



# **Real Estate Assessment Center**

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## **Strategic Plan FY 2011-2015**



**REAC FY 2011 – 2015 STRATEGIC GOALS AND SUBGOALS**

<b>Goal 1. Produce Accurate Assisted Housing Assessments and Program Diagnostics</b>	<b>Goal 2. Meet PIH Information Needs through Quality Information Technology</b>	<b>Goal 3. Deliver Superior Customer Services and Products</b>	<b>Goal 4. Support the HUD Strategic Plan and Key Initiatives</b>
<b>Subgoals</b>			
<p>1A. Effectively manage the PHAS process including development and implementation of improved PHAS processes.</p> <p>1B. Produce physical inspections of HUD-assisted properties that are reliable, replicable and reasonable.</p> <p>1C. Expand scope of REAC performance assessments and supporting diagnostics in public housing program.</p> <p>1D. Expand scope of REAC performance assessments and supporting diagnostics across a wide variety of assisted housing programs</p> <p>1E. Support REAC performance assessments with oversight, auditing and quality assurance services to REAC partners and customers.</p>	<p>2A. Develop REAC’s information technology capacity and infrastructure to transform REAC into a modern, state-of-the-art IT center.</p> <p>2B. Establish REAC data warehouse as a reliable, accurate, comprehensive, up-to-date source of PIH data.</p> <p>2C. Establish and maintain the accuracy and integrity of IMS/PIC.</p> <p>2D. Support HCV program management through development of a comprehensive Voucher Management System.</p> <p>2E. Consolidate PIH information and PIH information planning into an integrated, unified whole.</p>	<p>3A. Provide timely, responsive, professional customer service to all REAC partners and customers.</p> <p>3B. Implement an organized business approach to the research and development of professional products that meet customer needs and expectations.</p> <p>3C. Develop and implement high quality solutions that meet key business needs of REAC customers within HUD.</p>	<p>4A. Support HUD Strategic Goals through policy and program analysis and data validation.</p> <p>4B. Support HUD Strategic Goal #2 and High Priority Performance Goal #2 to increase the number of low-income families served in both the public housing and housing choice voucher programs.</p> <p>4C. Conduct business process reengineering for the public housing program.</p> <p>4D. Support PIH monitoring, tracking and resolution of improper payments pursuant to the Improper Payments Information Act.</p> <p>4E. Support the transformation of public housing through the HUD Transformation of Rental Assistance initiative.</p>

**Goal 5. Build and Maintain Internal REAC Management Infrastructure and Capability**

**Subgoals**

- 5A. Implement effective financial management functionality within REAC.
- 5B. Implement effective human resource, staffing and personnel management functionality within REAC.
- 5C. Establish effective contracting and procurement policies and practices within REAC.
- 5D. Integrate oversight, monitoring and quality assurance into all areas of REAC.
- 5E. Establish strategic planning and project management as an integral part of REAC internal management operations.

# Strategic Goals, Subgoals and Strategies

## Summary



## I. Goal: Produce Accurate Assisted Housing Assessments and Program Diagnostics

A. Sub-Goal: Effectively manage the Public Housing Assessment System (PHAS) process, including the development and implementation of improved PHAS processes.

### Strategies

1. Manage the second year of PHAS transition.
2. Implement and manage PHAS III.
3. Develop and Implement PHAS IV.
4. Institute ongoing, independent review of PHAS scores and the PHAS scoring process.

Top Ten  
No. 9

B. Sub-Goal: Produce physical inspections of HUD-assisted properties that are reliable, replicable and reasonable.

### Strategies

1. Maintain and enhance the reliability, replicability and reasonableness of the current UPCS physical inspection process.
2. Institute ongoing, independent review of the UPCS physical inspection and PASS scoring processes.
3. Improve and upgrade the UPCS physical inspection process.
4. Develop diagnostics for the UPCS physical inspection results.
5. Develop new inspection protocols for the Housing Choice Voucher (HCV) program.

C. Sub-Goal: Expand the scope of REAC performance assessments and supporting diagnostics in the public housing program.

### Strategies

1. Improve the assessment of public housing management on the project-level.
2. Improve assessments / diagnostics of public housing financial performance.
3. Develop assessments / diagnostics for public housing Capital Fund performance.
4. Develop assessments / diagnostics for involvement and input of public housing residents.

Top Ten  
No. 4

D. Sub-Goal: Expand the scope of REAC performance assessments and supporting diagnostics across a wide variety of assisted housing programs.

### Strategies

1. Develop assessments / diagnostics for HUD multifamily housing.
2. Develop assessments / diagnostics for Office of Native American Programs (ONAP).
3. Support assessments under the Housing Choice Voucher (HCV) program through the Section Eight Management Assessment Program (SEMAP).

E. Sub-Goal: Support REAC performance assessments with oversight, auditing and quality assurance services to REAC partners and customers.

### Strategies

1. Regularly meet with REAC partners to discuss assessment, diagnostic, oversight and quality assurance needs.
2. Provide services to partners and customers that include auditing, quality assurance assessments and diagnostics of programs and initiatives.



## II. Goal: Meet PIH Information Needs through Quality Information Technology

A. Sub-Goal: Develop REAC's information technology capacity and infrastructure to transform REAC into a modern, state-of-the-art information technology center.

### Strategies

1. Assess current REAC IT systems and maintain current REAC IT capacity.
2. Transform IT contracts and REAC internal capacity to support IT systems development and maintenance.
3. Develop and maintain IT systems essential for support of accurate and timely performance assessments.
4. Recruit and train HUD staff with advanced IT skills necessary in a modern IT environment.
5. Refocus REAC on IT solutions that are flexible, responsive, and in-sync with customer needs, changing priorities, new initiatives, new and immediate demands for information.
6. Provide support to PIH for use of all HUD systems.

B. Sub-Goal: Establish the REAC data warehouse as a reliable, accurate, comprehensive, up-to-date source of PIH data.

### Strategies

1. Establish data warehouse architecture and business ownership.
2. Improve and maintain data warehouse accuracy and reliability.
3. Expand PIH capability to use data warehouse information.

C. Sub-Goal: Establish and maintain the accuracy and integrity of the Public and Indian Housing Information Center (IMS/PIC).

### Strategies

1. Develop and implement a governance process for IMS/PIC.
2. Improve and maintain PIC data accuracy and reliability.
3. Provide timely, accurate PIC training and technical assistance to PIC business users and customers.

D. Sub-Goal: Support Housing Choice Voucher program management through development of a comprehensive Voucher Management System (VMS).

### Strategies

- Top Ten  
No. 6
1. Maintain the existing Voucher Management System (VMS).
  2. Develop the Next Generation Voucher Management System (NGVMS).

E. Sub-Goal: Consolidate PIH information and PIH information planning into an integrated, unified whole.

### Strategies

- Top Ten  
No. 5
1. Create an Integrated Planning Team (IPT) in collaboration with PIH partners.
  2. Consolidate and integrate PIH information from various PIH data systems.



### III. Goal: Deliver Superior Customer Services and Products

A. Sub-Goal: Provide timely, responsive, professional customer service to all REAC partners and customers.

Strategies

1. Design a REAC-wide customer service strategy/plan to coordinate customer service delivery and integrate customer feedback into service delivery.
2. Improve and expand the operations of the Technical Assistance Center (TAC).
3. Establish ongoing working relationships with internal and external partners, stakeholders and customers.

B. Sub-Goal: Implement an organized business approach to the research and development of professional products that meet customer needs and expectations.

Strategies

1. Develop a REAC-wide strategy for new product design and implementation.
2. Inventory current products, tools and reports produced and provided by REAC.
3. Develop metrics that reflect key measures of success in multifamily housing, public housing, Housing Choice Vouchers and ONAP.

C. Sub-Goal: Develop and implement high quality solutions that meet key business needs of REAC customers within HUD.

Strategies

Top Ten  
No. 7

1. Develop and implement tools for Multifamily Housing that aggregate and analyze data at a higher portfolio level.

Top Ten  
No. 2 &  
No.8

2. Develop and implement solutions and tools that support financial management and monitoring in the Housing Choice Voucher program.
3. Develop solutions and tools that support performance and decision-making in the Office of Native American Programs (ONAP).



## IV. Goal: Support the HUD Strategic Plan and Key Initiatives

A. Sub-Goal: Support HUD Strategic Goals through policy and program analysis and data validation.

### Strategies

Top Ten  
No. 3

1. Validate data in existing PIH systems to establish a baseline of tenant characteristics and conditions of Public Housing properties.
2. Improve the existing funding methodology and program requirements for the public housing Operating Fund.
3. Provide data analysis in support of PIH efforts to meet MTW statutory requirement to serve “substantially the same number of households”.
4. Provide data analysis in support of PIH efforts to reduce the share of household income spent on the combined costs of housing and transportation in communities that receive assistance from the Office of Sustainable Housing and Communities.
5. Provide support to PIH efforts in disaster recovery.
6. Provide support to PIH efforts to standardize energy efficiency and green goals, including system development, across HUD programs.

B. Sub-Goal: Support HUD Strategic Goal #2 and High Priority Performance Goal #2 to increase the number of low-income families served in both the public housing and housing choice voucher programs.

### Strategies

Top Ten  
No. 1

1. Develop a comprehensive picture of public housing occupancy through consolidation and tracking of public housing occupancy data from all relevant sources.
2. Develop and implement a PIH portfolio management system to facilitate effective public housing risk assessment and informed management decisions.
3. Support HUD performance and progress in the Veteran’s Assistance Supportive Housing (VASH) Program.

C. Sub-Goal: Conduct business process reengineering for the public housing program.

### Strategies

Top Ten  
No. 10

1. Establish a project team to own and manage the public housing business process reengineering project.
2. Develop and implement a plan and schedule for public housing business process reengineering.
3. Identify priorities for reengineering.

D. Sub-Goal: Support PIH monitoring, tracking and resolution of improper payments pursuant to the Improper Payments Information Act.

