



U.S. Department of Housing and Urban Development

Rental Housing Assistance Business Process Improvement/Reengineering Project

Rental Housing Assistance

Business Process Reengineering Project

October 28th, 2005



U.S. Department of Housing and Urban Development

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Project Background

Clinger-Cohen Act and OMB

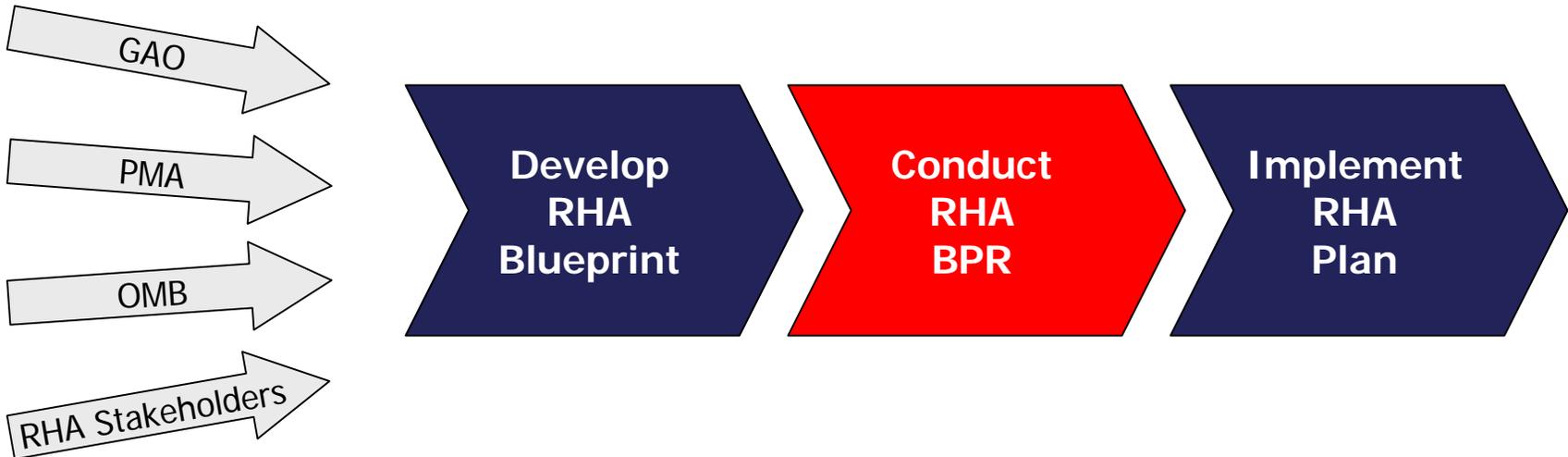
- The Clinger-Cohen Act of 1996 mandates the implementation of an effective Enterprise Architecture (EA) policy and an associated Enterprise Architecture practice.
- The OMB, in its Circular A-130, issued explicit guidance that requires agency information system investments to be consistent with the Agency's Enterprise Architecture.
- The RHA Blueprint recommends the Business Process Reengineering in support of the transition to the target Enterprise Architecture



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HUD's Approach





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Project Sponsors & Stakeholders

Project Sponsors

- Office of the Chief Information Officer (OCIO)
- Office of Multifamily Housing (MFH)
- Office of Public and Indian Housing (PIH)

Other Major Stakeholders

- Office of the Chief Financial Officer (CFO)
- CFO Accounting Center (Fort Worth, TX)
- Section 8 Financial Management Center (FMC) (Kansas City, MO)
- Field Offices (MFH Hubs and Program Centers; PIH Field Operations)
- Contact Administrators (CAs) and Performance-Based Contract Administrators (PBCAs)
- Real Estate Assessment Center (REAC)
- State Housing Finance Agencies (SHFAs)
- Public Housing Authorities (PHAs)



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Project Purpose and Goals

Project Purpose

- The Rental Housing Assistance (RHA) Business Process Reengineering (BPR) project will assist Multifamily Housing (MFH) and Public and Indian Housing (PIH) to streamline business processes and eliminate redundancies which will allow for duplicative systems to be recommended for consolidation, retirement, or re-design

Goals

- Alignment of business processes and systems to increase efficiency, ensure consistency, improve the quality of data received from business partners, and strengthen accountability
- Recommend technology solutions that move towards a true enterprise architecture



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BPR Methodology



Steps in the BPR Process

- Phase 1: Project Mobilization
- Phase 2: Business Diagnosis (“As-Is”)
- Phase 3: Process Direction (“To-Be”)
- Phase 4: Recommended Solution



Phase 1: Project Mobilization

Project planning and kickoff activities

Key Deliverables:

- Statement of Project Goals & Priorities
- Stakeholder Analysis
- SWOT Analysis
- Critical Success Factors



Phase 2: Business Diagnosis (“As-Is”)

Research and documentation of the current environment of the RHA line of business

Key Deliverables:

- Business Process Model
- Architecture Validation with Blueprint
- Evaluation of Existing Performance Measures
- As-Is Analysis Report



Phase 3: Process Direction (“To-Be” Model)

Development of the “ideal” business processes for the future state of the RHA line of business

