	51.0	15.5	+0.5	51.0
REAC				
Immediate Office	8.0	8.3	-0.3	8.0
Physical Assessment Subsystem	52.0	50.6	+1.4	50.0
Financial Assessment Subsystem MF	22.0	23.8	-1.8	23.0
Financial Assessment Subsystem (Public Housing)	16.0	15.5	+0.5	16.0
Financial Assessment Subsystem, Quality Assurance Subsystem	14.0	18.6	-4.6	15.0
Resident Service & Satisfaction Survey Subsystem	6.0	4.1	+1.9	6.0
Management Assessment Subsystem	5.0	6.2	-1.2	5.0
Integrated Assessment Subsystem	6.0	13.4	-7.4	7.0
Tenant Income Verification Subsystem	7.0	16.5	-9.5	7.0
Single Family Appraisal Subsystem	---	15.5	---	---
Technical Assistance Center	2.0	3.1	-1.1	2.0
Human Resource Management	2.0	7.2	-5.2	2.0

OFFICE OF PUBLIC AND INDIAN HOUSING

Program Office	Projected FTEs 10/1/03	REAP FTE Ceiling 2004	Variance (+/-) REAP Ceiling	Projected FTEs 4/1/04
Contract Management	6.0	7.2	-1.2	6.0
Financial Management	19.0	21.7	-2.7	19.0
Information Technology	14.0	16.5	-2.5	14.0
Tenant Assessment Subsystem (TASS)	6.0	42.5	-36.5	6.0
REAC TOTALS	185.0	270.7	-85.8	172.5
FO Hubs & Program Centers	879.0	684.1	+84.2	854.5
Area Office of ONAP	145.0	138.5	+6.5	142.5

COMMUNITY PLANNING AND DEVELOPMENT

The Office of Community Planning and Development (CPD) is currently 97.8 FTE over the congressionally mandated ceiling of 827.3 FTE. To meet this ceiling requirement by September 30, 2004, CPD will be required to implement strategies that will seriously jeopardize the management and administration of all programs within its portfolio. It should be noted that CPD manages 30 percent of the Department's grant and loan guarantee funds with only 10 percent of HUD's staffing resources.

CPD staff is stretched to carry out new requirements, such as the American Dream Down payment Initiative, increasing numbers of congressional earmarks, \$2.7 billion in disaster assistance, block-granting Homeless Assistance Grants and running multiple intra-agency competitions. These program requirements must be met while the staff struggles to keep pace with the continued growth of CPD's core programs, such as Community Development Block Grants, HOME Investment Partnership Program, Housing Opportunities for Persons with AIDS and Homeless Assistance.

Program administration in the field is strained by the gaping absence of financial analysts and the loss of many CPD representatives to other program offices for higher grades, leaving CPD programs vulnerable to mismanagement of grant funds. Additionally, significant CPD resources are expended to fulfill the requirements of relocation assistance and environmental reviews – both of which are crossing-cutting program functions – for the Offices of Housing, PIH and others.

In light of its growing workload, CPD cannot realistically function and maintain the integrity of our programs at the proposed FTE level. A just completed year-long Inspector General review indicates that staffing resources are insufficient to properly oversee the \$9 billion for which CPD is responsible, even at its current staffing level. CPD believes that shifting staff to agree with unrealistic ceilings – both overall and for individual CPD offices and functions – will wreak havoc on its operations and create long-term problems from which the Department cannot easily recover. CPD's on-site monitoring initiative implemented several years ago got the Department off GAO's high-risk list. Reductions in its field staff would seriously jeopardize CPD's ability to continue such monitoring at an acceptable level, thus putting HUD at risk of returning to GAO's list of mismanaged departments.

Attrition/Turnover

During the past three fiscal years, attrition in CPD has occurred at the rates shown below. This equates to an average loss of 57 employees per year (including retirements).

- Fiscal Year 2001....9.2%
- Fiscal Year 2002....4.9%
- Fiscal Year 2003....6.0%

REAP/Refresh

CPD (Headquarters and the field) is now participating in a REAP refresh. The final report is due at the end of December 2003. It is anticipated that the refresh will capture a more accurate picture of CPD's resource needs than did the original REAP study. Preliminary results from two field offices indicate that higher FTE levels will be recommended. Should the results reveal that CPD offices are overstaffed, though, action(s) will be initiated to reassign surplus staff to other CPD offices or program areas that are understaffed.

Achieving REAP Ceiling

In the interim, CPD has been advised that its on-board staff must be reduced by 95 employees by the end of FY 2004. To date, 225 CPD employees are eligible for retirement (59 in Headquarters and 166 in the field). Assuming an attrition rate of 6 percent, it estimated that 57 employees would resign, retire, transfer to other agencies or otherwise leave CPD by the end of the fiscal year.

Reassignments into CPD from other program areas has affected CPD's ceiling. Working with the Office of Human Resources, CPD would set-up an outplacement initiative to match an employee's knowledge and skills with the staff needs of under ceiling program offices. This outplacement to the other program offices will have a significant impact on the reduction of CPD staff by the end of FY 2004. (Estimated Reduction: 12 persons (6 FTEs)).

Reassignment of CPD staff working in other offices – In the field, a number of CPD employees have been working for the local Regional or Field Office Director for extended periods of time. These are virtually a lost resource to CPD. Action will be initiated to have these employees permanently assigned to the Regional or Field Office in which they work. (Estimated Reduction: 2 persons (1 FTE)).

Realignment of the environmental and relocation assistance functions - CPD currently has 31 Environmental Officers/specialists on staff in the field. However, the bulk of the environmental reviews carried out are related to Housing and PIH programs. Both these offices are currently under ceiling. To reduce the use of CPD FTEs, especially since the work supports other programs, CPD recommends that the environmental function be placed in the Office of Field Policy and Management, or in one of the other serviced program offices. Realignment of the field staff will also require realignment of CPD's Headquarters Office of Environment and Energy, which has a staff of 15 employees.

The same strategy would apply to the relocation assistance function. Ten specialists are in the field and three staff members are at Headquarters. Again, the relocation assistance function provides significant support to non-CPD programs. Therefore, CPD recommends that the function be organizationally assigned elsewhere. (Estimated Reduction - Environment: 46 persons (15 Headquarters, 31 field) (23 FTEs); Estimated Reduction - Relocation: 13 persons (3 Headquarters, 10 field) (7 FTEs)).

REAP Refresh

Field Realignment – CPD (Headquarters and field) is now participating in a REAP refresh. The final report is due at the end of December 2003. It is anticipated that the study will capture an accurate picture of CPD’s resource needs. Should the results reveal that CPD’s Field Offices are overstaffed, action(s) will be initiated to reassign surplus staff to other CPD offices or to program areas that are understaffed. (Note: CPD’s Headquarters realignment was approved by the Deputy Secretary in October 2003). (Estimated Reduction: 10 persons (5 FTEs)).

Transfer of Special Projects Office – This CPD office manages the congressionally earmarked grants. There are currently eight persons in this office. This is a stand-alone function that does not have to reside in CPD. (Estimated Reduction: 8 persons (4 FTEs)).

Rehabilitation Specialists - In addition to the above positions, CPD has eight Rehabilitation Specialists on its rolls in the field that should be assigned to the Office of Housing or PIH. (Estimated Reduction: 8 persons (4 FTEs)).