### Strategies

1. Ensure accuracy and integrity of PIC HUD-50058 data.
2. Maximize and support use of the Enterprise Income Verification (EIV) system.
3. Support Rental Integrity Monitoring (RIM).



#### IV. Goal: Support the HUD Strategic Plan and Key Initiatives (cont.)

E. Sub-Goal: Support the transformation of public housing through the HUD Transformation of Rental Assistance initiative.

Strategies

1. Participate on the HUD Transformation of Rental Assistance team.
2. Participate in pilot testing and demonstration of TRA.
3. Coordinate IT system issues for transitioning public housing to TRA.





## V. Goal: Build and Maintain Internal REAC Management Infrastructure and Capability

A. Sub-Goal: Implement effective financial management functionality within REAC.

### Strategies

1. Develop comptroller function within REAC.
2. Implement administrative and budget management controls within REAC.
3. Implement appropriate financial management controls of information technology (IT) funding.

B. Sub-Goal: Implement effective human resource, staffing and personnel management functionality within REAC.

### Strategies

1. Develop human resource function within REAC.
2. Develop REAC-wide policies and strategies for staff training and skill development.
3. Revise and update all REAC position descriptions.
4. Develop REAC-wide strategies for team-building and improving staff morale.

C. Sub-Goal: Establish effective contracting and procurement policies and practices within REAC.

### Strategies

1. Overhaul Internal REAC contracting processes.
2. Consolidate existing REAC contracts.
3. Develop and issue PIH-wide IDIQ to streamline contracting actions.

D. Sub-Goal: Integrate oversight, monitoring and quality assurance into all areas of REAC.

### Strategies

1. Implement Standard Operating Procedures (SOPs) for all REAC business areas.
2. Implement Quality Assurance (QA) plans and internal controls for all REAC business areas.
3. Develop and implement an internal auditing, oversight and monitoring function within REAC.

E. Sub-Goal: Establish strategic planning and project management as an integral part of REAC internal management operations.

### Strategies

1. Develop and maintain a REAC strategic plan.
2. Develop annual REAC management action plans (MAPS).
3. Implement a REAC-wide strategy for project planning and performance management.

**Strategic Goals, Subgoals and Strategies**  
**Details**



## **GOAL 1. PRODUCE ACCURATE ASSISTED HOUSING ASSESSMENTS AND PROGRAM DIAGNOSTICS**

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Strategic goal 1 addresses one of the core functions of REAC – assessment and diagnosis of assisted housing management performance, including physical, financial, management and resident satisfaction.

### **Subgoal 1A. Effectively manage the Public Housing Assessment System (PHAS) process, including the development and implementation of improved PHAS processes.**

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#### **Strategies:**

#### **1. Manage the second year of PHAS transition.**

Develop and implement a project plan for PHAS Transition Year 2. Develop and publish Transition Year notices and extensions, as appropriate. Issue and publish accurate Transition Year scores, in accordance with PHAS timeframes.

Provide Transition Year training and technical assistance to internal HUD partners and stakeholders, including Field Offices and the TARC. Provide Transition Year training and technical assistance to the industry.

#### **2. Implement and manage PHAS III.**

Develop and implement a project plan for PHAS III. Develop and publish PHAS III rules and notices and extensions. Issue and publish accurate PHAS III scores, in accordance with PHAS timeframes.

Provide PHAS III training and technical assistance to internal HUD partners and stakeholders, including Field Offices and the TARC. Provide PHAS III training and technical assistance to the industry.

Top Ten  
No. 9

#### **3. Develop and Implement PHAS IV.**

Develop and implement a project plan for PHAS IV, including:

- Review of PHA's PHAS III scores
- Review current PHAS indicators for possible revisions
- Develop indicators for Capital Fund, residents and revisions to management
- Review PHAS scoring protocols; develop recommendations for improvements and modifications to approach
- Use of PHAS scores to assess risk on portfolio level
- Small PHA deregulation
- Use of HUD-5834 as the management scoring component (see Goal 1.C).

Establish processes and protocols for input from a variety of partners and stakeholders – internal HUD, PHAs and industry, among others. Develop and implement plans for PHAS IV training and outreach to partners and stakeholders – internal HUD, PHAs and industry, among others.

Develop and implement solutions for users to access PHAS IV information. This could include a suite of reports that maximize the use of PHAS data, techniques for mining data for ad hoc reports, among other solutions.

#### **4. Institute ongoing, independent review of PHAS scores and the PHAS scoring process.**

Develop and implement internal controls, auditing and oversight of the PHAS scoring process and PHAS scores. Conduct independent, internal audits and reviews of the PHAS scoring process to



identify strengths and weaknesses. Ensure that all PHAS scores issued are accurate and defensible. Develop recommendations for improvement. Develop and implement a project plan for accomplishing improvements. Conduct auditing and reviews on a regular, ongoing basis.

### **Subgoal 1B. Produce physical inspections of HUD-assisted properties that are reliable, replicable and reasonable.**

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#### **Strategies:**

#### **1. Maintain and enhance the reliability, replicability and reasonableness of the current UPCS physical inspection process.**

Implement DCD 4.0 Software for UPCS Physical Inspections. Pilot test new DCD 4.0 software; make recommendations for improvements and enhancements. Implement new DCD 4.0 software into production.

Conduct training on DCD 4.0 Software. Train internal HUD Quality Assurance inspectors, current and prospective contract UPCS inspectors; internal HUD partners and stakeholders in PIH and Multifamily Housing; PHAs and industry.

#### **2. Institute ongoing, independent review of the UPCS physical inspection and PASS scoring processes.**

Develop and implement internal controls, auditing and oversight of the UPCS inspection and PASS scoring processes.

Conduct independent, internal audits and reviews of the UPCS inspection process to identify strengths and weaknesses; develop recommendations for improvement. Include assessment of the PASS scoring process, based on physical inspections.

Look for patterns and trends in inspection results, e.g., inconsistencies between inspectors; regional and area differences; patterns in different inspection criteria.

Develop and implement a project plan for accomplishing improvements. Conduct auditing on a regular, ongoing basis.

#### **3. Improve and upgrade the UPCS physical inspection process.**

Assess the current UPCS inspection process, including lessons learned over the past 10 years; use results of the UPCS inspection process audit.

Convene a working group of HUD-PIH and HUD MF subject matter experts, including industry representatives, to assess the current UPCS inspection process; develop recommendations for improvements.

Develop new processes and approaches for conducting UPCS inspections. Consider adding issues not addressed in the current process – e.g., capturing physical amenities of properties (similar to what might be used in assessing HCV rent reasonableness), energy improvements, etc.

Better align the UPCS physical inspection process and results with the PHA's physical needs assessment and P&E report.

Assess and improve the quality of UPCS inspectors, including assessment of certification process and the reverse auction process.



#### 4. Develop diagnostics for the UPCS physical inspection results.

Develop and implement reports that collate, compare, contrast and analyze physical inspection data at different levels – project, PHA, state, region, etc.

Identify key markers of physical quality. Develop a series of flags or indicators that alert users to actual or potential problems with the physical quality of properties – which inspection criteria have the largest impact on PASS scores.

#### 5. Develop new inspection protocols for the Housing Choice Voucher (HCV) program.

Convene a working group of subject matter experts, including industry representatives, to assess the current Housing Quality Standards (HQS) inspection process; develop recommendations for improvements.

Compare the existing HQS process with the UPCS process. Identify key differences and similarities. Define the distinction between the objectives of HCV unit inspections as opposed to the objectives of public housing and multifamily inspections.

Develop and implement a new approach to inspecting HCV units. Establish the criteria, critical factors, standards, weights for new inspection protocol. Determine the appropriate process and entity for conducting the new HCV inspections. Establish the appropriate role of HUD (e.g., quality control inspections? frequency? resources needed?). Develop business requirements for an appropriate IT solution.

### Subgoal 1C. Expand the scope of REAC performance assessments and supporting diagnostics in the public housing program.

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#### Strategies:

Top Ten  
No. 4

#### 1. Improve the assessment of public housing management on the project-level.

Collaborate with internal and external PIH partners to update, revise and refine the HUD-5834 form. Identify issues to be addressed in HUD-5834 reviews – what data do we want from the process; how broad or narrow? Provide support for building and testing HUD-5834 prototypes. Develop approaches for using HUD-5834 review results to assess risk.

Collaborate with internal and external PIH partners to implement HUD-5834 use, including:

- Define appropriate roles –REAC, PIH, PHA – in HUD-5834 reviews.
- Establish “ownership” of the 5834 reviews, how they will be conducted (PBCAs, auditors, HUD Field Office, Other), frequency for conducting reviews.
- Review current comments on HUD-5834; republish modified HUD-5834.
- Determine the appropriate tool(s) necessary to conduct HUD-5834 reviews – online, offline, etc.; build and implement as necessary.

Establish the role of the HUD-5834 as the management scoring component under PHAS IV (see Goal 1.A.).

Support the training of PIH staff and PHAs, and provide technical assistance to PIH staff and PHAs, on public housing property management.



### **2. Improve assessments and diagnostics of public housing financial performance.**

Collaborate with internal and external PIH partners to review the current financial assessment processes for public housing. Ensure that the correct financial elements are being identified and assessed in the correct way. Determine how best to use the financial data HUD receives (beyond scoring).

Develop and implement processes for analysis of financial data; provide information and analysis to customers and partners. Develop and implement solutions that combine financial data from a variety of sources (operating subsidy, financial statements, LOCCS, HUDCAPS, fiscal audits, etc.) into a more holistic view of public housing financial performance.

Develop a risk snapshot of public housing financial data and the capability to view financial data at various levels.

Support the training of PIH staff and PHAs, and provide technical assistance to PIH staff and PHAs, on public housing financial management.

### **3. Improve assessments and diagnostics of public housing Capital Fund performance.**

Collaborate with internal and external PIH partners to design an appropriate assessment protocol for public housing capital fund performance. Address additional issues beyond obligation and expenditures. Ensure that ARRA performance is tracked and assessed. Address Section 3 compliance. Develop scoring protocols as appropriate (see Goal I.A.)

