



Real Estate Assessment Center

Strategic Plan FY 2011-2015



REAC FY 2011 – 2015 STRATEGIC GOALS AND SUBGOALS

Goal 1. Produce Accurate Assisted Housing Assessments and Program Diagnostics	Goal 2. Meet PIH Information Needs through Quality Information Technology	Goal 3. Deliver Superior Customer Services and Products	Goal 4. Support the HUD Strategic Plan and Key Initiatives
Subgoals			
<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

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.

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.

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.

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.

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.

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.



Real Estate Assessment Center (REAC)

Strategic Plan FY 2011-2015

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

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.

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.

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).

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.

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.

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

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.

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.

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.

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

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.

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.

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.

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

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.

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.

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.

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

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.

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

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.

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