The cumulative effect of the above actions, if implemented by March 31, 2004, will reduce CPD’s FTE count by 95. As stated, such a reduction will seriously impede our ability to manage CPD programs. Implementing a reduction-in-force would be CPD’s last resort to reduce staff. Obviously, the disruption that this would cause for CPD and HUD is to be avoided at all costs. The Assistant Secretary for CPD has charged the General DAS and the DAS for Operations with the responsibility for implementing all of the actions described above.

Monitoring Strategy

The Office of the DAS for Operations’ Office of Technical Assistance and Management will monitor CPD’s staffing level and attrition rate on a monthly basis. However, because the separation of 57 employees throughout the year will not add to 95 FTEs, additional actions must be considered to reach the reduced staffing level. While CPD will not engage in forced retirements or resignations, the following incentives would likely achieve an immediate reduction in staff. The FTE count assumes that the actions would occur on or about March 31, 2004, thus achieving a 50 percent rate in FTE savings.

COMMUNITY PLANNING AND DEVELOPMENT				
Program Office	Projected FTEs 10/1/03	REAP FTE Ceiling 2004	Variance (+/-) REAP Ceiling	Projected FTEs 4/1/04
<u>Immediate Office</u>	13.0	5.2	-7.8	---
Grant Programs	74.0	46.6	-27.4	7.0
Special Needs Program	28.0	31.1	+3.1	2.0
Office of Environment and Energy	15.0	16.6	+1.6	7.0
Economic Development	34.0	34.2	-2.0	3.0
Community Empowerment	8.0	9.3	-1.0	1.0

COMMUNITY PLANNING AND DEVELOPMENT

Program Office	Projected FTEs 10/1/03	REAP FTE Ceiling 2004	Variance (+/-) REAP Ceiling	Projected FTEs 4/1/04
CPD Operations and Technical Assistance	44.0	53.9	-3.0	4.0
CPD Field Management	29.0	11.4	-17.6	2.0
CPD Comptroller Services	1.0	1.0	+1.0	---
HUD Veteran Resource Center	---	1.0	+1.0	---
DAS for Special Initiatives				
HEADQUARTERS TOTALS	246.0	210.3	+55.1	26.0
FIELD				
Field Offices	670.0	623.7	+46.3	69.0
FIELD TOTALS	670.0	623.7	+46.3	69.0

OFFICE OF FAIR HOUSING AND EQUAL OPPORTUNITY

Achieving REAP Ceiling

The Office of Fair Housing and Equal Opportunity (FHEO) plans to take the following corrective measures to align staffing levels with the current authorized FTE ceiling of 640.

Redeployment and Directed Reassignments of Non-Competitive Staff Hires - Redeployment of non-competitive staff hires is the most immediate and effective corrective measure available to FHEO for reducing FTE levels. FHEO plans to begin this process immediately and to complete the process by December 31, 2003. FHEO has already begun contacting other program areas currently under ceiling to discuss the possibility of rehiring employees via directed reassignments who were brought into FHEO through a non-competitive process or initiative. However, the reality is that many of these employees were reassigned to FHEO because their original program offices decided, for whatever reason, that they were not needed, and it is unlikely that the organization will want most of them back. Therefore, for this corrective measure to make a significant impact, FHEO will need the full support of the Department. This may mean mandating that the originating organizations accept these directly reassigned employees.

FHEO has completed an internal assessment of its employees to determine which employees were brought into FHEO through non-competitive initiatives. FHEO is recommending that employees identified by this assessment be directly reassigned to fill vacant positions within their original program offices for which they meet the minimum knowledge and skill qualifications required to perform the duties of the positions. Based on this internal assessment, 84 employees (i.e., a total of 106 employees less 22 who were hired competitively since being reassigned to FHEO) fall within this category.

The most direct and efficient way to utilize directed reassignments as a corrective measure is to immediately return employees brought into FHEO via non-competitive initiatives to their original program offices. FHEO's internal assessment revealed that the 84 employees identified were reassigned to FHEO from the Offices of Housing, Field Policy and Management (FPM), PIH and Administration.

With Housing, FPM, PIH and Administration being among those organizations currently under ceiling, there is an increased probability that a significant number of the employees identified will have the requisite skill sets to successfully perform the duties of the vacant positions in their original program office. Other under ceiling program offices includes the Offices of Departmental Equal Employment Opportunity, Chief Financial Officer, and Policy Development and Research. These organizations are also being contacted to negotiate arrangements for reassignments.

Voluntary Reassignments - To the degree that directed reassignments do not result in a sufficient reduction of FTEs, FHEO will offer its staff the opportunity to voluntarily transfer to under ceiling program offices. Voluntary reassignments will be offered FHEO-wide between

November 13 and December 31, 2003, and thereafter, through the end of the fiscal year, as necessary. To effectuate this strategy, FHEO has developed a Voluntary Reassignment notice that will be submitted to the Union for comment prior to distribution.

Given the likelihood that voluntary reassignments will result in transfers of some of FHEO's most talented and skilled workers, this is not the most effective corrective measure. The goal is to reduce staff while maintaining efficiency. This can only be accomplished if employees that were directly reassigned to FHEO without the prerequisite skill sets are reassigned to their originating offices. Otherwise, the voluntary reassignment program is likely to further compound staffing deficiencies in an organization increasingly challenged in meeting its statutory obligations. Voluntary reassignments should only be used as a secondary measure for eliminating the residual number of positions necessary to achieve the FTE ceiling.

Attrition/Turnover

Attrition (Separations Via Retirement; Outside Employment; and Inter-Departmental Transfers) - FHEO has identified 125 potential retirees (i.e., those eligible to retire within this fiscal year) in Headquarters and the field. Based on the average rate of attrition over the past three fiscal years, FHEO anticipates losing approximately 42 employees due to retirement and other forms of separation by the end of this fiscal year. In addition, over the last three years, on average, 10 employees per year have transferred to organizations within HUD. If attrition remains at the same average rate, FHEO can expect to lose 52 employees during this fiscal year.

Attrition/Turnover

Fiscal Year	Number of Employees that Transferred to Organizations Within HUD	Number of Employees that Separated from HUD	Total
2001	6	51	57
2002	11	40	51
2003	13	35	48

REAP Refresh

A REAP refresh is being conducted in FHEO and is scheduled for completion in January 2004. Since the initial REAP study included mostly Title VIII enforcement functions, FHEO expects that positions required to fulfill its mission will increase substantially.

FHEO has proposed an extensive realignment plan designed to realign functions within its program areas to improve efficiency in the use of staff resources and to resolve concerns regarding imbalances in the current management. FHEO's realignment plan, in conjunction with targeted hiring, directed and voluntary reassignments, retirements and other forms of separation, will result in the deletion of the number of positions necessary to achieve and maintain its established FTE ceiling of 640.

Monitoring Strategy

The Office of the DAS for Operations and Management is responsible for ensuring successful implementation of FHEO's strategic plan. The office intends to use Microsoft Project, a user-friendly, flexible management tool, to track and monitor implementation of the plan. Milestones have been set to successfully carry out all activities. The office will conduct meetings regularly to track progress, and identify and resolve any impediments to meeting our goals.

