

## MEMORANDUM OF UNDERSTANDING

Between the

U.S. Department of Housing and Urban Development

And

American Federation of Government Employees

National Council of HUD Local 222

**Subject:** Piloting a Workload Sharing program to allow for a more balanced distribution of workload between the Hubs and Program Centers in the Office of Multifamily Housing.

**Background:** The Office of Multifamily Housing Programs has been working on initiatives designed to improve the delivery of our programs. The “Breaking Ground” initiative, completed in October of this year, and “Sustaining Our Investments” initiatives, scheduled to be complete this spring, have both made great strides to improve our operations in both the development and asset management areas. While these initiatives have had a major impact on the delivery of programs in the Multifamily Hubs and Program Centers, the Office of Multifamily Housing Programs has determined that, due to continued workload imbalances in its Hubs and Program Centers, additional efforts are necessary to improve the management of the workload. Although the Office has employed various strategies over the years to deal with this issue, based on the continued demands to continue our efforts to deliver programs expeditiously, there is an immediate need to formalize a process for addressing this situation. Some Program Centers continue to have high levels of workload demands, while other Program Centers have diminishing workloads (see attached workload data). For example, in Minneapolis the average number of projects assigned to one project manager is 107 while in Chicago the average is 61 projects to one ~~to~~ project manager.

**Purpose of Pilot:** To establish a balanced workload between the Hubs and Program Centers, thereby lessening burdens on staff, improving operational efficiency, and responding more effectively to our customers.

**Scope:** The Pilot will be conducted in two major areas of the country: (1) the Minneapolis, Chicago, and Detroit Hubs, and (2) the Fort Worth and Kansas City Hubs. This Memorandum of Understanding encompasses the staffing of the Office of Multifamily Housing in these locations.

**Description:** This pilot will entail a central point of contact (management official (s)) who will intake all projects and distribute them to the Hubs considering the number of projects assigned to that Hub. The existing workload and incoming work will be distributed among the Hubs/Program Centers within their group to achieve a more balanced workload in both development and asset management for each Hub.

**Impact:** Managers participating in this Pilot will be the most impacted by the implementation of this Program. Employees will continue to receive their work assignments by their direct supervisor. There is expected to be minimal impact to the staff as the balancing of the workload is the responsibility of the respective managers in each Hub.

Telework: Employees' Telework Agreements will not be affected as a result of this Pilot.

Training: No additional training will be necessary as a result of this Pilot.

Career Promotions/Upward Mobility: Employees' career ladder promotions, or upward mobility programs will not be affected by this Pilot.

Reasonable Accommodations: Employees' reasonable accommodation agreements will not be affected by this Pilot.

Annual Leave: Employees' previously approved annual leave will not be affected by this Pilot.

Duties of Employees: No duties of any employees will change as a result of this Pilot

Bargaining Unit status: Employees' bargaining unit status will not be affected by this Pilot.

**Measures:** There will be a continuing analysis of the overall strategy, and adjustments will be made where necessary in order to achieve maximum efficiency and effectiveness. In addition to balancing workload, we will seek to minimize duplication of effort. For example, as we review the workload within the Minneapolis, Chicago, and Detroit Hubs, we will need to look closely at whether each Hub needs a Contract Administration Oversight Monitor (CAOM). If it is determined that only one CAOM is needed, we will make the necessary adjustments in the interest of efficiency and in compliance with contractual obligations.

The parties agree that pilot will commence on **January 21, 2013** and will end approximately in May of 2013.

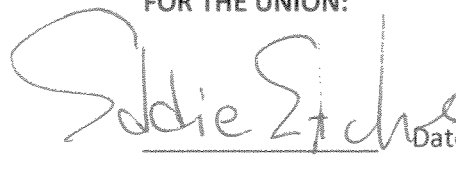
Bargaining issues not covered in this MOU or the current AFGE/HUD collective bargaining agreement, shall be negotiated at the National level.

FOR MANAGEMENT:

 Date: 1-10-13

Marie Head  
Deputy Assistant Secretary  
For Multifamily Housing Programs

FOR THE UNION:

 Date: 10 Jan 2013

Eddie Eitches  
President of AFGE, Local 222

Jackie Rodriguez Date: 1-10-13

Jackie Rodriguez

Employee and Labor Relations Specialist  
Employee and Labor Relations Division

Attachments- Asset management Workload Data for Chicago, Detroit, and Minneapolis

Asset management Workload Data for Forth Worth and Kansas City

ASSET MANAGEMENT WORKLOAD DATA

FORT WORTH AND KANSAS CITY HUBS

PROGRAM CENTER	# OF PMs	CURRENT TOTAL # PROJECTS	CURRENT # PROJECTS PER PM	OPTIMAL # PROJECTS BASED ON OPTIMUM # PER PM TOTAL	# OF PROJECTS TO + (RECEIVE) OR - (TRANSFER)
FT WORTH	8	610	76	501	-109
ALBUQUERQUE	4	200	50	250	50
SAN ANTONIO	9	430	48	563	133
SHREVEPORT	4	235	59	250	15
NEW ORLEANS	6	211	35	375	164
LITTLE ROCK	3	437	146	188	-249
HOUSTON	8	373	47	501	128
TULSA	2	95	48	125	30
DES MOINES	6	388	65	375	-13
OKLAHOMA CITY	6	240	40	375	135
ST. LOUIS	7	552	79	438	-114
KANSAS CITY	6	465	78	375	-90
OMAHA	2	207	104	125	-82
TOTALS	71	4443	63	4443	0.00

ASSET MANAGEMENT WORKLOAD DATA

CHICAGO, DETROIT, AND MINNEAPOLIS HUBS

Current AVERAGE Projects per PM	78.00
COUNT of Projects per Selected Offices	4,679

New Average number of properties per PM	75-80
--	-------

	Current Count	# of PM's	Current Average Per PM	New Potential Min Properties per office @75	New Potential Max Properties per office @80	Proposed Loss/Gain per office	Proposed # of Properties per Office	New Average per PM
Chicago	1162	19	61	1425	1520	280	1442	76
Detroit	589	9.25	64	694	740	85	707	76
Grand Rapids	389	4.75	82	356	380	0	356	75
Indianapolis	814	10	81	750	800	0	814	81
Milwaukee	763	8	95	600	640	-123	640	80
Minneapolis	962	9	107	675	720	-242	720	80
TOTALS	4679			4500	4800			