Key Deliverables:

- “To-Be” Document
- Gap Analysis
- Process Value Analysis
- Information Value Chain Analysis



Phase 4: Recommended Solution

Defines the realistic, implementable business solution and strategy for transforming the RHA line of business

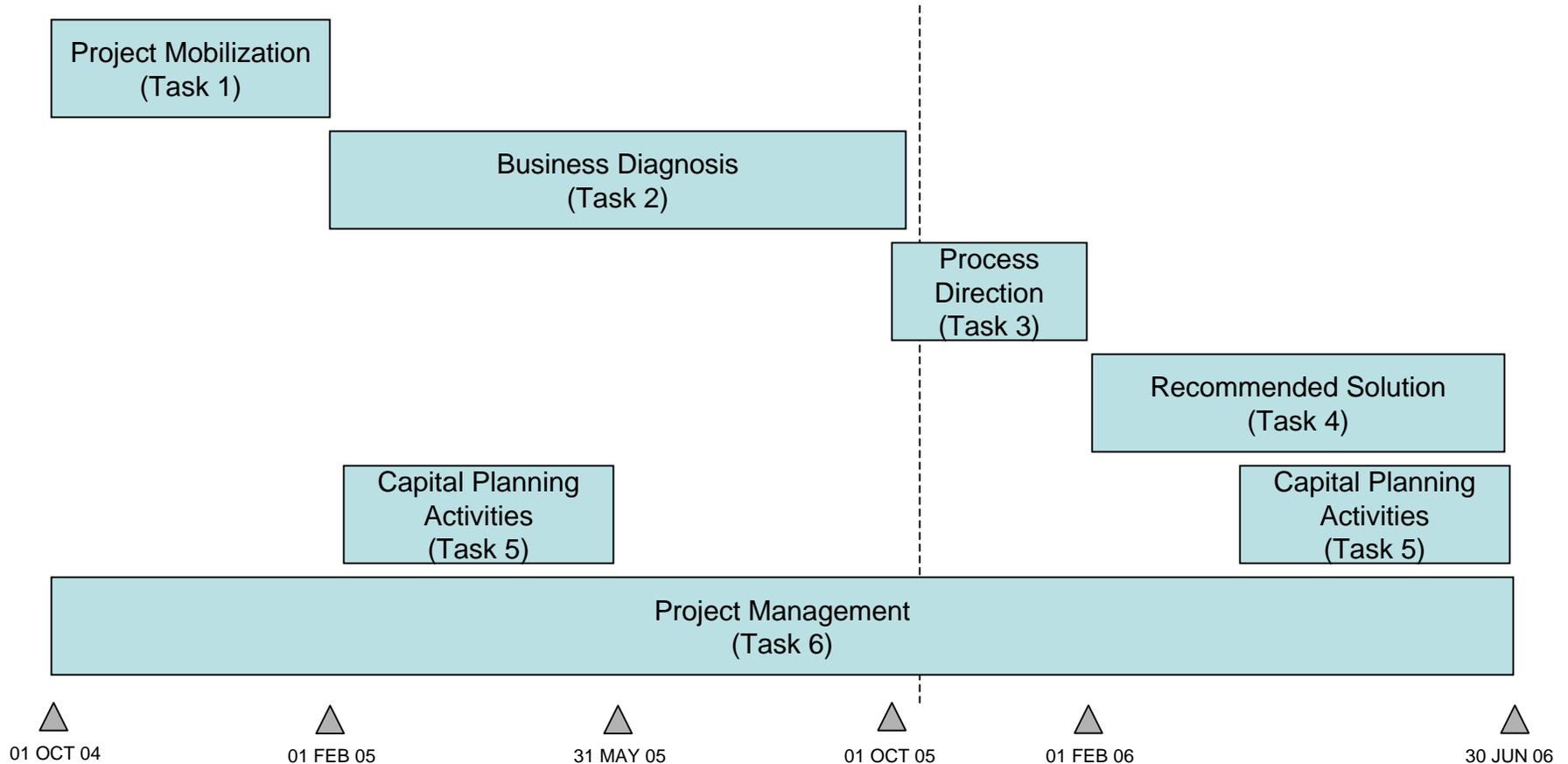
Key Deliverables:

- New Technological Architecture
- Cost Estimates and Cost Benefit Analysis
- New Performance Measures
- Organizational Development Strategy
- Implementation Plan



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Project Accomplishments To Date

- Developed a Project Charter for the RHA BPR program
- Formulated the budget request for the RHA Line of Business via the OMB 300 form
- Completed “As-Is” research and analysis including the Business Process Model and Architecture Validation with Blueprint



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Benefits of BPR to HUD & Business Partners

Shared Vision

- By improving workflow automation, business information, and program portfolio management as a line of business, RHA will be in a position to address many of the accountability issues

Streamlined Processes and Consolidated Systems

- By creating standardized RHA business processes, HUD increases efficiency and helps to mitigate the risks caused by having redundant processes and “silo” systems

Technology Funding

- By exhibiting compliance with the OMB mandate to move toward an Enterprise Architecture, HUD increases likelihood of technology funding in the future



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For additional questions or comments contact:

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