FHEO plans to engage in strategic internal and external hiring activities. FHEO will fill mission-critical positions where possible with employees from within the organization who have the knowledge and skills necessary to successfully perform the functions of the positions. These internal actions will not affect or increase FHEO's FTE level. FHEO will also request exceptions for external hiring authority to fill supervisory and other mission critical positions where FHEO does not have the knowledge and skills within the organization. Understanding that FHEO's FTE level will increase with each approved external hire, FHEO will eliminate one position per external hire to prevent an increase in FTE usage.

This Staffing Plan communicates FHEO's strategy for reducing its staffing levels to correspond with the congressionally mandated FTE ceiling of 640. In order to meet this mandate, FHEO is challenged with identifying more than 102 current positions and eliminating them as soon as possible, but not later than September 30, 2004. The following plan meets that objective.

OFFICE OF FAIR HOUSING AND EQUAL OPPORTUNITY				
Program Office	Projected FTE's 10/1/03	REAP FTE Ceiling 2004	Variance (+/-) REAP Ceiling	Projected FTEs 4/1/04
Immediate Office of the A/S	14.0	5.6	+8.4	11.0
DAS for Policy and Legislative Initiatives	12.0	5.2	+6.8	10.0
DAS for Enforcement and Programs	83.0	80.6	+2.4	71.0
DAS for Operations and Management	46.0	41.6	+4.4	39.0
Boston Regional Office	37.0	32.0	+5.0	31.0
New York City Regional Office	54.0	46.0	+8.0	45.0
Philadelphia Regional Office	66.0	57.0	+9.0	56.0
Atlanta Regional Office	92.0	85.0	+7.0	84.0
Chicago Regional Office	99.0	81.0	+18.0	80.0
Fort Worth Regional Office	71.0	61.0	+10.0	60.0
Kansas City (KS) Regional Office	47.0	41.0	+6.0	40.0
Denver Regional Office	27.0	23.0	+4.0	23.0
San Francisco Regional Office	58.0	49.0	+9.0	48.0
Seattle Regional Office	37.0	32.0	+5.0	31.0
TOTAL	743.0	640.0	+103.0	629.0

OFFICE OF POLICY DEVELOPMENT AND RESEARCH

The Office of Policy Development and Research (PD&R) is currently 22 positions under its REAP ceiling (160) for FY 2004. These vacancies consist of Economists, Engineers, Social Science Analysts and one administrative professional. These positions, with the exception of the administrative professional, all require advanced degrees or have positive education requirements. Traditionally, recruitment efforts, for these occupations, with expertise in research and research methodologies, have obtained the best results from the academic arena and occupational conferences.

To identify candidates with these requirements, and specifically minority candidates, PD&R is leveraging its contacts with the universities and colleges receiving grants from PD&R and requesting that grantees assist PD&R in making the necessary contacts to ensure that it is considered in university-specific job fairs and other employment-related activities, etc. The Office of University Programs will also be hosting a 10th anniversary celebration where PD&R will have an opportunity to actively engage grantees and exchange information on the recruitment of positions. The conference will include Historically Black Colleges and Universities, Hispanic Serving Institutions, Alaskan Native and Hawaiian Serving Institutions and Tribal Colleges and Universities.

Achieving REAP Ceiling

PD&R has been working with the Recruitment Branch in the Office of Human Resources (OHR) to develop targeted recruitment plans for critical positions. The Recruitment Branch is providing PD&R managers (Field Economists) with a list of Office of Personnel Management (OPM)-sponsored job fairs and they are being asked to attend those in their geographic area. The Recruitment Branch is also researching the possibility of a direct hire authority for the Economist occupation. PD&R managers will also be actively participating in a number of occupational conferences where they will engage potential applicants and showcase our programs. For example, PD&R will be sending representatives to the Allied Social Science Association Conference, which includes economists and social science researchers; attending the International Builders Show where PD&R will be showcasing its programs and discussing recruitment possibilities with interested candidates (engineers and architects); and PD&R is compiling a mailing and website list of professional organizations to be used along with the regular OPM posting of vacancy announcements. PD&R will also be taking advantage of the PMI program, and the HUD Intern Program, where it will be able to recruit junior and mid-level analysts.

Due to the Department's CAP and its various phases, only two positions have been filled since October 2003. Currently, PD&R and OHR's Recruitment and Staffing Division are gearing up to open vacancy announcements and implement recruitment plans for Economists positions from January 3, 2004, through the end of the academic year. At this point, there is one recruitment action currently in OHR and two more being prepared for announcement within the next month.

PD&R has not been able to provide much assistance to the over-ceiling program offices in HUD. The workforce of PD&R is very specialized and requires not only a research background but also, most positions in PD&R with the exception of the administrative and clerical, have positive education requirements. When these positions are found in over-ceiling program areas, they are critical to either the mission or strategic plan of that area and management cannot afford to reassign them. PD&R managers have had discussions with other program offices regarding the transfer of some research studies, however, no agreements have been reached. Even with the infusion of new staff, PD&R's employees and projected employees are already completely engaged in the current research agenda and any additional responsibilities would have to include additional staff accompanied by an increase in its REAP ceiling. PD&R is very limited in the assistance it can offer; however, the vacant administrative position has been identified as one that an individual from one of the over-ceiling areas can fill. Applications for this vacancy announcement will only be accepted from HUD employees. Any subsequent administrative, clerical or technical positions will be advertised with the same area of consideration.

REAP Refresh

A REAP refresh is planned. The REAP refresh contract is being modified to include PD&R and, once the modification is completed, PD&R will be notified with a specific date. PD&R is not aware of any legislation or regulations currently pending or likely to be enacted that would have a significant impact on the workload of PD&R, with the possible exception of the VA-HUD appropriation.

POLICY DEVELOPMENT AND RESEARCH				
Program Office	Projected FTEs 10/1/03	REAP FTE Ceiling 2004	Variance (+/-) REAP Ceiling	Projected FTEs 4/1/04
Office of the Assistant Secretary	17.0	21.2	-4.2	21.0
Office of University Partnerships	5.0	5.3	-0.3	7.0
Office of International Affairs	6.0	6.4	-0.4	6.0
Office of Policy Development	22.0	24.4	-2.4	23.0
Office of Economic Affairs	21.0	27.6	-6.6	28.0
Office of Research Evaluation & Monitoring	31.0	36.0	-5.0	35.0
TOTAL HQTRS	102.0	120.9	-18.9	120.0
Field Employment	36.0	39.2	-3.2	39.0
PD&R TOTAL	138.0	160.1	-22.1	159.0

OFFICE OF FIELD POLICY AND MANAGEMENT

The Office of Field Policy and Management (FPM) began FY 2004 at 515 FTE, substantially under its authorized ceiling of 530. While FPM had staffing priorities identified which would fully utilize its available staffing allocation, it withdrew virtually all of these in recognition of the Department's ceiling constraints.