Develop and implement a method of accessing and importing capital fund data on a regular basis, bringing it into REAC data systems for use. Develop reports and information for REAC partners on capital fund performance. Combine Capital Fund performance data with other public housing data, including PHA Plan data.

### **4. Develop assessments and diagnostics for involvement and input of public housing residents.**

Collaborate with internal and external PIH partners to establish a strategy and approach to assessment/analysis of HUD PH residents and quality of life issues. Define appropriate roles –REAC, PIH, PHA – in resident assessment. Determine whether and how such an assessment will fit into PHAS IV assessment and scoring (see Goal I.A.).

Determine strategies for assessing Housing Act 6(j) requirements for PHAs to:

- coordinate, promote, or provide effective programs and activities to promote the economic self-sufficiency of public housing residents; and
- provide public housing residents with opportunities for involvement in the administration of the public housing.

Assessment strategies should focus on effectiveness and outcomes. Revisit resident survey as an instrument for feedback. Revise and update, as appropriate. Determine whether and how to score (see Goal I.A.)



### **Subgoal 1D. Expand the scope of REAC performance assessments and supporting diagnostics across a wide variety of assisted housing programs.**

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#### **Strategies:**

#### **1. Develop assessments and diagnostics for HUD multifamily housing.**

Collaborate with HUD Office of Multifamily Housing to determine and meet needs related to physical, financial and management assessment of multifamily properties. Determine if changes are needed to REAC assessment systems and protocols to accommodate MF Housing needs; modify systems and protocols as appropriate. Determine if there should be an overall assessment score for MF (physical, financial, management, other) and how REAC can support this overall assessment. Develop and implement processes for analysis of MF financial data; provide information and analysis to customers and partners. Develop solutions that combine multifamily physical and financial data into an aggregated analysis of risk (see Goal 4.C.).

#### **2. Develop assessments and diagnostics for Office of Native American Programs (ONAP).**

Collaborate with ONAP to determine how REAC can support them and meet their needs related to physical, financial and management assessment of ONAP properties, including analysis of data, diagnostics, trending and risk assessments. Develop and implement a project plan for meeting ONAP housing assessment needs.

#### **3. Support assessments under the Housing Choice Voucher (HCV) program through the Section Eight Management Assessment Program (SEMAP)**

Collaborate with Housing Choice Voucher staff to review current SEMAP protocols; support the revision of SEMAP and the transition to a new SEMAP process. Develop protocols, tools, standards, etc., to assess the relative PHA performance under the current SEMAP and a revised SEMAP. Design and produce periodic reports on SEMAP performance.

### **Subgoal 1E. Support REAC performance assessments with oversight, auditing and quality assurance services to REAC partners and customers.**

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#### **Strategies:**

#### **1. Regularly meet with REAC partners to determine assessment, diagnostic, oversight and quality assurance needs.**

Establish a regular dialog with partners (see Goal III.) on assessment needs. Design a strategy for meeting these needs. Solicit regular feedback from partners.

#### **2. Provide services to partners and customers that include auditing, quality assurance assessments and diagnostics of programs and initiatives.**

Partners include areas of PIH, Multifamily Housing, ONAP, among others. Programs and initiatives include HCV funding, SEMAP Capital Fund, TRA conversions, IPA audits, grants, PIH monitoring efforts, ONAP monitoring efforts, etc.



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Establish an audit and review function that periodically conducts selected audits and provides feedback to upper management and program areas on effectiveness, success, consistency, accomplishments and shortcomings.

Design and implement tools, products, reports and other deliverables that support assessment and quality assurance. Assist program areas in developing effective internal controls and quality assurance protocols; provide appropriate technical assistance.





## **GOAL 2. MEET PIH INFORMATION NEEDS THROUGH QUALITY INFORMATION TECHNOLOGY**

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This strategic goal 2 addresses another of the core functions of REAC – the use of information technology as a tool to collect and manage assisted housing data and to transform that data into useful, meaningful management information.

### **Subgoal 2A. Develop REAC’s information technology capacity and infrastructure to transform REAC into a modern, state-of-the-art information technology center.**

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#### **Strategies:**

**1. Assess current REAC IT systems and maintain current REAC IT capacity.**

Relying on REAC’s historical knowledge, assess each of the current REAC systems to determine strengths, weaknesses; develop recommendations for improvements and enhancements.

Ensure that current systems continue to function effectively. Ensure that business requirements are adequately addressed in system releases. Ensure successful system releases with minimal technical issues.

**2. Transform IT contracts and REAC internal capacity to support IT systems development and maintenance.**

Consolidate existing IT contracts to promote IT efficiency. Eliminate steady-state redundancies where multiple IT teams are doing essentially the same work in maintaining systems.

Develop internal REAC IT staff capacity to oversee contractor development of systems and to assume in-house responsibility for ongoing IT system maintenance.

**3. Develop and maintain IT systems essential for support of accurate and timely performance assessments.**

Repair and maintain the current legacy assessment systems critical for performance assessments – NASS, PASS, FASS, PIC, etc.

Develop and implement plan for each system to upgrade software, hardware, and functionality.

- Modernize systems
- Address new functionality necessary for new assessment protocols, revised assessment protocols
- Ensure that systems are integrated and aligned with each other; “talk” to each other and exchange information readily

**4. Recruit and train HUD staff with advanced IT skills necessary in a modern IT environment.**

Ensure that advanced, modern skills are available in-house, not simply through contractor support (See Goal V.B.).

**5. Refocus REAC on IT solutions that are flexible, responsive, and in-sync with customer needs, changing priorities, new initiatives, new and immediate demands for information.**

Develop strategies for providing IT solutions, products, etc., that can provide information quickly and just-in-time. Reduce dependency on REAC IT systems that require system releases.



Refocus REAC business and IT on meeting customer needs quickly, efficiently and effectively; not simply maintaining existing IT system solutions. Think “outside the box”; design new customer-centered approaches to IT solutions.

**6. Provide support to PIH for use of all HUD systems.**

Become the chief IT, computer support specialist for all of PIH; provide computer support (desktops, laptops, etc.) as well as support for all HUD systems (HIHRTS, WebTA, assessment systems, conversion to Windows 7, etc.). Develop processes to measure customer satisfaction with IT systems and customer service.

**Subgoal 2B. Establish the REAC data warehouse as a reliable, accurate, comprehensive, up-to-date source of PIH data.**

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**Strategies:**

**1. Establish data warehouse architecture and business ownership.**

Identify business owner and business team for data warehouse. Convene a working group of REAC staff and HUD PIH partners to discuss data warehouse needs; develop a strategy for owning and managing the data warehouse.

Build an appropriate architecture for the data warehouse to be able to support PIH information business needs in a timely, accurate manner.

**2. Improve and maintain data warehouse accuracy and reliability.**

Assess the accuracy and reliability of data in the data warehouse; ensure accurate mapping of data from systems to data warehouse; ensure that data definitions are clear.

Develop and implement process for quality control of data warehouse to ensure that data remains accurate and timely.

**3. Expand PIH capability to use data warehouse information.**

Expand the use of data warehouse for data mining through training and technical assistance to REAC staff and HUD partners in the use of Microstrategy and other techniques to access data warehouse data.

Use the data warehouse to develop standardized metric reports on outcomes, system performance, system access, staff performance, among others.

**Subgoal 2C. Establish and maintain the accuracy and integrity of the Public and Indian Housing Information Center (IMS/PIC).**

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**Strategies:**

**1. Develop and implement a governance process for IMS/PIC.**

Convene a working group of REAC staff and HUD PIH partners to discuss IMS/PIC and develop a strategy for owning and managing IMS/PIC.



Establish a governance process for IMS/PIC that clearly identifies business owner, business team, protocols for system development, customer service, future direction.

**2. Improve and maintain PIC data accuracy and reliability.**

Assess current processes for PIC data reporting and the relative accuracy and reliability of current PIC data.

Develop and implement a plan for PIC data clean-up. Develop and implement process for quality control of PIC data to ensure that data remains accurate and timely.

**3. Provide timely, accurate PIC training and technical assistance to PIC business users and customers.**

Develop and implement strategies for ongoing training and technical assistance on PIC for all PIC users – external and internal.

**Subgoal 2D. Support Housing Choice Voucher program management through development of a comprehensive Voucher Management System.**

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**Strategies:**

**1. Maintain the existing Voucher Management System (VMS).**

Continue to maintain and support the current VMS system with system maintenance. Add appropriate new functionality through system releases.

Support HUD VMS monitoring efforts through development and refinement of monitoring protocols and IT tools. Provide support to HUD staff as they conduct VMS monitoring using IT tools.

**2. Develop the Next Generation Voucher Management System (NGVMS).**

Develop protocols, standards, business requirements, etc., for a new Voucher Management System (VMS). Coordinate with stakeholders – OHVP, PIH, field offices, etc. Address voucher budgeting, oversight and monitoring of PHA performance.

Develop a multi-year project plan for NGVMS implementation, with as much detail as possible for each year, including business process improvements, business process reengineering and a fully functional on-line system.

Conduct business process improvement effort based on voucher program business needs. Conduct business process reengineering of the voucher program, including a gap analysis and recommended solutions. Design and build NGVMS; deploy into production.

Support NGVMS with training and technical assistance.

Top Ten  
No. 6



**Subgoal 2E. Consolidate PIH information and PIH information planning into an integrated, unified whole.**

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Top Ten  
No. 5

**Strategies:**

**1. Create an Integrated Planning Team (IPT) in collaboration with PIH partners.**

Develop a standardized, integrated PIH-wide approach to the planning, managing, prioritizing of PIH business information needs and solutions. The purpose is to develop consensus about PIH IT priorities and develop a strong and unified case for funding priorities.

Addresses funding, people, business solutions from an overall PIH perspective. Advocates for funding priorities. Develops work-arounds and alternate solutions to meet needs.

