

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Working Capital Fund (WCF)

The Working Capital Fund (WCF) (42 U.S.C) was established pursuant to section 7 for the development of, modifications to, and infrastructure for Departmentwide information technology systems, and for the continuing operation of both Departmentwide and program-specific information systems.

	2007 ACTUAL (OPERATING PLAN)	2008 ENACTED	2009 REQUEST	2009 vs 2008 INCREASE + DECREASE -
(Dollars in Thousands)				
From Appropriation Bill:				
Direct Appropriation.....	\$195,356	\$155,000	\$224,000	+\$69,000
Program Transfers:				
Tenant-Based.....	5,900	6,494	7,929	+1,435
Project-Based.....	1,386	3,960	5,000	+1,040
Public Housing Capital Fund.....	10,890	16,847	14,577	-2,270
Community Development Fund.....	1,584	1,570	3,175	+1,605
*Housing Opportunities for Persons with AIDS (HOPWA)	1,485	1,750	+265
HOME Investment Partnerships Program.....	990	3,465	4,200	+735
Homeless Assistance Grants.....	990	2,475	2,675	+200
FHA MMI.....	18,098	25,550	46,794	+21,244
FHA GI/SRI.....	10,692	15,692	...	-15,692
*Disabled Housing.....	396	600	1,600	+1,000
*Elderly Housing.....	396	1,400	1,600	+200
*Salaries & Expense.....	1,940	...	[15,000]	[15,000]
Subtotal.....	*248,618	234,538	313,300	+78,762
Interagency Agreements.....	900	192	100	-92
Total.....	249,518	234,730	313,400	+78,670
Unobligated Balances (rounded):				
Unobligated Balance: SOY.....	40,827	*34,774	46,312	+11,538
New Budget Authority.....	*248,618	234,538	313,300	+78,762
Recovery: Prior Year Obl.....	9,065	12,000	8,000	-4,000
New Obligations.....	-263,736	-235,000	-313,000	-78,000
Subtotal.....	*34,774	46,312	*54,612	+8,300
Outlays (net).....	266,000	339,000	286,000	-53,000
* difference with MAX due to rounding				

Working Capital Fund

APPROPRIATION HIGHLIGHTS

STAFFING

	<u>2007</u> <u>ESTIMATE</u>	<u>2008</u> <u>ENACTED</u>	<u>2009</u> <u>REQUEST</u>	2009 vs 2008 <u>INCREASE +</u> <u>DECREASE -</u>
Full-Time Equivalents.....	314	280	285	+5

SUMMARY OF BUDGET REQUEST

The fiscal year 2009 Working Capital Fund (WCF) request for the Department of Housing and Urban Development (HUD) is \$313.3 million. It is comprised of \$224 million in direct budget authority and \$89.3 million in transfers from HUD program areas. The estimate for direct appropriations for fiscal year 2009 is \$69.0 million higher than the level enacted for fiscal year 2008, and represents an increase of \$28.6 million over the 2007 Operating Plan approved in March 2007. The transfers increased by \$9.8 million over the enacted 2008 budget and increased by \$36 million over the fiscal year 2007 Operating Plan. The web address for HUD's business cases is <http://www.hud.gov/exhibit300/>.

WCF Mission, operations and base funding

This budget request addresses information technology (IT) resources to advance HUD's commitment to efficient and effective management of public funds. HUD's recent performance outcomes--removal from the GAO high-risk programs watch-list, reduced improper payments, "green" financial performance rating, assurance of good controls (OMB Circular A-123 Appendix A) over financial reporting and continued unqualified audit opinions and lead in E-Government and information security initiatives--inherently rely on IT systems managed by WCF resources. As HUD strives to increasingly promote homeownership, affordable housing and community development while assisting the elderly, disabled and more recently the disaster-affected, its IT systems need to help program areas be responsive and meet emerging business needs with a reliable, accessible and secure infrastructure to support new developments at lower cost. It needs to enable more transparency, public access and internal controls for core program delivery. Therefore, the proposed IT investments help HUD capitalize on modern technologies to improve its core business functions. They continue implementing HUD's IT Strategy to leverage an already effective and efficient program delivery process. In line with past investment levels, the proposed budget of \$313.3 million, fewer than 1 percent of the annual funding for HUD, is substantially lower than the 3 percent level standard in private sector and much lower than other comparably sized Government agencies.

HUD's IT Strategy also focuses on implementing modern, secure, accessible information technology cost that effectively serves HUD clients and staff to better meet their business goals. It focuses on increasing development while reducing maintenance, eliminating and consolidating redundant systems and leveraging Governmentwide Line of Business (LOB) and E-Government solutions. During fiscal years 2008 and 2009, the focus is on improving the technical competency of human capital resources to exploit modern technologies, invest in data security and improve financial management and data systems, as well as reporting. It aims to ensure continued clean audits with no material weaknesses, elimination of non-compliant financial systems and a modernized integrated HUDwide financial system to link with program-systems. The planned modernization of FHA financial operations will help extend HUD's outreach to borrowers facing increasingly unfavorable mortgage terms and conditions and become more responsive to implement initiatives like FHASecure in a timely manner. Housing's Home Equity Conversion Mortgage systems targeting the underserved and elderly borrowers will integrate with other systems administering FHA's Single Family Housing business. Such system development needs are examples of key IT project expenditures related to development that are proposed under the fiscal year 2009 budget. More comprehensive, timely and accurate insurance operations, production of financial statements, audits and compliance with Congressional, OMB and GAO requirements are planned as result.

