DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Office of Policy Development and Research

SALARIES AND EXPENSES

(Dollars in Thousands)

	2022*	2023			2024		
	Actuals	Carryover	Enacted	Total	Carry Over	President's Budget	Total
Personnel Services	$27,426	$3,445	$35,098	$38,543	-	$42,353	$42,353
Non-Personnel Services							
Travel	165	10	330	340	-	330	330
Transportation of Things	-	-	-	-	-	-	-
Rent and Utilities	-	-	-	-	-	-	-
Printing	75	-	200	200	-	200	200
Other services/Contracts	5,122	1,559	601	2,160	1,056	800	1,856
Training	138	7	250	257	-	302	302
Supplies	36	-	15	15	-	15	15
Furniture and Equipment	-	-	-	-	-	-	-
Claims and Indemnities	-	-	-	-	-	-	-
Total, Non-Personnel Services	$5,536	$1,576	$1,396	$2,972	$1,056	$1,647	$2,703
Working Capital Fund	1,573	-	47	47	2,003	-	2,003
Carryover	5,021	-	3,059	3,059	-	-	-
Grand Total	$39,556	$5,021	$39,600	$44,621	$3,059	$44,000	$47,059
FTEs	154	19	189	208	-	218	218

*Includes 2021 carryover.

PROGRAM PURPOSE

The Office of Policy Development and Research (PD&R) supports HUD's mission to create strong, sustainable, inclusive communities and quality affordable homes for all by: conducting, supporting, and sharing research, surveys, demonstrations, program evaluations, data, innovation and best practices; by supporting technical assistance for all of HUD's programs; and through grants to legal service agencies to prevent evictions. PD&R is responsible for maintaining current and historic information on housing needs, market conditions, and existing programs, as well as conducting research on priority housing and community development issues. PD&R's research, surveys, and policy analysis inform all aspects of HUD programs, providing a comprehensive, historical, evidence-based understanding of past program performance as well as objective data for policymakers and stakeholders to make informed decisions. PD&R provides economic information, research, analysis and policy recommendations to the Secretary, Deputy Secretary, Assistant Secretaries, and principal staff across the Department. PD&R also facilitates effective, timely, and innovative Technical Assistance (TA) delivery that builds capacity of HUD customers to achieve program outcomes.

Within PD&R, there are five Offices with extensive cross collaboration:

- The Office of Economic Affairs analyzes the economic impact of HUD and other Federal regulatory and legislative proposals, directs the program of surveys of national housing conditions, analyzes private sector data on mortgage markets, supports Federal Housing Administration operations, develops program operating parameters for HUD rental assistance programs and government programs, and provides data on the socioeconomic and housing market conditions of cities, counties, and States.

- The Office of Research Evaluation and Monitoring (OREM) staff designs and oversees HUD funded research, evaluation, and monitoring efforts for a wide variety of HUD programs and activities, housing construction, and community planning. Staff also conducts in-house research, data analysis, and geospatial analysis. The office develops and maintains administrative data spanning more than 20 years across all of HUD's programs and uses the data to provide situational awareness for immediate policy issues and to facilitate more extensive studies.

- The Office of Policy Development (OPD) engages in policy analysis, policy development, innovation and process improvements, research and data analysis, and knowledge management and dissemination of policy and research findings. OPD analyzes legislative proposals, develops legislative initiatives, interprets statutory guidance, and prepares regulatory guidance. OPD also consults on program process improvements and efficiencies to ensure better strategic alignment with HUD's mission and coordinates the development of HUD's Foundations for Evidence-Based Policymaking Act (Evidence Act) Title 1 deliverables. In addition, OPD engages the international and philanthropic sectors to harness best available evidence, innovations, and lessons in thoughtful development and revitalization to increase mutual learning opportunities and long-term community-building. OPD's role as a portal for the international community and philanthropic sector makes the office a broker for new ideas and evidence-based practices. The purpose of this work is to inform domestic policies and programs.

- The Office of the Chief Data Officer (CDO) is the primary organization responsible for performing the data governance activities outlined under the Evidence Act. The CDO has agency-wide responsibility for: ensuring lifecycle data management of critical information and data systems; standardizing data formats and minimizing duplication of data across internal systems; and coordinating the use, protection, and dissemination of agency data. Additionally, CDO leads HUD's effort to construct a comprehensive data inventory including metadata of data assets across the agency and identify those considered public data assets. CDO also supports the design of data integration solutions across HUD as well as between HUD and other Federal/non-Federal agencies.

- The Office of Technical Assistance (OTA) manages HUD's TA program, equipping HUD's customers with the knowledge, skills, tools, capacity, and systems needed to successfully implement HUD programs and policies and be effective stewards of Federal funding. The OTA provides programmatic technical assistance to HUD grantees across the Department. The assistance takes the form of needs assessments, direct TA, tools and products, trainings, data analysis, and knowledge management. In addition to TA for all of HUD's programs, the OTA also provides TA support for emerging priorities and Secretarial initiatives.