Allows PIH to speak with a single voice regarding information needs. Provides input to the budget process. Coordinates with CIO.

Responsible for ongoing management and analysis of return on investment of PIH IT investments.

**2. Consolidate and integrate PIH information from various PIH data systems.**

Expand REAC IT capabilities by assuming responsibilities for IT systems not currently administered in REAC. Realize savings for PIH through economies of scale. Discuss bringing WASS back into REAC.

Integrate data from all relevant PIH data sources into REAC IT data systems. Expand the use of the data warehouse (see Goal II.B.). Develop solutions for combining data from different systems that don't "talk" to each other to offer a more holistic view of PIH programs and management.



### **GOAL 3. DELIVER SUPERIOR CUSTOMER SERVICES AND PRODUCTS**

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At its core, REAC is a service organization. Strategic goal 3 directly addresses this responsibility to provide high quality service and products to our customers and our partners.

#### **Sub-Goal 3A. Provide timely, responsive, professional customer service to all REAC partners and customers.**

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##### **Strategies:**

**1. Design a REAC-wide customer service strategy/plan to coordinate customer service delivery and integrate customer feedback into service delivery.**

Develop and implement a REAC-wide plan for better, more coordinated customer service. Leverage current technology and software to more effectively communicate with customers; use existing social media (YouTube, Twitter, Facebook, etc.). Assess current REAC websites and redesign, as appropriate, to more effectively communicate with customers. Incorporate the TAC into the overall plan, but design customer service strategies that go beyond a call center.

Ensure that customer feedback is an integral part of the customer service plan. Plan should incorporate a continuous process improvement approach – feedback and improvement loop that analyzes customer input on processes, services, success and issues, and produces outputs that result in needed improvements.

**2. Improve and expand the operations of the Technical Assistance Center (TAC).**

Assess the current performance of the TAC to establish a baseline of TAC strengths, weaknesses; develop recommendations for improvement. Develop and implement a plan to improve the capacity of the TAC to handle a higher volume and wider range of technical assistance issues in a timely manner.

Consolidate all current PIH call centers into a single unit. Achieve efficiency and economy of scale, as well as better coordination of information, by consolidating PIH call centers.

Incorporate TAC as a strategy in a larger REAC customer service plan (see Strategy 1.).

**3. Establish ongoing working relationships with internal and external partners, stakeholders and customers.**

Conduct meetings/forums with groups of external partners and stakeholders (PIH industry groups, multifamily housing owners, PHAs, etc.). Use forums to identify motivations and needs, concerns, suggestions, critical issues, dispel myths, market REAC. Prioritize issues and develop a strategy for addressing issues. Discuss PHAS and UPCS inspection issues and concerns over the PASS physical Inspection process; establish a process to address concerns. Market the PHAS and UPCS inspection process. Develop and implement new approaches and techniques for better and more timely REAC-Industry communication on PHAS, UPCS inspections and PASS scoring. Solicit feedback on REAC performance; incorporate feedback into internal REAC process improvement.

Conduct meetings/forums with groups of internal partners and stakeholders (HUD PIH, ONAP, OIG, PIH field offices, other HUD HQ offices, etc.). Use forums to identify motivations and needs, concerns, suggestions, critical issues, dispel myths, market REAC. Prioritize issues, develop strategy



to address issues. Solicit feedback on REAC performance; incorporate feedback into internal REAC process improvement.

**Sub-Goal 3B. Implement an organized business approach to the research and development of professional products that meet customer needs and expectations.**

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**Strategies:**

**1. Develop a REAC-wide strategy for new product design and implementation.**

Product design and implementation protocols for any product created by REAC, to include:

- Procedures for market research and potential customer identification and feedback.
- Procedures for new product design, development and testing.
- Procedures for new product implementation and marketing.
- Procedures for establishing business ownership, ongoing maintenance and support of products.

Develop focus groups, solicit regular feedback from REAC customers.

**2. Inventory current products, tools and reports produced and provided by REAC.**

Identify business owners, customers, frequency of production, maintenance and support.

Determine frequency of use, value of continuing product; develop protocols for continuing support and maintenance. Develop recommendations for improvements, modifications, deletions of existing products.

**3. Develop metrics that reflect key measures of success in multifamily housing, public housing, Housing Choice Vouchers and ONAP.**

Inventory REAC systems and processes; identify key measures of success in each area. Work with partners and stakeholders in HUD and PIH to identify critical performance areas and key measures of success in each area. Develop and implement measuring instruments and metric reports that capture information on performance in each area.

Develop public housing portfolio management system (see Goal IV.B.).

**Sub-Goal 3C. Develop and implement high quality solutions that meet key business needs of REAC customers within HUD.**

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**Strategies:**

Top Ten  
No. 7

**1. Develop and implement tools for Multifamily Housing that aggregate and analyze data at a higher portfolio level.**

Convene working group with MF Housing to identify and prioritize information needs. Develop relatively simple, flexible information and analysis tools that meet MF information needs, integrating PASS and MF Financial data. Maintain and update tools as necessary, adding additional information and functionality. Provide support and technical assistance on the use of tools.



**2. Develop and implement solutions and tools that support financial management and monitoring in the Housing Choice Voucher program.**

Top Ten  
No. 2

**a. Reconcile and monitor net restricted assets (NRA) balances in the Housing Choice Voucher program.**

Complete NRA Balance Reconciliation for all 2400 HCV PHAs. Produce monthly NRA reports; monitor NRA balances and maintain accuracy.

Top Ten  
No. 8

**b. Standardize review of Housing Choice Voucher A-133 fiscal audits and audited financial statements.**

Collaborate with Financial Management Center (FMC) to remain current on HCV A-133 audits and audited financial statements reviewed. Develop and implement protocol for consistent HCV A-133 audit reviews.

Support the execution of Voucher Management System (VMS) and other monitoring reviews in HCV by the Quality Assurance Division. Develop monitoring tools and reports to facilitate conducting VMS reviews, tracking and reporting of VMS results and progress in addressing VMS issues. Work with Quality Assurance Division to revise the VMS protocols, procedures and tools.

Develop the Next Generation Voucher Management System (see Goal 2.B.).

**3. Develop solutions and tools that support performance and decision-making in the Office of Native American Programs (ONAP).**

Conduct meetings/forums with ONAP staff. Identify motivations and needs, concerns, suggestions, critical issues. Prioritize issues; develop and implement measuring instruments and metric reports that capture information on performance in key areas.



## **GOAL 4. SUPPORT THE HUD STRATEGIC PLAN AND KEY INITIATIVES**

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REAC exists in the context of the larger HUD Strategic Plan and PIH efforts to support the HUD Strategic Plan. This strategic goal 4 explicitly addresses this relationship and REAC's responsibility to support a wide variety of key HUD goals and initiatives.

### **Subgoal 4A. Support HUD Strategic Goals through policy and program analysis and data validation.**

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#### **Strategies:**

**1. Validate data in existing PIH systems to establish a baseline of tenant characteristics and condition of Public Housing properties.**

PIC data validation and clean-up to establish a baseline of PIC data as it relates to public housing household income generally and earned income specifically. PASS inspection data validation and clean-up as it relates to identified key markers, to establish a baseline of accurate information on the current physical condition of public housing properties.

Top Ten  
No. 3

**2. Improve the existing funding methodology and program requirements for the public housing Operating Fund.**

Conduct Federal Advisory Committee Act (FACA) review of PEL methodology for operating subsidy, in accordance with regulations; schedule and conduct review in accordance with congressional mandate.

Financial Management Division analyzes existing data and makes appropriate recommendations for changes to operating fund process. Conduct negotiated rulemaking.

Develop and implement a plan and timeline to transition to using IMS/PIC data to calculating operating subsidy. Develop and implement strategies to use operating subsidy to incentivize public housing performance in key areas.

- Occupancy
- Energy efficiency

Assess the accuracy and validity of current public housing utility data; ensure that utility data is accurate. Convene subject matter experts (including OFO) to focus on the issue of improving energy efficiency through the operating subsidy process; develop options and recommendations to present to PIH management. Implement strategy as appropriate.

**3. Provide data analysis in support of PIH efforts to meet MTW statutory requirement to serve "substantially the same number of households".**

Requires development of a methodology and baseline information for each MTW agency; compare baselines to actual households served and determine appropriate follow-up actions. PIH must provide analysis to OGC. REAC will support the data analysis of existing systems necessary to establish MTW agency baseline and households served.





**4. Provide data analysis in support of PIH efforts to reduce the share of household income spent on the combined costs of housing and transportation in communities that receive assistance from the Office of Sustainable Housing and Communities.**

PIH will coordinate with the Office of Sustainable Housing and Communities (OSHC) to determine PIH involvement in Outcome Measure 12. This will include, but may not be limited to, participating in the 'Housing + Transportation' Working Group and baselining activities led by OSHC and PD&R. REAC will support any data analysis of existing systems necessary to establish baselines of housing costs in PIH programs.

**5. Provide support to PIH efforts in disaster recovery.**

REAC will support PIH participation in the Gulf Coast Scorecard Working Group and baselining activities led by the Office of the Secretary.

REAC will continue its role as a PIH lead in ongoing disaster recovery efforts, including:

- Providing TA to HUD Field Office(s) and PHAs in the disaster zone
- Processing data calls, assisting with deployment/mobilization of resources
- Use of GIS software to create maps that display PHAs affected by storm paths
- Conducting outreach to support HUD's disaster voucher assistance programs (collaborating with FEMA)

**6. Provide support to PIH efforts to standardize energy efficiency and green goals, including system development, across HUD programs.**

REAC will provide support to PIH in the HUD-wide effort to achieve energy efficiency across all HUD programs. Key activities include, but are not limited to:

- Research impact of energy policies on low rent units.
- Provide energy modeling support for: HOPE VI rehab or replacement of PH units into energy efficient units.
- Provide energy modeling support for: RAMPS energy module for all PIH programs.
- Provide energy modeling support for: Defining 'green' for PIH purposes and standardize metrics.
- Provide energy modeling support for: Improve Energy Audits by aligning with Physical Needs Assessment (PNA) tool.
- Provide energy modeling support for: Establish roles and responsibilities related to energy efficiency.
- Provide energy modeling support for: Methodology and data source for Benchmarking Utility Consumption and Cost System.