Attrition/Turnover

Because FPM's staffing cadres are small and spread over all 80 field offices, and because it is the only program staff present in approximately 40 percent of these offices, FPM faces ongoing challenges in dealing with succession planning efforts. FPM's ceiling management efforts will be further challenged this year due to anticipated attrition. While actual attrition can only be estimated, FPM has informally been advised of numerous key retirements at the management level. In addition, FPM entered FY 2004 with several management vacancies in the field, primarily Field Office Directors. Since the Field Office Director is the senior management official in the field office, each of these vacancies is important. However, several of these vacancies -- and several anticipated retirements -- are in critical geographic locations in terms of program delivery to the Department's clients (e.g., Miami, Los Angeles and others).

Monitoring Strategy

To ensure full FTE utilization by the end of FY 2004, FPM will employ an aggressive, multifaceted strategy, which also ensures that key vacancies receive priority attention.

- FPM will continue to closely monitor FTE usage and regularly re-prioritize vacancies throughout FY 2004.
- FPM will focus particular attention on its key management vacancies.
- FPM will work with over ceiling program offices to identify appropriate opportunities to shift well-qualified program staff to vacant management and staff positions.
- Where merit staffing is essential, FPM will advertise these positions both internally and externally to ensure a large pool of qualified applicants.
- Where merit staffing is essential for key management positions, FPM will advertise these GS-15 level positions at the GS-14/15 level in order to enlarge the pool of well-qualified applicants.
- For critical vacancies, which are particularly hard to fill, FPM will consider the judicious use of relocation allowance authority.
- For non-management positions, FPM will selectively participate in special hiring initiatives (e.g., HUD Interns, PMIs, etc.) as these opportunities are presented by the Office of Human Resources.

Achieving REAP Ceiling

The Assistant Deputy Secretary for FPM is establishing a ceiling management committee composed of the four most senior managers in FPM Headquarters (including both the Administrative and Budget Officers) to provide continued focus and close coordination of our

efforts to ensure that FPM achieves full FTE utilization by the end of FY 2004. Progress in FPM's ceiling management efforts will be a standing priority agenda item for the Assistant Deputy Secretary's weekly management meetings.

FPM has not staffed any positions since October 1, 2003. At this time, the following are its most critical vacancies. Consistent with our strategic hiring plan (see above), some of these positions may be filled by means other than merit staffing.

- Miami Field Office Director, GS-301-14/15
- Los Angeles Field Office Director, GS-301-14/15
- Dallas Field Office Director, GS-301-14/15
- Manchester Field Office Director, GS-301-14/15
- Greensboro Field Office Director, GS-301-14/15
- Jackson Field Office Director, GS-301-14/15
- Reno Field Office Director, GS-301-14/15
- Supervisory Public Affairs Officer, GS-1035-14/15 (Philadelphia)
- Supervisory Public Affairs Officer, GS-1035-14/15 (Chicago)
- Supervisory Public Affairs Officer, GS-1035-14/15 (San Francisco)
- Interagency Homeless Coordinator, GS-301-13/14 (San Francisco)
- Interagency Homeless Coordinator, GS-301-13/14 (Chicago)
- Interagency Homeless Coordinator, GS-301-14/15 (Denver)
- Management Analyst (Regional Web Manager), GS-343-13/14 (Atlanta)
- Budget Analyst, GS-501-13/14 (Headquarters)

FPM's ceiling, 95 percent of which is allocated to the field, is not subdivided within its program office, so functions cannot be shifted within FPM. Further, FPM's functions and responsibilities are crosscutting in nature and include coordination of program delivery for each field office and cannot be reassigned to individual program areas. As noted in FPM's discussion of its strategic hiring plan, FPM will be working with over ceiling program offices to identify specific opportunities to shift well-qualified program staff to fill its vacancies through transfers or reassignments. FPM will work closely with individual FPM field managers in this effort.

REAP Refresh

FPM was one of the first offices to undergo an initial REAP analysis more than two years ago. That effort was very successful and REAP data closely tracked FPM's staffing allocation at the time. In FY 2001, FPM underwent a change in its mission, as a result of which over 300 FTEs were redeployed to core program offices to fill critical staffing needs identified by those offices.

Following full implementation of the realignment, FPM has just undergone a REAP refresh involving both FPM's Headquarters operation and a representative sample of field offices. Preliminary results indicate that this effort, too, will reflect that FPM's mission and its resources are closely matched. Inasmuch as FPM does not have direct responsibility for either program administration or delivery, it does not initiate legislative or regulatory actions that might be impacted by REAP studies.

OFFICE OF FIELD POLICY AND MANAGEMENT

Program Office	Projected FTEs 10/1/03	REAP FTE Ceiling 2004	Variance (+/-) REAP Ceiling	Projected FTEs 4/1/04
Headquarters	21.0	23.6	-2.6	23.6
Field Offices	494.0	506.4	-12.4	506.4
TOTAL	515.0	530.0	-15.0	530.0

GOVERNMENT NATIONAL MORTGAGE ASSOCIATION

Given the small staffing levels, which have been allocated to the Government National Mortgage Association (GNMA or Ginnie Mae) to manage over \$2 trillion of mortgage-backed securities guaranteed, it is the intent of management within Ginnie Mae to secure qualified candidates to fill any and all vacancies as they occur in a timely manner. To achieve this task, a different and more efficient staffing and recruitment process will be required that the current process managed by the Departmental OHR.

Attrition/Turnover

Historically, Ginnie Mae has had a fairly stable workforce. However, as of the latest retirement report, there are 35 employees eligible for early or optional retirement now (15 and 17 respectively), which represents 50 percent of the Ginnie Mae workforce ceiling (70). By April 1, 2004, Ginnie Mae also expects to lose an additional 2 – 3, with one or two more following by the end of the calendar year.

Achieving REAP Ceiling

With the revised staffing level for Ginnie Mae reduced in July 2003 as a result of the CAP, no hiring actions have occurred since October 1, 2003. However, as Ginnie Mae is now below the revised staffing, it anticipates five recruitment actions to be submitted to OHR within the next 30 days, which will bring Ginnie Mae up to its revised ceiling of 70, by the first of the calendar year. The specific positions are:

- Marketing Director;
- Marketing Specialist (Internal);
- Mortgage-Backed Securities Specialist;
- Secretary/Program Assistant; and
- Accountant.

Thereafter, Ginnie Mae intends to submit a recruitment request within three weeks of notification of an employees' intent to depart to expedite the recruitment process and coordinate the final selection phase of the process as close to the actual departure of the employee as possible to assure appropriate knowledge transfer.

Most of the positions in Ginnie Mae require varying degrees of knowledge of the secondary mortgage market, which is not a common area of expertise within HUD. However, while Ginnie Mae has successfully worked with the other program offices to reassign two Ginnie Mae employees in FY 2003, it has been unable to consider employees from other program offices to fill vacancies as (1) Ginnie Mae's ceiling was reduced, and (2) Ginnie Mae has had very few vacancies in more general HUD-related positions. However, when and if Ginnie Mae has vacancies that do not require specialized experience in the secondary mortgage market arena, it will work collaboratively with other program offices with common positions to alert them to the intent to advertise. This will allow Ginnie Mae to select the best qualified for the position as opposed to taking an employee who another program office is trying to "pass on."

REAP Refresh

Ginnie Mae has requested a reconsideration of the CAP FTE allocation and requested that a new REAP study be performed. Ginnie Mae is awaiting notification as to when the REAP refresh will be scheduled. It is envisioned that the REAP refresh will reflect current operational practices in accordance with the last two reorganizations implemented in accordance with outstanding Departmental and Congressional approval policies and procedures.