Supporting these Offices within the Office of the Assistant Secretary are four Divisions: Budget & Financial Management; Management & Administrative Services; Grants Management & University Partnerships; and Procurement Management.

HUD's mission is critical to achieving the President's vision to support underserved communities by improving public health and economic opportunities and longstanding systemic challenges, including

racial injustice, rising inequality, and the climate crisis. HUD's work is essential to improving the quality of life of the American people, and this investment in PD&R's salaries and expenses will assist in ensuring that HUD's policies and programs are informed by data, grounded in research and evidence, support innovation, and deliver impact.

BUDGET OVERVIEW

The 2024 President's Budget requests $44 million for the Office of Policy Development and Research, which is $4.4 million more than the 2023 enacted level. The Budget reflects total funding (carryover and new authority) of $47.1 million, which is $2.4 million more than the total 2023 funding level.

The Budget provides the necessary staff and resources to support PD&R's programmatic goals and objectives, enabling PD&R to provide the data, research, and technical assistance needed to ensure that HUD's housing and community development programs are effective and innovative.

Personnel Services (PS)

The Budget assumes total funding of $42.4 million for PS, $3.8 million above 2023 total funding. This funding will support 218 full-time equivalents (FTEs), 10 FTEs above the 2023 level and supports a 5.2 percent Federal pay raise. The additional FTEs are allocated as follows:

- One FTE in the Grants Management & University Partnerships Division to support PD&R's grants management;
- Two FTEs in the Management and Administrative Services Division to support program management;
- Two FTEs in the Priority Projects and Innovation Division to support the Eviction Protection Grants program oversight;
- One FTE in the Budget & Financial Management Division to support PD&R's Fraud & Risk Management program;
- Two FTEs in the Office of Research, Evaluation and Demonstration to support data analysis; and
- Two FTEs in the Office of the Chief Data Officer to support data management for internal and external data related activities across the Department.

Non-Personnel Services (NPS)

The Budget assumes total funding of $2.7 million for NPS, $269 thousand less than 2023 total funding (carryover and new authority). This decrease is attributed to lower costs in contractual services. Printing costs in 2024, while level with 2023, reflects increases over historical execution to cover increases in cost-per-issue for printing Cityscape and Evidence Matters, along with the number of mailing subscribers. In addition, the number of issues printed annually has increased from 1 to 3 issues each. Additional funds for training are needed to support the 24 FTEs in the Office of Technical Assistance, which transferred from CPD to PD&R in 2023; the increase of 10 FTE in 2024; and for staff to catch up on professional and technical training that was postponed during the pandemic.

The primary cost driver in NPS is the continued contractual services funding for OCDO. This level of funding enables PD&R to continue funding its enterprise data asset solution to meet requirements in the Evidence and Data Act to collect, store and protect agency data for enterprise reporting and analytics. It also allows PD&R to comply with Open Data requirements in accordance with the Evidence Act and OMB M-13-13. In addition to meeting these requirements, the Budget anticipates

$500 thousand for transfer to the Information Technology Fund to fund critical in-house IT systems/software security upgrades for 2023 and 2024.

Working Capital Fund (WCF)

The 2024 WCF funding level is $2 million, which is $383 thousand more than the 2023 funding level, of which all but $47 thousand was forward funded in 2022. This level reflects payments for baseline WCF services (including inflationary adjustments and changes in service utilization) and the addition of the End-User Devices, Scanning and Archiving Services business lines.

KEY OPERATIONAL INITIATIVES

Evidence Act

PD&R continues to lead HUD's full implementation of the Foundations for Evidence-Based Policymaking Act. All three of the key leadership positions required by the Act—the Evaluation Officer, Chief Data Officer, and Statistical Official—were assigned to members of the PD&R staff. The Act mandates significant new responsibilities, with demands on S&E resources, beyond previously established roles in building HUD's institutional capacity to use evidence to inform policy.

Supporting the Management Agenda

PD&R is a leader in using modern information technology to inform and improve HUD's program operations and public accountability. PD&R staff support and use HUD's data analytics and business intelligence software (SAS/BI) server as a centralized data resource by adding datasets, facilitating independent research, and fulfilling ad-hoc requests for administrative data analysis. PD&R has created and maintained Geographic Information Systems to facilitate spatial interpretation of the data by HUD officials and the public.

PD&R recognizes that keeping sensitive data secure is critical to maintaining the public trust and has appointed an Information System Security Officer (ISSO) in cooperation with HUD's Office of Information Technology Security. The ISSO protects information systems, implements security controls, and helps ensure compliance with the Federal Information Security Management Act. These functions will further develop and mature during 2024 under the oversight of the Chief Data Officer and Statistical Official.