**Subgoal 4B. Support HUD Strategic Goal #2 and High Priority Performance Goal #2 to increase the number of low-income families served in both the public housing and housing choice voucher programs.**

---

**Strategies:**

Top Ten  
No. 1

**1. Develop a comprehensive picture of public housing occupancy through consolidation and tracking of public housing occupancy data from all relevant sources.**

Identify all PIC data elements that reflect occupancy and vacancy in public housing. Ensure that PIC data is accurate, up-to-date and comprehensible. Train PHAs and Field Offices on the use of PIC, PIC data entry, monitoring of PIC data quality, etc.

Ensure that the data warehouse contains all PIC data relevant to tracking public housing occupancy and that the mapping of data from PIC to the data warehouse is accurate.

Identify and gather data from systems and sources other than PIC that can provide information on public housing occupancy. Bring all public housing occupancy data sources together into a single database. Develop tools to track and display public housing occupancy and vacancy information in a variety of ways (e.g., project-specific, PHA-wide, by unit size, length of vacancies, etc.).

Establish a baseline of public housing occupancy performance; track against this baseline and produce/distribute periodic reports and updates on public housing occupancy performance and progress. Conduct analysis to identify PHAs with highest vacancy rates. Assess trends in vacancy funding and category designation patterns. Develop protocols for Field Offices to assist in analyzing occupancy data and reduce vacancies.

**2. Develop and implement a PIH portfolio management system to facilitate effective public housing risk assessment and informed management decisions.**

Similar to MF IREMS. Consolidates and coordinates all sources of information relevant to the public housing portfolio (projects and PHAs) to offer a holistic, comprehensive, systematic view of PIH property management. Identify all sources of data relative to public housing agency programs and properties – LOCCS, HUDCAPS, PH financial data, occupancy, utilities, SEMAP, PHA Plans, HCV financial data, Capital Fund, etc. Combine, analyze, interpret, assess data and transform data into broad, holistic information about PHAs and the programs and properties they manage.

Short-term: Work with OFO and other PIH offices to develop simple, working portfolio management tools that will focus on key aspects of public housing performance. Convene a working group of PIH partners to develop business requirements for a comprehensive, on-line portfolio management system. Prioritize tools to focus on immediate needs of increasing public housing occupancy, with longer term needs of capturing Capital Fund obligation/expenditures, physical condition, key financial markers, among others.

Long-term: Develop on-line portfolio management system; coordinate system with other IT projects and data sources to maximize use of existing resources.

**3. Support HUD performance and progress in the Veteran's Assistance Supportive Housing (VASH) Program.**

Develop protocols, tools, standards, etc., to assess VASH performance. Produce periodic reports on VASH performance.



Top Ten  
No. 10

**Sub-Goal 4C. Conduct business process reengineering for the public housing program.**

**Strategies:**

**1. Establish a project team to own and manage the public housing business process reengineering project.**

Meet with PIH HQ; identify a group of subject matter experts to guide the effort; establish a lead business owner.

**2. Develop and implement a plan and schedule for public housing business process reengineering.**

Identify business requirements. Map dependencies between various elements of public housing. Produce a matrix of current guidance related to all public housing activities.

Develop a Business Process Improvement document that describes the basic business needs in the public housing program and produces a “crosswalk” of business requirements across all public housing areas.

Use model already developed for Next Generation Voucher Management System (NGVMS).

Coordinate with development of Portfolio Management System (see Goal V.C.)

**3. Identify priorities for reengineering.**

Begin with public housing building/unit and occupancy/vacancy protocols. Build out to encompass all areas of public housing.

**Subgoal 4D. Support PIH monitoring, tracking and resolution of improper payments pursuant to the Improper Payments Information Act.**

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**Strategies:**

**1. Ensure accuracy and integrity of PIC HUD-50058 data.**

Ensure that PIC HUD-50058 data is accurate and up-to-date (see Goal II.C.). Improve PIC HUD-50058 reporting rates.

**2. Maximize and support use of the Enterprise Income Verification (EIV) system.**

Develop and implement strategies and initiatives to maximize use of the EIV system, both inside and outside of HUD. Provide training and support to EIV users. Develop information and reports on EIV system use and EIV results.

**3. Support Rental Integrity Monitoring (RIM).**

Support the execution of Rental Integrity Monitoring (RIM) in PIH by both the Quality Assurance Division and Field Offices. Develop monitoring tools and reports to facilitate conducting RIM reviews, tracking and reporting of RIM results and progress in addressing RIM issues. Work with PIH to revise the RIM protocols, procedures and tools.



**Subgoal 4E. Support the transformation of public housing through the HUD Transformation of Rental Assistance initiative.**

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**Strategies:**

**1. Participate on HUD Transformation of Rental Assistance team.**

Participate and represent REAC in HUD working groups and TRA teams. Provide feedback on TRA as it relates to REAC data systems and business areas.

**2. Participate in pilot testing and demonstration of TRA.**

Assist in the design and testing of TRA demonstration programs. Coordinate internal REAC resources to aid in TRA testing. Provide feedback on demonstration results as they relate to REAC data systems and business areas.

**3. Coordinate IT system issues for transitioning public housing to TRA.**

Determine how public housing data (projects, residents, etc.) will be converted from existing REAC data systems (PIC, PASS, etc.) to successor systems for TRA (existing multifamily data systems, new systems, etc.). Design and coordinate this transition of data to TRA-based systems.



## **GOAL 5. BUILD AND MAINTAIN INTERNAL REAC MANAGEMENT INFRASTRUCTURE AND CAPABILITY**

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While the other four strategic goals address REAC's larger responsibilities to provide services and solutions for our customers, strategic goal 5 is more inward-facing. It addresses critical internal issues and initiatives necessary to build and maintain REAC's functionality and capacity to meet our larger mission.

### **Subgoal 5A. Implement effective financial management functionality within REAC.**

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#### **Strategies:**

**1. Develop Comptroller Function within REAC.**

Hire a REAC comptroller. Give the appropriate authority to manage REAC financial matters.

**2. Implement administrative and budget management controls within REAC.**

Includes personnel, supplies, equipment, etc.; should follow from comptroller function, but still a necessary function.

**3. Implement appropriate financial management controls of Information Technology (IT) funding.**

Should follow from hiring a comptroller, but still a necessary function.

### **Subgoal 5B. Implement effective human resource, staffing and personnel management functionality within REAC.**

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#### **Strategies:**

**1. Develop human resource function within REAC.**

Hire and/or assign appropriate responsibility to REAC staff to serve as human resource specialist(s); responsible for managing REAC staffing, working with managers on personnel issues, etc.

**2. Develop REAC-wide policies and strategies for staff training and skill development.**

REAC training officer and/or training specialist(s). Develop effective and meaningful ITAPS; track progress on ITAPS. Make more effective use of the ITAP for each employee; make the ITAP a more meaningful process. Ensure that staff have the necessary skills for their jobs and the skills necessary to make use of all available tools and resources.

Orientation packages for new employees. Cross-training so that all staff are familiar with all areas of REAC.

**3. Revise and update all REAC position descriptions.**

Ensure that REAC position descriptions are up-to-date and accurately reflect the responsibilities and standards for each position.

**4. Develop REAC-wide strategies for team-building and improving staff morale.**

Clearly define responsibilities and expectation, and hold staff accountable consistently.



Team-building exercises, training. Incentivize performance.

Identify unused staff skills and create opportunities for staff to fully utilize those skills. Develop a “skills matrix” that inventories staff skills. Conduct a staff survey; measure staff satisfaction; solicit staff suggestions (possibly conducted by someone outside of REAC).

Establish an anonymous employee task force to provide feedback to management. Employ techniques to show staff appreciation (e.g., spot awards, time-off awards, etc.).

Invite HUD/PIH Executive staff to visit REAC and meet employees.

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**Subgoal 5C. Establish effective contracting and procurement policies and practices within REAC.**

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**Strategies:**

**1. Overhaul internal REAC contracting processes.**

Streamline the REAC contracting processes and better manage internal REAC planning and processing. Emphasis on project management, getting contract packages out the door, clear delineation of responsibility and accountability at the GTR/GTM and contractor levels. Aim for GTRs and GTMs to be physically located at REAC.

**2. Consolidate existing REAC contracts.**

Both business and IT contracts need to be consolidated into a fewer number of contracts with fewer contractors. Assess existing contracts and contracting actions. Develop a schedule for consolidation as contracts expire over the coming year(s).

**3. Develop and issue PIH-wide IDIQ to streamline contracting actions.**

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**Subgoal 5D. Integrate oversight, monitoring and quality assurance into all areas of REAC.**

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**Strategies:**

**1. Implement Standard Operating Procedures (SOPs) for all REAC business areas.**

Implement SOPs for all business areas, or update existing SOPs. Take into consideration cost/benefit analysis of operations, as well as resources needed. Periodically review SOPs for efficiency and effectiveness.

**2. Implement Quality Assurance (QA) plans and internal controls for all REAC business areas.**

Implement QA plans for all business areas, or update existing QA plans. Incorporate regular customer feedback as an element in QA plans. Use results of regular quality assurance to modify SOPs, as appropriate. Periodically review QA plans for efficiency and effectiveness.

**3. Develop and implement an internal auditing, oversight and monitoring function within REAC.**

Establish internal audit function that periodically audits REAC divisions, systems and products. Provide feedback to upper management and business areas on effectiveness, consistency with SOPs and QA plans, success, customer satisfaction, issues, etc. Assist business areas in developing effective internal controls.



