

CASE STUDY: HUD Transforms Grants Management with Enterprise Architecture

HUD Uses EA to Enable Citizens to Electronically Apply for Grants

The results of an EA-driven analysis enabled HUD to implement a streamlined electronic grants application process and provide better service to customers and business partners.

HUD PROFILE

The Department of Housing and Urban Development (HUD) is the primary federal agency addressing America's housing needs and improving the nation's communities. HUD has helped Americans realize their dream of homeownership by providing FHA mortgage insurance for 37 million mortgages. HUD has more than 9,000 employees and a Fiscal Year 2006 budget of \$28 billion, of which \$258 million is for IT projects.

THE SITUATION

OMB's Office of E-Gov and IT, under the President's Management Agenda (PMA) of 2002 and the Federal Financial Assistance Management Improvement Act of 1999 (Public Law 106-107), established the Grants.gov initiative to enable simple, unified electronic interactions between grant applicants and Federal agencies. This initiative called for agencies to provide grantees the option of submitting applications electronically through a single web site. HUD faced several challenges:

- HUD had 43 competitive funding opportunities using 72 different grant application forms.
- Most grant programs did not support electronic data exchanges.
- To represent HUD grants in the Grants Management Logical Data Model (LDM), grants data from various programs had to be reconciled and standardized across HUD.

Faced with numerous grant programs, unique data collection requirements, limited time and evolving standards, HUD needed a flexible solution to start streamlining the forms while being responsive to changes from HUD program offices.

THE SOLUTION

This project, led by the Enterprise Information Management Group (EIMG), architected and implemented a solution to convert HUD's large and diverse grants forms inventory, for the intake process, to an electronic format. The Department is in the process of updating the business modernization plan (segment architecture) for implementing an enterprise grants management solution.

HUD continues to use EA methods (segment architecture development) to develop a baseline architecture, target architecture and transition strategy for enterprise grants management, enabling HUD to streamline grants while remaining responsive to the program offices servicing HUD.

THE RESULTS

This EA-driven analysis enabled HUD to convert 99% of its competitive discretionary grant applications to Grants.gov electronic format **in less than a year**. Key results of the Grants Data Standardization Analysis project include:

- **Improved service to customers and business partners.** HUD provided its customers and business partners, such as state and local governments, non-profit organizations, elderly/disabled citizens and low-income families, with a simplified and standardized process for finding and applying for competitive grants. This created a single entry point into the Department for all electronic grant applications.
- **Roadmap to standardize grants data.** HUD developed a roadmap to consolidate and standardize grant data at the Department-level to reduce the risk and cost of implementing a single integrated grants management solution. In 2005 the average number of data elements per program was 96, compared to 106 in 2004.
- **Framework to manage and measure future change.** The "as-is" Grants Management data architecture provides HUD with the "line of sight" needed to quickly respond to annual revisions to grant application packages. This data architecture methodology provides repeatable processes and baseline metrics to show how HUD is making progress towards its goals of forms consolidation and data standardization.

Based on these results, HUD was able to reprogram \$2.5 million from grants system development to fund other core mission initiatives, and has realized \$1.5 million in cost avoidance.