PD&R is committed to providing data, tools, and data products in support of evidence-based policy, transparency, and public interest. Staff resources support performance management of HUD's agency priority goals, and development of performance metrics. PD&R provides open access to numerous datasets including administrative data and survey data on the HUDUSER.gov and Census Bureau websites, offers data licenses for restricted-use data, and links administrative data with survey data to enable analysis of cross-cutting policy questions affecting HUD housing programs. PD&R also has arranged to provide experimental datasets from program demonstrations with extensive data linkage capabilities to qualified researchers through the Census Bureau.

PD&R is striving to build a modern workforce and high-performing management teams in support of HUD's evolving mission needs. Improving succession planning is central to this objective. PD&R supplements generalized training offered by HUD with custom training in the technical skills needed by analytic staff. PD&R supports staff-led knowledge collaboratives that focus on specific policy areas to share knowledge and undertake research initiatives. PD&R is also developing the next generation of leaders by offering management rotations to give mid-level staff hands-on experience in supervision and management.

Supporting HUD's Budget Priorities

PD&R staff supports HUD's effort to meet the Administration's priorities by working with program offices to implement rigorous evaluations, conducting in-house research, and serving as technical experts on a range of policy topics. Key activities that support each priority include the following:

Support underserved communities:

- Explore housing assistance programs and supports that can be effective in helping vulnerable households maintain housing stability in the event of economic shocks.

- Explore and identify policies to support the housing search process and successful voucher lease-up for vulnerable populations, including persons with disabilities.

- Collaborate with other Federal partners on approaches to using Medicare and Medicaid funds to support affordable senior housing as a platform for coordinating health and wellness programs.

- Conduct rigorous evaluations measuring the impact of interventions for homeless families and new models for financing permanent supportive housing for people experiencing homelessness with frequent contact with criminal justice, homeless services, and health care systems.

- Collaborate with partners at Health and Human Services (HHS) to evaluate how HUD-assisted families access support for childcare services and the barriers to accessing support.

- Study eviction prevention and tenant protection policies and programs and identify evidence-based policies and programs to support housing stability prevent evictions for low-income renters.

- Conduct rigorous studies of housing discrimination among historically disadvantaged groups, and approaches for overcoming the barriers faced by HUD-assisted households in accessing job training, job search services, and childcare, and asset-building.

Ensure access to and increase the production of affordable housing:

- Explore and identify policies to support the housing search process and successful voucher lease-up for underserved and vulnerable populations.

- Publish semi-annual reports on Worst Case Housing Needs and annual reports on strategies for increasing housing supply in high-productivity metropolitan areas.

- Support cooperative research in housing technology, including innovative technologies that reduce the price of housing construction.

- Study regulatory barriers to housing production and preservation and share best practices for state, local and regional agencies to improve land use and zoning regulations and policies.

- Study the gaps in financing for affordable housing and the opportunities that exist to encourage the production of new housing and to preserve existing or naturally occurring affordable housing.

- Implement a rigorous evaluation of the Housing Choice Voucher Mobility Demonstration focused on improving housing choices.

- Conduct rigorous evaluations of landlord incentives, rent reform, asset-building, and other innovative approaches to be implemented in the Moving to Work expansion.

Promote homeownership:

- Collect information on the nation's housing stock, housing finance, and characteristics of markets, neighborhoods, and occupants, and supports national, regional, and metropolitan area analyses.

- Provide important data and analysis necessary to monitor housing needs, housing finance topics, and local housing market conditions.

- Contribute to the development of the Shared Appraisal Database by sharing FHA data with FHFA and other federal partners.

- Coordinate the research and data workstream of PAVE to develop the federal research agenda on appraisal bias and develop new measures for detecting and measuring appraisal bias.

Advance sustainable communities:

- Explore the ways in which Community Development Block Grant Disaster Recovery (CDBG-DR) funding supports recovery and resilience.

- Implement research and data projects identified in HUD's Climate Action Plan.

- Investigate relocation options for households at risk from natural hazards associated with climate change.

- Support the research priorities of the Federal Lead Action Plan and integrate lead hazards and healthy homes research into HUD's learning agenda development and Research Partnerships program.

- Analyze health risks, inequities, and disparities associated with housing assistance status, including risk from public health crises and opportunities to build resilience.

Strengthen HUD's internal capacity:

- Lead the development of HUD's Learning Agenda and institutional evidence-building Capacity Assessment in support of the Evidence Act and HUD's Strategic Plan.

- Support other program offices by leading a coordinated effort to develop performance metrics, enhance program data collection, and evaluate outcomes of tenants who leave HUD assistance, and by developing a framework and feasibility analysis for a national evictions database.

- In alignment with the Department's Fraud and Risk Management Policy, improve and expand PD&R's internal management funds controls and risk management policies and procedures to ensure optimal risk mitigation.