**Subgoal 5E. Establish strategic planning and project management as an integral part of REAC internal management operations.**

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**Strategies:**

**1. Develop and maintain a REAC Strategic Plan.**

Develop Strategic Plan that encompasses the REAC mission and vision for multiple years. Strategic Plan addresses areas unique to REAC, but also reflects REAC supporting efforts for the larger HUD Strategic Plan. Publish the plan and provide to internal and external partners and stakeholders.

**2. Develop annual REAC management action plans (MAPS.)**

Annual MAP for each division and for REAC as a whole, for each fiscal year. MAP reflects longer term goals and objectives of the REAC Strategic Plan. MAP addresses activities unique to REAC for a given fiscal year, but also reflects REAC supporting efforts for the larger PIH MAP.

**3. Implement a REAC-wide strategy for project planning and performance management.**

Develop internal REAC capacity to plan and manage projects, through the use of contractors or internal REAC staff. Responsibilities would include:

- Assisting each division in planning and organizing their workload for the year, as needed.
- Planning and organizing the accomplishment of initiatives not tied to a specific division or business area.
- Monitoring the progress of REAC work and accomplishments over the course of the year, pursuant to the REAC Strategic Plan and MAP.

## The Top Ten





## TOP TEN REAC ACTION ITEMS

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## Real Estate Assessment Center (REAC)

Strategic Plan FY 2011-2015

### Top Ten Action Items

#### **1) Provide information and analysis for High Priority Performance Goal (HPPG) No. 2 activities**

**Reported Out By:** Information Technology (IT) Group

**Problem:** HPPG #2 requires HUD to focus on housing more families (HCV and PH) over the coming FFY. This will require attention to:

- Accuracy and Integrity of current system data
- Timely, reliable and accurate system data over the coming year

**Solutions:**

**a. Short-term**

- PIC Building and Unit
  - Internally, Dan Williams has lead (through 12/31/2010). Then, ownership switches over to R & D. R & D assumes ownership for data reporting and monitoring (but does not own the actual maintenance of system)
  - Work includes developing reports (aging reports), establishing baseline
  - Outcome: Provide data for HUDSTAT reports (HUDSTATS is an OSPM system but we provide data)
  - Additional dates and timelines not established
- PIH Policy Notice
  - PIH policy notice issued (by 10/31/2010) establishes HUD policy for classifying units in IMS/PIC and instructions on how to classify
  - OPH has lead on this; REAC is working with Dan Esterling, OPH
- Training
  - Christina Alaimo has lead
  - Training for HUD staff (field office SMEs)
  - Need to explore different avenues for training – Webinars, Live meeting, YouTube
  - Produce and provide materials to enable FO training of PHAs (by 12/31/2010)
- PIC Data Clean-up
  - REAC develops PIC internal control SOPs (by 12/31/2010)
  - Data integrity, validation and clean-up is responsibility of OFO.
  - REAC is responsible for providing the data to OFO. REAC will push data to FOs. For the 33,000 units in HPPG goal: REAC needs to provide information on unit additions and deletions by category (HOPE VI, ARRA, Cap Fund, etc)
  - Overall outcome – clean and reliable PIC building and unit data (by 6/30/2011)
- Capital Fund/Operating Fund Data Validation
  - Combine data validation of capital fund and operating fund data so the data gets cleaned at the same time and the report is run once
  - For Op Fund, it will be responsibility of Gary Faeth. For Cap Fund, it will be Rick Smith.
  - REAC should do the overall validation (by 6/30/2011)
- Short-term Portfolio Management Tools
  - R & D (James Cruikshank) will work with NASS (Johnson Abraham) and Front Office (Dan Williams, Dan Wilkerson)



## Real Estate Assessment Center (REAC)

### Strategic Plan FY 2011-2015

#### Top Ten Action Items

- Develop working portfolio management tools that will focus on key aspects of public housing performance – occupancy, Capital Fund obligation/expenditures, physical condition, key financial markers, among others
- These tools will be dynamic, flexible, user-friendly
- Tools will offer snap-shots of occupancy risk
- This is information we already have—it’s just a matter of pulling it out
- Develop prototypes, models, proof of concept; these will be used to build-out online PMS systems (see long-term)
- Crosswalks (ex., like in ARRA)
- Data analysis—FOs need help with the analysis of what the data means, and even recommendations/suggestions
- Research what data is already found in the Data Warehouse
- Enlist the aid and direction of current OFO/REAC work group

- Communication with Customers
  - Develop business requirements
  - Determine exact needs

#### **b. Long-term**

- PH Portfolio Management System
  - Holistic, comprehensive, systematic
  - Consolidates and coordinates all sources of information relevant to the public housing portfolio (projects and PHAs)
  - Offers snap-shots to end users on portfolio condition, trends, etc.
  - An online, web-based system will be developed to allow all public housing information to be accessed by any appropriate user at any level in HUD
  - The system will be customizable, allowing the user to sort and filter the information based on any criteria they wish – size, geographical location, funding, key risk indicators, among other criteria
  - Convert current MAPS contract/IT team into “PH Portfolio Management System” contract/IT team
    - Current MAPS contract expires 1/19/2011; new contracting action in-progress
    - MAPS held at steady-state while development of PH PMS proceeds behind the scenes. When ready, MAPS is turned off and PH PMS is turned on.

#### **Stakeholders:**

- OFO, Field, REAC, PIH Principal Staff
- PHAs, TDHE, Industry
- Every level of stakeholders needs and wants something a little different. Need to be cognizant of business needs at all levels.

#### **Resources:**

- Commitments from REAC, OFO, PIH, Principal Staff
- Data – need understanding of data warehouse, all data available, how to access, etc.
- Contracting Resources
  - Identify current contracting resources available at REAC, business Support contractors, etc., to support effort



## Real Estate Assessment Center (REAC)

### Strategic Plan FY 2011-2015

#### Top Ten Action Items

- Contracting action already underway to replace MAPS with a new PH PMS
- REAC staff specifically dedicated to the project
  - SMEs as an ongoing resources
- OFO and Field Office staff support project as SMEs
- Funding
  - Already a contracting vehicle for MAPS that will be converted into a PH PMS contract. However, funding of new contract must be found

#### Time Frames:

- First quarter FFY 2011
  - 10/31/2010 PIH Notice issued establishing HUD policy and instructions for classifying units in IMS/PIC
  - 11/1/2010 on – Training of Field SMEs
  - Train-the-trainer materials developed and distributed by 12/31/2010
  - REAC develops PIC internal control SOPs by 12/31/2010
  - Field access to some PH portfolio reports
  - Formation of workgroup to guide PH PMS effort
- Second quarter FFY 2011
  - Continuing training of Field SMEs
- Third quarter FFY 2011
  - Complete contracting action and award new contract of PH PMS
  - Clean and reliable PIC building and unit data by 6/30/2011
  - Capital Fund/Operating Fund data validation by 6/30/2011



## Real Estate Assessment Center (REAC)

Strategic Plan FY 2011-2015

### Top Ten Action Items

#### **2) Develop tools for improved monitoring of Housing Choice Voucher (HCV) Net Restricted Assets (NRA)**

**Reported Out By:** Assessment Group

**Problem:** PHAs receive housing assistance payments revenue to support housing choice vouchers. When HAP revenue exceeds HAPS payments to owners, the difference is equity that builds up over time. High equity build-up can be a problem. Some PHAs will use that HAP equity to inappropriately pay for PHA general operating expenses. HAP equity must only be used for housing assistance payments.

**Solutions:**

- FASS-PH is the REAC lead
- Complete the current, in-progress NRA Balance Reconciliation of the top 500 PHAs
  - This is a contract deliverable for a contractor working with FMC
  - Due to be completed by 10/31/2010
- Conduct NRA Balance Reconciliation for the remaining 1900 PHAs
  - Due to be completed in January 2011
- REAC will then own the process and produce Monthly NRA report for all 2400 PHAs.
  - Report will be refreshed monthly with current HUDCAPS and VMS data
  - Report will be refreshed quarterly with annual FASS audited and unaudited data
  - NRA report will start with NRA balances concurred as of 12/31/09
  - Plan is to keep the NRA balances current once we have an agreed-upon amount; correct any variances on an ongoing basis.
- Report provided to appropriate customers for analysis and action
  - Recapture funding, as appropriate. Need to develop protocols

**Deliverables:**

- a. NRA Reconciliation—Top 500 PHAs
  - Contract deliverable in conjunction with FMC
  - Due December 2010
- b. NRA Reconciliation—Remaining 1900
  - Contractor working with REAC staff
  - Due January 2011
- c. Monthly NRA report for all 2400
  - Data refreshed monthly (HUDCAPS and VMS) and quarterly (FASS)
  - To be distributed to all clients and customers
  - First report due February 2011

**Stakeholders:**

- REAC, FMC, FMD, OFO and Field Offices

**Customers:**

- OFO, Field Offices, PHAs, OHVP, Front Office, Budget, OMB, OFO, FMC

**Resources:**

- Systems data – VMS, HUDCAPS, FASS-PH



### **3) Conduct Federal Advisory Committee Act (FACA) activities for Operating Subsidy Project Expense Level (PEL).**

**Reported Out By:** Public Housing Group

**Problem:** PEL is calculated in terms of PUM cost and represents the costs associated with the project, except for utility and add-on costs. Costs associated with the PEL are administration, management fees, maintenance, protective services, leasing, occupancy, staffing, and other expenses, such as project insurance. HUD will calculate the PEL using regression analysis and benchmarking for the actual costs of Federal Housing Administration (FHA) projects to estimate costs for public housing projects. HUD will use ten variables and their associated coefficient to produce a PEL. HUD must convene a meeting with representation of appropriate stakeholders, to review the methodology to evaluate the PEL based on actual cost data. The meeting must be convened in accordance with the Federal Advisory Committee Act (5 U.S.C. Appendix) (FACA). HUD may determine appropriate funding levels for each project to be effective in FY 2011 after following appropriate rulemaking procedures.