GOVERNMENT NATIONAL MORTGAGE ASSOCIATION				
Program Office	Projected FTEs 10/1/03	REAP FTE Ceiling 2004	Variance (+/-) REAP Ceiling	Projected FTEs 4/1/04
President*	8.0	11.3	-5.3	6.0
Mortgage-Back Securities*	16.0	17.5	+1.5	19.0
Finance*	13.0	15.4	-2.4	13.0
Multifamily Programs	3.0	6.2	-6.2	---
Policy Planning & Risk Mgmt	---	9.3	-9.3	---
Program Admin	---	10.3	-10.3	---
Program Operations*	9.0	---	+9.0	9.0
Capital Markets*	5.0	---	+6.0	6.0
Mgmt. Operations*	15.0	---	+17.0	17.0
TOTAL HQTRS	69.0	70.0	---	70.0

*New organizational structure approved by Deputy Secretary in October 2001 and reflected in the October 23, 2002, REAP Study

OFFICE OF HEALTHY HOMES AND LEAD HAZARD CONTROL

Six of OHHLHC's new hires were brought on-board in support of the BigBuy project, which OHHLHC is administering for the Office of Housing. This project was initially administered by REAC before its reorganization into PIH. The project is intended to perform lead evaluations of Multifamily Project-Based Housing; it was transferred to OHHLHC since this office has the lead on lead issues. The project is expected to last about two years. At the end of the current contract, OHHLHC is expecting that this effort as well as the staff supporting the effort will be transferred to Housing, thus reducing OHHLHC's on-board staff. With the loss of staff through attrition and reassignment of a major project, it is conceivable that OHHLHC could reduce staff to the allotted FTE of 38 by the end of the fiscal year.

Attrition/Turnover

Effective October 14, 2003, the Office of Healthy Homes and Lead Hazard Control (OHHLHC) will have reduced its staff by one due to attrition. However, the office has eight employees who are eligible for immediate retirement and another four who will be eligible for retirement within the next two years. Another factor OHHLHC is considering is that most of its staff have reached their maximum grade potential and will have to seek career opportunities elsewhere in order to advance. In a staff of 47, OHHLHC has only eight members of the technical staff that are below the GS-13 level, but since this is a relatively young staff in terms of years of service, it is not feasible to expect that they will be leaving the federal service, but it is feasible to assume that they will be seeking career opportunities either in other organizations within the Department or with another federal agency. However, OHHLHC has received indications that three of the staff are seriously considering retirement in FY 2004.

Through attrition, OHHLHC has lost four employees in 2003, three in 2002, two in 2001, and five in 2000. On an average, OHHLHC is losing about three employees a year due more to advancement of career opportunities than retirement. OHHLHC has lost only two employees in the last four years to retirement, but has lost 11 employees to career advancement, which substantiates its analysis that OHHLHC will lose a good portion of its staff to other HUD organizations or other federal agencies. OHHLHC anticipates that it will reduce its staff by four in 2004 through attrition. This number is in line with the historic rate of attrition for this office.

REAP Refresh

OHHLHC requested and has been approved for a REAP refresh sometime in the first quarter of FY 2004. The original REAP study suggested an FTE allocation of 34. However, the analysis conducted in FY 2001 did not reflect enforcement, training and intergovernmental activities and some of OHHLHC's core activities regarding coordination with state and local governments regarding regulations and policies were omitted. At the time of the original REAP study, OHHLHC had an on-board staff of 31 and the REAP study only suggested an increase in the staffing level of three. Since then, OHHLHC's appropriation and thus its workload has significantly increased, so much so that in FY 2002 it underwent a redeployment which created two new divisions and increased the FTE ceiling to 42.

With the expansion of the Healthy Homes Program, increased Compliance Assistance and Enforcement efforts regarding 1018 and 1012 and the Lead Inspections of Multifamily Housing, the REAP refresh should reflect an increase of the OHHLHC FTE ceiling to at least 60.

Achieving REAP Ceiling

Currently, OHHLHC is nine above its REAP-approved ceiling. OHHLHC has six staff members who were hired specifically to administer the BigBuy effort, which is a Housing contract. If attrition did not achieve the anticipated reduction, OHHLHC could conceivably return this function to Housing along with the staff supporting these efforts. Eliminating this effort as well as the supporting staff would put OHHLHC in line with its approved REAP ceiling. This would not be OHHLHC's preferred plan of action as the expertise for administering this project is clearly within OHHLHC.

If OHHLHC were not successful in reducing its FTE through attrition, then it would return the administration, and supporting staff, of the BigBuy project to Housing. When OHHLHC originally agreed to assist Housing with the administration of BigBuy, it was with the provision that adequate staff be provided to administer the contract. However, Housing is under ceiling and did not have the available resources to transfer to OHHLHC. At the time OHHLHC began recruitment of staff to support BigBuy, it was also under ceiling. As a result of the CAP, OHHLHC is now over ceiling while Housing remains under. It would seem that the most logical plan of action would be to return this function to the Housing. If necessary, OHHLHC would not expect to implement this action until late in the fourth quarter.

OHHLHC has not approached any program office in a formal capacity about the possibility of transferring OHHLHC staff to similar positions in other program offices simply because of the unique job categories within the office. The technical expertise needed to deal with complex lead issues is not unique to HUD. Many of the staff are Environmental Scientists and would not fit in any of the other HUD program offices.

Monitoring Strategy

Both the Administrative Officer and the Budget Officer have been tasked with monitoring attrition. Staffing level reports are being provided to the OHHLHC Deputy Director on a monthly basis. The Director of Budget and Administrative Services has been assigned the overall responsibility of ensuring that the monitoring strategy is implemented.

OFFICE OF HEALTHY HOMES AND LEAD HAZARD CONTROL				
Program Office	Projected FTEs 10/1/03	REAP FTE Ceiling 2004	Variance (+/-) REAP Ceiling	Projected FTEs 4/1/04
OHHLHC	47.0	38.0	+9.0	45.0

OFFICE OF GENERAL COUNSEL

The final phase of the realignment of the Departmental Enforcement Center (DEC) into the Office of General Counsel (OGC) was effective November 2, 2003. This phase of the realignment reassigned DEC Satellite Office attorneys, located in the five DEC Satellite Offices, to the respective Regional Counsel offices in the jurisdiction where they are located, and consolidated all OGC/DEC headquarters administrative functions. These changes will lead toward strengthening the enforcement capability of the Department and streamline the operations of OGC/DEC. Some specifics of the new organization are indicated below.