**Solutions:**

- FMD-Ob. Subsidy is the REAC lead
- Re-examine regulations and formulas related to PEL methodology
- Contractor is in place. Contractor support continues through 2011
- Study currently underway (contractor and REAC); expected completion end of October 2010
- PEL Review through FACA should address:
  - Concern with the very large transfer of funding from capital fund to operating fund
  - Detailed analysis of budgets at the property level – elements that comprise the expenses; ensure that we understand the expenses
  - New PEL formula

**Schedule:**

- Preliminary schedule is under review—including 90 days to set up process pursuant to FACA, with charter, committee members, etc.
- Contractor/REAC study expected to be completed 10/31/2010
- Meetings needed
  - REAC and contractor will establish 2-3 sessions with interest groups (need venue, agenda)
  - First meeting in February 2011
- Full negotiated rulemaking process
  - Target date for completion of negotiations and issuance of proposed rule is 12/31/2011
- Final rule expected in mid-2012

**Stakeholders:**

- REAC, FMC, FMD,OFO, Industry

**Resources:**

- Systems data – FASS-PH
- Contractor support



## Real Estate Assessment Center (REAC)

Strategic Plan FY 2011-2015

### Top Ten Action Items

#### 4) *Support Project-level Asset Management Reviews using HUD-5834*

**Reported Out By:** Public Housing Group

**Problem:** HUD-5834 is designed as the public housing project-level asset management checklist/tool, mirroring the function of the HUD-9834 used for a similar purpose in HUD Multifamily Housing. The original intent of the HUD-5834 was to serve as the scoring vehicle for the management indicator under PHAS III. The HUD-5834 has been tested and modified over the last 3 years. It needs to be finalized and basic policy decisions need to be made on its content and how it will be used in the future (e.g., as an assessment tool, as a scoring component under PHAS, as simply a review checklist, etc.).

**Solutions:**

- Shauna Sorrells in OPH is the lead
  - Shauna will work with REAC and OFO
- Current draft HUD-5834 prototype is a great tool; used extensively in the field
- Issues to resolve:
  - Should the HUD-5834 be used to target project reviews on a risk basis through the use of a Project-Based Contract Administrator (PBCA), similar to MF Housing? If so, what role would field office play in overseeing and following up on these reviews?
  - Should PIH field offices be responsible for conducting the HUD-5834 reviews?
  - What do we do with 5834 data? Data can be used to assess risk at specific projects.
    - Issues must be resolved before we build 5834 in a web-based application
    - This is a chance to revisit the HUD-5834 content. What other measures should be included in 5834 assessment?
  - What is the relationship between HUD-5834 and management scoring under PHAS IV?
- Comments on draft HUD-5834 have been received; need to be reviewed

**Deliverables:**

- Meet with stakeholders—October 2010
  - Determine a direction
  - Modifications needed to HUD-5834
  - Determine the primary users – Field Offices, independent PBCAs, other?

**Stakeholders:**

- REAC, OPH, OFO and Field Offices

**Customers:**

- OPH, OFO, Field Offices, PHAs, Front Office, Budget, OMB, Industry



#### **5) *Develop a standardized, integrated approach to plan, manage and prioritize information technology needs***

**Reported Out By:** Information Technology (IT) Group

**Problem:** HUD PIH has no defined process for planning/managing/prioritizing PIH IT resources and needs. There's no real forum for the stakeholders to get together and set priorities before funding is allocated. So, inertia sets in—build-in bias to feed the existing systems. Resources are being allocated without going through a thoughtful/consensus process. Offices step in and independently build their own systems.

PIH has no defined process/methodology for developing systems or for managing, planning, prioritizing the usage of IT funds/IT resources (funding, staffing). We need an ongoing institutionalized way of getting the PIH IT customers involved in the planning and decision-making process.

**Solutions:**

Create Integrated Planning Team (IPT) that mirrors structure of CIO – a PIH-wide approach to the planning, managing, prioritizing of IT solutions (funding, people, business solutions). This group would develop a consensus about PIH IT priorities, then take this consensus to Assistant Secretary to make a stronger case for funding these priorities.

- JC Garcia will lead the process in REAC, initially
- General Deputy Assistant Secretary is the formal chairperson
- Executive Committee (at the PIH senior management level—DASs will be voting members; Chairperson OGAS), Investment Committee, Technical Evaluation Committee
  - Including the big three program offices (principle staff or representatives), other PIH offices, and (at certain points in time) PHAs, TDHEs, software vendors, fee accountants, residents, landlords, CIO, CPO, CFO, OSPM, CIR
- Multi-phase solution
  - Start to define internal processes
  - From higher level, maybe we need a PIH IT business processes re-engineering
  - Bring all stakeholders together for fiscal planning, prioritizing from an IT perspective (to establish our IT financial spending and priorities for the coming year; integrated stakeholder planning)
  - Identify long term needs through OMB 300 processes. Decisions about what goes into OMB 300. Set priorities for this document, making conscious decisions, so that decisions are not made simply based on inertia
  - Short term needs based on release cycles
  - Involved in on-going management of implementation. Problems with systems themselves, but also communication and training around the systems
  - Advocate for PIH within HUD so PIH gets fair share of resources for IT needs
  - Involved in creating work-arounds and alternate solutions to meet needs. Take inventory of existing tools
  - Analyze return on investment (ROI)
  - IPT does planning, managing, prioritizing
  - Flushes out, identifies and prioritizes business needs—this has to be based on business needs, not IT needs
  - Ongoing management
  - Regular process—IPT periodically meets





## Real Estate Assessment Center (REAC)

### Strategic Plan FY 2011-2015

#### Top Ten Action Items

- This group should advocate for us
- Makes recommendation
- If money doesn't come through, the group looks at alternate solutions to meet the need
- IPT governance structure/charter that outline the authority
- SLAs—service-level agreements
- Mirror the CIO governance process
  - Take into account the CIO budgeting process. Need to figure out timing of CIO decision-making, and IPT needs to make decisions 30 days before.
  - Coordinated with CIO on development of initial budget and subsequent amendments
- Discussion:
  - Difficult to plan for 2013 when 2011 and 2012 are in flux. IPT planning must be at a very high level.
  - IT budget cycle runs too far ahead of business cycle. Must find solution to this.
  - Program office can update its budget request up to Dec of year in which budget is being passed. If there are changes to the current business, we must have ability to update and amend process.
  - Process in charter needs to account for changes in priorities.
  - IPT needs calendar tying it into CIO IPT and appropriations
  - When something changes, IPT needs to own process of responding, prioritizing

#### Stakeholders/Customers:

- Structure:
  - Executive committee/Executive Group=principals
  - Committee Members/Working Group
  - practitioners
- Core group:
  - PIH principal staff or their designee
- Stakeholders, also involved:
  - Representatives of PHAs (small, medium, large, MTW)
    - Have major industry groups nominate X number?
    - Use the core we have from other groups?
  - Residents
  - Software vendors
  - Fee accountants
  - Industry groups?
  - TDHEs (for ONAP)
- Sometimes invited
  - CIO
  - CPO
  - CFO
  - OSPM
- Customers
  - See above. Also, Congress, OMB, landlords
- IPT sends out invites, determines invitation process



## Real Estate Assessment Center (REAC)

### Strategic Plan FY 2011-2015

#### Top Ten Action Items

##### Resources:

- Admin support staff to help with meeting logistics, note taking, meeting minutes, meeting agendas, coordinating communication tools, document what we're doing (for continuity)
- Meeting space and electronic solutions for meetings
- Priority for time
- Commitment of principals
- Subject Matter Expertise
- Sharepoint site and other communications tools (websites, email boxes)
- Charter for governance structure (mirror CIO's structure)

##### Deliverables:

- Up and running by end of 1<sup>st</sup> quarter FFY 2011 (ending 12/31/2010)
  - Establish IPT, governance, administration and management: meetings, admin support staff, selling concept, commitment of principles, putting this into performance standards
  - Convene meeting to discuss with DASs, get buy-in
  - Governance needs to be developed by REAC—how this works with respect to OMB 300, budget allocations
  - Develop charter—borrow CIO documents and translate them to PIH; also look at our former charter
    - Charter needs to have process to account for changing priorities
  - Define roles and responsibilities
  - Coordination with CIO on both the development of the initial budget and amendments to the process—this can be part of our charter; get CIO to sign off on our charter
  - IPT calendar needs to tie with CIO calendar re: budgeting and planning timeframes
- By March 2011 all decisions need to be made for OMB 300 deadline —2013 submission
- Prioritize funds utilization in 2011. Within 60 days after appropriations passage, direct resources to the already-prioritized needs.
- Input into FFY 2012 decisions and beyond.



## Real Estate Assessment Center (REAC)

Strategic Plan FY 2011-2015

### Top Ten Action Items

#### 6) *Develop Next-Generation Voucher Management System (NGVMS).*

**Reported Out By:** Information Technology (IT) Group

**Problem:** The Housing Choice Voucher (HCV) program suffers from a lack of system integration, over-reliance on manual processes, data integrity and validation issues. This leads to high risk in HUD's largest assisted housing program. We're using manual process to manage HCV program (\$18-20 billion)—including budgeting, oversight and monitoring, technical assistance. This is incredibly high risk and unheard of in private sector. Systems are non-integrated: VMS, FASS, PIC don't "talk" to each other.

**Solutions:**

**a. Short-term**

- Training for Has, training for staff
- Crosswalk for users
  - Purpose: to make sure that our funding is accurate and that we know how many families/who we are serving.
  - Tool that crosswalks data systems that don't communicate
  - Compare VMS, PIC, FASS data, MTW plans and reports—Why are there anomalies? What can we do to resolve them?
  - Exception reports that would flag anomalous data by comparing VMS, PIC, and FASS data
  - Could be a combination of automated flags and human-generated reports
- Business Process Improvements (BPI)
  - FFY 2011
  - BPI is based on business needs, so business needs for short term solutions should be fleshed out (i.e. "If we could just have THIS, we would be happy; HQ, FOs, PHAs, FMC)
  - VMS improvements, user interface, reports, executive reports
  - What can you do to help users to better do their job

**b. Mid-term**

- Business process re-engineering (BPR)
  - Analyzing what the current business is, or the "as is" process and functionality
  - Best business practices
  - Come up with a "to be" process model—how should we be doing business
  - Then, do a gap analysis between the "as is" and the "to be"
  - Provide recommended solutions: you know what your business is, what you want it to be, and what your gaps are---now, you provide recommended solutions for how to fill these gaps and a roadmap (short, long term solutions; prioritization)
  - Process will take approx 6-9 months. HCV BPR by 9/30/11.

**c. Long-term**

- Next Generation VMS system
  - \$28 million
  - Three years for first component
  - 6 years for it to be a complete enterprise solution

**Resources:**

- Lead-- JC Garcia
- Also involved: HCV, MF, CPD
- SMES have been identified



## Real Estate Assessment Center (REAC)

### Strategic Plan FY 2011-2015

#### Top Ten Action Items

- REAC staff
  - VMS, IT
- PIH Reporting team
- Have charter
- Who will take the lead on developing IT services contract (developing solutions)?
  - CIO should manage enterprise-wide solution to voucher management
  - Contract should be a HUD-wide contract

#### Deliverables:

- Procurement action:
  - 720 package to be approved by mid-October 2010
    - then will go to GSA for review and discussion with HUD
  - 2 task orders issued – Target November 2010
    - Contractor in place
    - Project Plan in-place
  - The “to be” task order will be issued by January 2011
  - Recommended solutions developed by March 2011
  - Should be building SOW by March 2011 (start in 1<sup>st</sup> quarter 2011)
- Short-term:
  - Current VMS system improvements by April, 2011 system release
  - First quarter FFY 2011 (October – December 2010)
    - “Needs Meeting” to identify business need, gaps, training needs
    - Plans for “quick wins”
  - Second quarter FFY 2011 (January – March 2011)
    - Roll-out “quick wins”
    - Build SOW for IT Services Contract
    - IT contract process needs to begin by March 2011; work with CIO
- Mid-term:
  - BPR process should start in November and be completed by 9/30/2011 (end of FFY 2011)



## Real Estate Assessment Center (REAC)

Strategic Plan FY 2011-2015

### Top Ten Action Items

#### 7) *Develop advanced analysis tools for Multifamily and Public Housing*

**Reported Out By:** Assessment Group

**Problem:** Current MF system – Integrated Real Estate Management System (IREMS) – reports information at a property level. MF is putting a lot more emphasis on risk assessment/management (e.g., a new division on troubled housing has been instituted). What’s missing is aggregate level reporting at a higher, portfolio level, enabling better risk assessment and trending. In the public housing program, no system currently exists to aggregate data at a portfolio level.

**Solutions:**

- Darrall Griffin (MF Financial) and James Cruikshank (REAC R & D) are the leads for MF
  - Develop a prototype Risk Management Tool that aggregates and analyzes data and trends at higher level, both for Physical and Financial, for all properties across entire MF portfolio.
  - MF and REAC (FASS/PASS) work together. Needs go ahead from MF management, feasible within current contracts
  - Similar to creating NASS—holistic, integrated
  - OPIIS (financial information only) should also be reviewed for inclusion in tool
  - Data already exists, just needs to be aggregated
- Refer to solutions under Issue 1 for description of public housing portfolio management

**Deliverables:**

- Prototype integrated PASS/FASS assessment tool in Excel
  - Integrates PASS inspection data and FASS financial data– target 3rd or 4th quarter 2011
  - In FFY 2012, discuss integrating on-site management reviews (9834) into assessment tool.
  - Once developed, data would be refreshed quarterly
  - Eventually, tool could be built into IREMS
- Refer to solutions under Issue 1 for description of public housing portfolio management

**Customers:**

- MF Hubs, PCs, Headquarters, OFO, PH Field Offices

**Resources:**

- No additional procurement needed in MF. Tools and prototype may be created within existing FASS and R&D contracts
- See discussion under Issue 1 for resources needed for public housing portfolio management



## Real Estate Assessment Center (REAC)

Strategic Plan FY 2011-2015

### Top Ten Action Items

#### **8) Improve process for reviewing A-133 Fiscal Audits and Clear Backlog**

**Reported Out By:** Assessment Group

**Problem:** There is currently a backlog of review of A-133 fiscal audits for HCV-only and combined PH/HCV PHAs. The FMC is tasked with working through these audits with REAC. This backlog needs to be cleared. We need to ensure that the FMC staff is reviewing and interpreting audits in the same manner as REAC staff.

**Solutions:**

- FASS-PH is REAC lead
- Near term
  - FMC short of staff. Contractor has been providing support but contract deadline of 12/9/2010 approaching. After this point, FMC assumes all responsibilities.
  - REAC is at risk of not clearing the backlog before the contract ends
  - Need to explore possibility of re-allocation of resources; and/or contract extension.
  - Protocol need to be developed for consistent REAC/FMC reviews – target of 12/31/2010 for development
- Going forward: fiscal audit reviews for HCV-only PHAs needs to be at the same level of detail, etc, as REAC's review of PH/HCV combined PHAs

**Stakeholders:**

- Principals, FMC, REAC, FASS-PH, HVP
- Field Offices and OFO may need to have a role (Field Offices currently responsible for addressing findings in A-133 audits).

**Resources:**

- Staff or contract support
- Field Offices and OFO may need to have a role



## Real Estate Assessment Center (REAC)

Strategic Plan FY 2011-2015

### Top Ten Action Items

#### 9) *Work with partners and stakeholders to draft PHAS IV regulation*

**Reported Out By:** Assessments Group

**Problem:** A new Public Housing assessment rule needs to be developed, to better assess risk in our public housing portfolio and to communicate this risk to our partners in the field so they can better target scarce resources. Current PHAS rule is an interim rule meant to bridge to a new PHAS rule. Development of new PHAS rule will be an extensive undertaking involving many levels – internal HUD and external partners.

**Solutions:**

- Improve manual procession of PHAS scores, distribution of scores, improved communication, done by REAC staff, for OFO, PHAS, Industry Groups, HUD Senior MGMT,
- PHAS III
  - Pending changes
  - Troubled PHA results
  - Need to establish baseline indicator scores
  - Need to consolidate, build IT systems
  - Publication in Federal Register
  - Training for OFO and Field Office staff.
  - Web based training for PHA's, OFO, Senior Mgmt, Industry Groups
  - Publish by end of year
  - Develop system by Sept 2011
  - Publish scores Oct 2011
- PHAS IV
  - Develop the sub-indicators; develop their scoring weights; develop what they will be compared to.
  - Review of PHA's PHAS III scores
  - Review current PASS indicator for possible revisions
  - Review current FASS indicator for possible revisions
    - Input from stakeholders
    - Improve scoring methodology
  - Develop Capital Fund indicator
  - Develop Management indicator
  - Address issue of Residents in assessment
    - Discuss options with PD&R, Assistant Secretary and GDAS
    - Possible use resident input to identify risk, but not score
  - Revisit the issue of “scoring”.
    - Numerical scores? Color-coded categories? Grades?
    - Numerical scores imply a precision in your measuring instrument that may not be the case
    - Is assigning a “score” the best way to assign risk?
    - Need industry input and buy-in
    - Involve R&D in determining appropriate metrics
  - PHAS IV needs to assess portfolio risk, communicate that risk to customers and partners, and facilitate targeting of resources
  - Incorporate small PHA deregulation
  - Industry feedback, buy-in



## Real Estate Assessment Center (REAC)

### Strategic Plan FY 2011-2015

#### Top Ten Action Items

##### **Stakeholders:**

- Collaboration between REAC, PIH policy office and OFO
- Players-OFCPH (Shauna) and REAC (Cheryl), for benefit of PHA's, OFO, Senior Mgmt, PH tenants

##### **Deliverables and Timeframes:**

- Transition year 2-publication, needed by end of 2010. Publish extension by June 2011.
- October 2010 (1<sup>st</sup> quarter FFY 2011): meet with internal stakeholders on HUD-5834 revisions
- Interim Rule is requesting input on PHAS IV, comments due by 12/31/2010.
  - Facilitate review of comments in FFY 2011 quarter 1 (ending 12/31/2010)
- Resolve issue of RASS and resident assessment by 12/31/2010
- 3/31/2011: HUD-5834 Paperwork Reduction Act (PRA) package ready to go to OMB
- 9/30/2011: Draft proposed PHAS IV rule and scoring notices (appendices)





## Real Estate Assessment Center (REAC)

Strategic Plan FY 2011-2015

### Top Ten Action Items

#### **10) Conduct a Business Process Reengineering (BPR) for Public Housing**

**Reported Out By:** Public Housing Group

**Problem:** There is no centralized management and integration of the public housing program and the portfolio of public housing agencies and public housing properties. All elements of public housing program seem to be separated and spread out across various areas of PIH, with little coordination. Need to take a new, fresh and holistic look at our public housing business model. The model is broken and we need to determine how to fix it. Determine where we want to be and how we're going to get from here to there.

**Solutions:**

- No lead identified. Huge undertaking. Business owner needs to be identified
- Map the co-dependencies between public housing data
- Leverage experience of NGVMS
- Use the same model as HCV BPR; JC Garcia developed charter and project schedule for HCV BPR. Need to take same approach.
- Shauna Sorrells, OPH, is primary

**Deliverables**

- Begin the process in mid-2011 with identification of business requirements
  - Identify business owner
  - Actual BPR in FFY 2012
  - Dependent on funding for T.I.
- Establish a formal project management office (PMO)
  - Can start in REAC—will require head counts, authority
- Development of Portfolio Management System (see issue #1) will help this effort.

**Stakeholders:**

- REAC, OPH, OFO and Field Offices

**Customers:**

- OPH, OFO, Field Offices, PHAs, Front Office, Budget, OMB, Industry