- The DEC will report to the General Counsel through the Office of General Deputy General Counsel formerly known as the Office of Deputy General Counsel (Operations).
- The Office of Program Enforcement satellite attorneys who were part of the DEC Satellite offices are being reassigned to the five Regional Offices (New York City, Chicago, Atlanta, Fort Worth and San Francisco in those cities. Please note the DEC Los Angeles Satellite Office of Counsel will be reporting to the San Francisco Regional Counsel office. The location and duty station will remain in Los Angeles.) **+25 FTEs**
- Employees from the Office of Program Enforcement were incorporated under the Deputy General Counsel for Litigation and Enforcement. **+30 FTEs**
- The Headquarters administrative, budget, contracts, information technology and training staff in OGC/DEC are now consolidated and incorporated into the Office of the General Deputy General Counsel. **+12 FTEs**
- The FOIA Division is now realigned to the Office of Litigation.
- The MRB (formerly part of DEC) has been reassigned to the Office of Housing.
- The Office of Finance and Regulatory Enforcement has been renamed the Office of Finance and Regulatory Compliance. Additionally, OGC has realigned the lead-based enforcement attorneys to the Program Compliance Division.

Currently, OGC Headquarters and Field Offices staffing requirements are being reviewed, studied, REAP refreshed and validated by Grant Thornton. The draft report has not been received. OGC is in the process of implementing the final phase of the reorganization and all critical vacant positions will be merit-staffed and filled pursuant to HUD's merit staffing policy.

OFFICE OF GENERAL COUNSEL

Program Office	Projected FTEs 10/1/03	REAP FTE Ceiling 2004	Variance (+/-) REAP Ceiling	Projected FTEs 4/1/04
Offices of General Counsel, Deputy General Counsel and Appeals	27.0	34.7	+7.7	35.0
Office of Litigation	38.0	38.8	+0.8	38.0
Office of Asst'd Hsg/Comm Dev	25.0	24.5	-0.5	25.0
Office of Fin/Reg Compliance	32.0	29.6	-2.4	29.0
Office of Insured Housing	34.0	28.6	-5.4	33.0
Office of Legislation/Regulations	15.0	19.4	+4.4	18.0
Office of Human Resources	32.0	30.6	-1.4	30.0
Office of Fair Housing	19.0	18.4	-0.6	18.0
Office of Program Enforcement	---	---	---	30.0
Subtotal, General Counsel	222.0	224.6	+2.6	256.0
DEC				
Immediate Office	3.0	5.5	+ 2.5	3.0
Information Technology Division	5.0	6.1	+1.1	---
Administrative & Mgmt Svc Div	7.0	12.2	+5.2	---
Operations Division	10.0	9.2	-.0.8	10.0
Office of Special Programs	---	1.0	---	---
Compliance Division	8.0	9.2	+1.2	9.0
MRB Div	5.0	4.1	-0.9	---
Office of Chief Counsel	52.0	31.7	-20.3	---
Program Enforcement Division				
Administrative Proceedings Div				
Satellite Offices	107.0	134.5	+27.5	110.0
New York City Satellite Office				
Atlanta Satellite Office				
Chicago Satellite Office				
Fort Worth Satellite Office				
Los Angeles Satellite Office				
Subtotal, DEC	197.0	213.5	+15.5	132.0
Regional Field Legal Service Centers	155.0	156.1	+1.1	193.0*
Subordinate Field Legal Offices	113.0	98.9	-14.1	112.0**
Subtotal, Field	268.0	255.0	-13.0	305.0
TOTAL	687.0	693.1	+5.1	693.0

*Figure of 198.1 includes REAP ceiling of 156.1 plus 12 Legal Honors Interns transferred from the Immediate Office of General Counsel and 30 DEC Attorneys transferred to five Regional Offices.

**Figure of 112.0 "Projected FTEs 4/1/04" includes 106 Field Legal Office employees plus 6 Legal Honors Interns transferred from the Immediate Office of General Counsel minus 1 FTE loss since 10/1/03 (variance -7.1).

OFFICE OF DEPARTMENTAL EQUAL EMPLOYMENT OPPORTUNITY

Achieving REAP Ceiling

The Office of Departmental Equal Opportunity (ODEEO) is addressing skill imbalances due to attrition, including retirements, over the next five years by continuing to provide advanced training opportunities for its employees, particularly those who are not retirement-eligible. Additionally, ODEEO will need, at a minimum, to maintain its current ceiling level in order to recruit and hire replacements for those staff that will retire in the next five years. However, ODEEO will most likely be placed in a position to request an increase in ceiling to ensure that its increasing workload and any new requirements imposed by the Equal Employment Opportunity Commission (EEOC) are managed and implemented.

At the present time, ODEEO has submitted three recruit actions to OHR for three critical vacancies. They are: (1) Management Analyst, GS-343-11/13; (2) Equal Employment Specialist, GS-260-12/13; and (3) Equal Employment Specialist, GS-260-12/13 (Hispanic Manager). ODEEO has looked internally, but has not been successfully in finding the specialized experience needed to fill the above positions.

REAP/Refresh

ODEEO has not requested a REAP refresh as of this date. However, ODEEO expects new legislation to affect its staffing numbers and functions.

On May 15, 2002, President Bush signed into law the "Notification and Federal Employee Anti-Discrimination and Retaliation Act of 2002" (NOFEAR). Key features of NOFEAR include:

- annual reports to Congress on the number and severity of discrimination and whistleblower cases brought against each federal agency;
- requirement that federal agencies pay for any discrimination or whistleblower judgment, award or settlement; and
- an effective date of October 1, 2003.

ODEEO anticipates that it will require at least one FTE to implement and report to Congress on this new legislation.

OFFICE OF DEPARTMENTAL EQUAL EMPLOYMENT OPPORTUNITY				
Program Office	Projected FTEs 10/1/03	REAP FTE Ceiling 2004	Variance (+/-) REAP Ceiling	Projected FTEs 4/1/04
ODEEO	26.0	29.0	-3.0	29.0

CHIEF FINANCIAL OFFICER

The Office of the Chief Financial Officer (OCFO) provides leadership in instituting sound management controls, fiscal integrity and accountability, and performance management. The CFO heads the Office. The mission of the OCFO is to lead the Department's Headquarters and field office officials toward the understanding and practice of sound financial management in program development and operations and in the stewardship of public resources in furtherance of HUD's mission. The CFO reports directly to and advises the Secretary of the Department on all aspects of financial management; assures that the Department is in compliance with financial management legislation and directives; and ensures that the Department establishes and meets financial management goals and objectives.

The Deputy Secretary has approved the OCFO's reorganization, which better aligns the staff to more effectively respond to President Management Agenda (PMA) issues. In particular, the realignment better positions the OCFO to carry out its responsibilities to: (1) perform and oversee HUD's competitive sourcing studies; (2) strengthen funds control policies, procedures and systems; and (3) modernize HUD's financial management system, including the HUD Integrated Financial Management Project (HIFMIP). The approved reorganization's FTE ceiling is shown below.

Achieving REAP Ceiling

The OCFO will work in tandem with the Assistant Secretary of Administration/CIO and the Office of Human Resources (OHR) to aggressively fill all mission-critical positions in FY 2004 to include CAP Budget Analysts, Competitive Sourcing and Administrative Funds Control Management Analysts, Systems Accountants and Financial Operations Analysts. The OCFO has a number of positions where recruitment actions are currently in process. These include: Staff Assistants, Financial Operations Analyst, Management Analyst, Budget Analyst, and Financial Management Specialist. The OCFO will solicit internal hires where appropriate throughout the fiscal year.

REAP/Refresh

The OCFO is tentatively scheduled for a REAP refresh in late FY 2004. It is anticipated that the refresh will increase its numbers by at least 15-20 FTEs. Additional FTEs are required to compensate for the congressionally mandated transfer of Appropriation Law Staff from OGC, additional staff to support the congressionally-mandated Funds Control program, and additional staff to support HIFMIP planning, implementation and maintenance.

OFFICE OF THE CHIEF FINANCIAL OFFICER

Program Office	Projected FTEs 10/1/03	REAP FTE Ceiling 2004	Variance (+/-) REAP Ceiling	Projected FTEs 4/1/04
CFO Immediate Office, Mgmt. Staff, and Appropriations Law Staff	17.0	15.8	+1.2	18.3
ACFO for Accounting	100.0	111.9	-11.9	102.7
ACFO for Financial Mgmt.	28.0	23.2	+4.8	30.7
ACFO for Budget	44.0	46.5	-2.5	50.8
ACFO for Systems	41.0	50.6	-9.6	43.0
TOTAL	230.0	248.0	-18.0	245.5

OFFICE OF ADMINISTRATION

Achieving REAP Ceiling – Offices over Ceiling

Office of Human Resources (OHR): Ceiling 92.2 FTE, On Board 120 - The Office of Human Resources' current REAP ceiling is 92.2. This number does not include the critical staffing and classification functions which were performed with 20 authorized FTEs outside of OHR at the time of the REAP study. At the time of the REAP study, staffing and classification functions were performed under the structure of the DAS for Operations. Also, the 92.2 ceiling does not include recent established functions of special recruitment and human capital management and the HHRTS team. Eleven FTEs are needed to successfully implement HHRTS.

OHR is currently organized into six (6) full service divisions and two special emphasis staffs. These include the Headquarters Staffing and Classification Division, Executive Personnel Management Division, Labor and Employee Relations Division, Compensation, Performance and Organizational Management Division, HR Policy Research and Development Division Human Capital Management Staff, and the Recruitment Staff.

Recently, a team was established as a temporary project to implement HHRTS. This project requires eleven (11) FTEs. The project manager is on-board. HHRTS is a commercial-off-the-shelf package that will support HUD in re-engineering and /or replacing its Human Resources and Training information systems, processes and procedures.

Currently, OHR has 120 employees on-board which includes trainees at the GS-7/9 levels, which will be partnering with seasoned staff to accommodate succession planning. To meet the ceiling requirement of 92.2 by September 30, 2004, OHR's ability to effectively manage the Department's human capital program will be seriously limited in the areas of staffing, recruitment, position classification, pay administration and employee benefits. Departmental customer services will also be impacted with limited services for administering the Employee Assistance Program, labor-management relations, incentive awards, performance appraisal management, and payroll processing. With the basic management and customer service functions being limited, it will be difficult to address and implement the Human Capital Implementation Plan and the follow up recommendations from the Comprehensive Workforce Analysis for the Department.

OHR has been provided with a decision memo for exception hiring for the SES position of OHR Director. Human Resources recently concluded it's REAP re-fresh.

Strategies for Achieving Ceiling Limitations

OHR is faced with a staff reduction of 28 FTEs in order to achieve the REAP ceiling, despite the discrepancy discussed above on the previous REAP study. In this regard, four (4) strategies below represent the best approaches that would be the least costly and disruptive to the OHR workforce and services provided. These include:

Retirement Eligibility and Attrition/Turnover - It is reasonable to expect that **eight FTE** in staff reductions will be achieved through normal attrition/turnover as a result of retirements and other separations. In this regard, 10.8% of the OHR staff is currently eligible for immediate retirement, and 40% is eligible for early retirement. Within one year, more than 13% of the staff will become eligible for immediate retirement, and 36.6% will be eligible for early retirement.

Reassignments to other Program Offices – In addition to the above strategy, OHR will work with HUD program offices to facilitate voluntary and/or directed reassignments to achieve additional staff reductions. The core managerial and technical skills held by OHR staff will allow for a somewhat smooth transition to program offices within their administrative areas. This approach would place **ten FTE** over ceiling OHR staff in program offices that are under ceiling.

Reassignments within Office of Administration – Ten FTE over ceiling staff members will be reassigned to other functions of Administration. The established managerial and technical skills held by OHR staff will allow other offices within Administration to offer additional training to assist in specific program functions and delivery.

Freeze on Employment Hiring – In order for normal attrition/turnover to be effective, it will be necessary to impose a freeze on outside hiring for OHR. As separations occur, backfills will not be permitted.

Monitoring Strategies

OHR will monitor the above strategies through FTE reports from its payroll data, attrition reports to include retirements on a biweekly basis. OHR will maintain manual reports to provide real time information. The DAS for Human Resources will be responsible for monitoring strategies for achieving ceiling limitations.

Office of Security and Emergency Planning (OSEP): Ceiling 19.7 FTE, On Board 33 - OSEP has only been an Office for one year and has not established an attrition rate history. OSEP as seven FTE who are eligible to retire.

The Current staff level for OSEP is 33. Approximately 14 FTE over ceiling. The FY 2004 Staffing Plan showed OSEP at 19.7 under the Corrective Action Plan. The FY 2004 Staffing Plan did not reflect the increased FTE total that incorporated The Office of Security, The Office of Special Actions (now Emergency Planning) and Physical Security Division (10 FTE), and the Personnel Security Branch (5 FTE) formerly in HR.

A draft REAP re-refresh study recommended a staffing level of 48 FTE's in OSEP. While it is unlikely that OSEP will get an authorized ceiling at that level, the following mission critical positions, expected to be approximately 2 FTEs, are being pursued for FY04:

- Current announcement: Detail Leader and Senior Management Analyst, are currently in the recruitment pipeline, Director, Emergency Planning and Development

- OSEP has been provided with a decision memo for exception hiring for the position of Detail Leader, Executive Security, GS-0080/14.

Until further analysis is performed, the REAP re-fresh is approved and FTEs authorized, additional hires will not be approved for this office.

Achieving REAP Ceiling - Offices Under Ceiling

REAP re-fresh timelines have been included in the below plans, not that there is an expectation that Administration's overall FTE ceiling will be affected, but there is substantial evidence that the FTE ceilings at the office level may require adjustment.

The following plans will be implemented:

Office of Chief Procurement Officer (OCPO): Ceiling 66 FTE, On Board 52 - Recruitment of College Graduates and HUD Interns are key components of the OCPO succession plan to ensure adequate procurement professionals in OCPO beyond 2007. OCPO is aggressively pursuing opportunities to recruit recent college graduates in order to develop and grow our procurement professionals for the next decade.

OCPO will be undergoing a REAP re-fresh beginning November 24, 2003. OCPO has plans to fill approximately 8 FTEs with the below vacancies for 2004:

- Supervisory Contract Specialist and 9 contract specialists, of which 7 are in the recruitment pipeline.

Administrative Service Centers (ASCs): Ceiling 338 FTE, On Board 313 - The ASCs are currently undergoing a REAP re-fresh. The ASCs plan to fill the following vacancies, expected to be approximately 10 FTEs in 2004:

- ASC 2 Director, ARD Director (2), ER/LR Branch Chief (Ft. Worth) (recruitment pipeline), Supervisory Support Services Specialist, HR Specialist (3), and Senior Project Management Specialist (2), Director, Contracting Division, Supervisory HR Specialist (recruitment pipeline).

Office of Departmental Grants Management and Oversight (ODGMO): Ceiling 7.2 FTE, On Board 5 - ODGM is currently scheduled to begin a REAP re-fresh on November 24, 2003. The following vacancies, expected to be approximately 1 FTE, are planned to be filled:

- Program Analyst (recruitment pipeline) and Senior Program Analyst.

Office of Management and Planning (OMAP): Ceiling 12.4 FTE, On Board 10 - OMAP is scheduled to begin a REAP re-fresh in January 2004. The following vacancies, expected to be approximately 1 FTE, are planned to be filled:

- Web Manager, Management Analyst

Office of Administrative and Management Services (OAMS): Ceiling 100.6 FTE, On Board 91 - OAMS is currently scheduled for a REAP re-fresh in December 2003. The following vacancies, expected to be approximately 4 FTEs, are planned to be filled:

- Office Director, Building Operations Specialist (2), Architect (2), and Chief, Distribution and Mail Branch, Chief, Records Branch are in the recruitment pipeline, Program Specialist/Safety Officer, Inventory Management Specialist

Office of Budget and Administrative Support (OBAS): Ceiling 29 FTE, On Board 24 - OBAS is expected to begin a REAP re-refresh the end of December 2003. The following vacancies, expected to be approximately 1 FTEs, are planned to be filled:

- Deputy Director, Program Operations Specialist (2)

HUD Training Academy (HTA): Ceiling 25.2 FTE, On Board 23 - The HTA is scheduled to begin a REAP re-refresh in mid December 2003. The following vacancies, expected to be approximately 2 FTE, are planned to be filled:

- Deputy Administrator, Institute Directors (3) (one position is in the recruitment pipeline)

Executive Secretariat (EXECSEC): Ceiling 19.7 FTE, On Board 16 - EXECSEC is scheduled to begin a REAP re-refresh in mid December 2003. The following vacancies, expected to be approximately 1.5 FTEs, are planned to be filled:

- Supervisory Management Specialist, Editorial Assistant and Correspondence Management Analyst

Executive Scheduling: Ceiling 14.5 FTE, On Board 10 - Executive Scheduling is scheduled to begin a REAP re-refresh in mid December. The following vacancies, expected to be approximately 1 FTE, are planned to be filled:

- Staff Assistant (2), Advance Coordinator

OFFICE OF ADMINISTRATION				
Program Office	Projected FTEs 10/1/03	REAP FTE Ceiling 2004	Variance (+/-) REAP Ceiling	Projected FTEs 4/1/04
<u>Administrative Service Centers (ASCs):</u>				
General Direction	12.0	12.0	---	6.0
Administrative Resource Management	180.0	169.2	+10.8	88.1
Human Resource Management	68.0	90.0	-22.0	33.9
Contracts	53.0	67.0	-14.0	26.2
Total ASCs	313.0	338.2	-25.2	154.2
<u>Office of Assistant Secretary/CIO</u>				
General Direction	8.0	7.2	+0.8	4.0
Total Office of Assistant Secretary/CIO	8.0	7.2	+ .08	4.0
<u>Executive Scheduling and Operations</u>				
Correspondence Control	10.0	14.5	-4.5	5.0
Total Executive Scheduling and Operations	10.0	14.5	-4.5	5.0
<u>Office of Administrative &</u>				

OFFICE OF ADMINISTRATION

Program Office	Projected FTEs 10/1/03	REAP FTE Ceiling 2004	Variance (+/-) REAP Ceiling	Projected FTEs 4/1/04
Management Services (OAMS)				
General Direction	2.0	3.0	-1.0	1.0
Documents Management	16.0	20.0	-4.0	8.0
Facilities Management	16.0	20.0	-4.0	7.5
Space Management	32.0	32.6	-0.6	15.8
Multimedia Services	25.0	25.0	---	12.5
Total OAMS	91.0	100.6	-9.6	44.8
Office of Budget and Administrative Support (OBAS)				
General Direction	3.0	3.0	---	1.5
Budget Division	7.0	10.0	-3.0	3.5
Resource Management Division	14.0	16.0	-2.0	7.4
Special Project	0.0	---	---	---
Total OBAS	24.0	29.0	-5.0	12.4
Executive Secretariat				
Central coordination for Secretary/Deputy Secretary correspondence	16.0	19.7	-3.7	8.0
Total Executive Secretariat	16.0	19.7	-3.7	8.0
Office of Management and Planning (OMAP)				
General Direction	1.0	1.0	---	0.5
Best Practices	1.0	1.0	---	0.5
Planning and Program Management	8.0	10.4	-2.4	4.0
Contract Oversight	---	---	---	---
Total OMAP	10.0	12.4	-2.4	5.0
Office of Departmental Grants Management & Oversight (ODGMO)				
Oversight and strategic direction Departmental grants program	5.0	7.2	-2.2	2.5
Total ODGMO	5.0	7.2	-2.2	2.5
DAS for Human Resource Mgmt				
General Direction	5.0	4.0	+1.0	2.5
Office of Human Resources	3.0	3.0	---	1.3
Executive Personnel Management	11.0	10.0	+1.0	5.5
Labor and Employee Relations	13.0	10.0	+3.0	6.5
Personnel Monitoring and Compliance	---	---	---	---
Employee Service Center	22.0	22.0	---	11.0
Recruitment Staff	3.0	---	+3.0	1.5
Human Capital Management	4.0	---	+4.0	2.0
Compensation, Performance &	19.0	16.0	+3.0	9.1

OFFICE OF ADMINISTRATION

Program Office	Projected FTEs 10/1/03	REAP FTE Ceiling 2004	Variance (+/-) REAP Ceiling	Projected FTEs 4/1/04
Organizational Management				
HIHRTS	2.0	---	+2.0	1.0
HR Policy Research & Development	9.0	7.0	+2.0	4.5
Staffing and Classification	29.0	20.2	+8.8	14.5
Total DAS for Human Resource Mgmt	120.0	92.2	+27.8	59.4
HUD Training Academy (HTA)				
General Direction	---	3.0	-3.0	---
Systems and Services	6.0	6.0	---	3.0
Professional Development	10.0	11.2	-1.2	4.8
Program Technical	7.0	5.0	+2.0	3.5
Academy Training Consultants	---	---	---	---
Employee Assistance Program	---	---	---	---
Total HTA	23.0	25.2	-2.2	11.3
Office of the Chief Procurement Officer (OCPO)				
General Direction	6.0	6.0	---	3.0
Administration Support	21.0	27.0	-6.0	10.1
Policy and Field Operations	11.0	13.0	-2.0	5.5
Program Support	14.0	20.0	-6.0	6.5
National Field Contracting Operations	---	---	---	---
Total OCPO	52.0	66.0	-14.0	25.1
Office of Security and Emergency Planning (OSEP)				
General Direction	2.0	2.0	---	1.0
Protective Services	15.0	11.0	+4.0	7.5
Emergency Planning and Management	16.0	6.7	+9.3	7.5
Total OSEP	33.0	19.7	+13.3	16.0
Total Office of Administration	705.0	731.9	26.9	347.8

Projected FTEs as of 10/01/2003-NFC 10/04/2003 Pay Period Data.