Working Capital Fund

Some IT projects are managed over multiple years (e.g. the HITS infrastructure using service level agreements) or shorter and medium terms for routine maintenance or to support system changes to address new Congressional requirements. Typically, WCF processes over 700 contract actions each year and over 190 contracts support HUD's IT program. While managing this effort, the WCF has been required to cut 100 FTEs between fiscal years 2006 and 2008 as a result of increased efficiencies from the HITS contract and improved project management.

Objectives of additional funding

Critical systems development efforts have been delayed in the past 2 years as a result of cuts made to the President's budgets. Getting these activities back on track with HUD's IT strategy is the objective of the fiscal year 2009 request. WCF is ensuring that the higher level of funding will not stretch its capacity to execute actions and deliver the intended value to HUD Programs. WCF proposes to streamline the acquisition process using the Blanket Purchase Agreements (BPAs) and collaborate across mission areas in delivering IT support through its lines of business (LOBs). The budgetary increases proposed for fiscal year 2009 aim to expedite the integration of legacy system functionalities into modern systems with enhanced security and internal controls. These form the core transition actions under this IT strategy. To support this, an additional 5 FTEs is proposed. 3 for the HIFMIP to implement modern financial systems in the Department and 2 for FHA Modernization. Their deployment together with streamlined contracting will ensure an effective and timely use of the higher level of obligations requested.

Core transition activities budgeted for fiscal year 2009 exploit the infrastructure modernization improvements to address key program area needs and deliver solutions for longstanding challenges. By fiscal year 2007 HUD streamlined and strengthened the IT infrastructure and architecture comprising 170 systems applications, back up facilities, telecommunications, e-mail, web-sites, networks, mainframes and data centers as well as employee desktop workstations. Projects budgeted for fiscal year 2008 plan to initiate application developments for key program areas to help realize benefits of modern technologies. However, the impact of reducing redundant systems and in the long run their costs, executing systems changes for major program reforms and modernizing financial and housing data systems will only be realized with the requested funding for fiscal year 2009.

Of the proposed \$313.4 million, \$51.9 million (17 percent) is for development, composed of Financial Management (\$25.3 million), Disaster and Community Grants Management (\$9.2 million), Rental Housing Assistance (\$14.0 million), and Shared Services (\$3.4 million). The remaining \$261.5 million is for maintenance, \$114.1 million of which is for operating HUD's critical IT infrastructure, another \$105.7 million for system maintenance and \$41.8 million for salaries and indirect expenditures.

The proposed \$313.4 million budget also focuses on Departmental priorities; \$58.6 million (19 percent) towards Financial Management, \$17.4 million (6 percent) towards Disaster and Community Grants Management, \$24.7 million (8 percent) is directed towards FHA Mortgage Insurance, \$28.8 million (9 percent) towards Rental Housing, and \$24.2 million (8 percent) towards other Enterprise Solutions. These departmental priorities cover six key lines of business (LOBs). In addition, \$114.1 million (36 percent) is budgeted for IT infrastructure (\$0.6 million of which is for infrastructure improvements to support the development work proposed in fiscal year 2009), \$0.5 million (0.2 percent) is budgeted for Human Resources Management, \$3.4 million (1 percent) is budgeted for Shared Services, and \$41.8 million (13 percent) is budgeted for Salaries and Indirect Costs.

Meeting Departmental priorities with WCF Lines of Business (LOBs)

Planned development activities will allow HUD to implement its IT strategy, which includes the goals of the President's Management Agenda. The strategy ensures modernized HUD systems adapt to changing business and user requirements, address General Accountability Office and Inspector General findings, support governmentwide E-Government initiatives, and comply with legislative requirements, such as the E-Government, Privacy Act, Paperwork Reduction Act, the Government Performance and Results Act (GPRA), the Section 504 and 508 accessibility requirements, Federal Financial Management Improvement Act (FFMIA), and maintain full compliance with the Federal Information System Management Act (FISMA). One hundred percent of HUD systems have received IT security certification and accreditation. Over the past 3 years, HUD's program and administrative areas have only been able to initiate very limited system modernization efforts and additional development funding will enable HUD to continue addressing Departmental priorities.

Working Capital Fund

The Rental Housing Assistance and Multifamily Housing Insurance (PIH and Housing Programs) priorities are served by their own LOBs which aim to further the on-going integration of the most complex and largest program areas of HUD. Of the \$37.0 million, \$14.0 million fund the proposed development tasks supporting the Public Housing programs' move to an asset-based management system and emphasize new processes and compliance requirements for the Rental Housing Assistance Voucher program. Also, Compliance Monitoring and Inventory Management system improvements will automate the management of \$20 billion in subsidy allocations while the Resource Allocation system will automate the manual funding allocation processes. Improvements for the Enterprise Income Verification System target reducing misreported income by \$50 million and further reduce the \$1.2 billion in estimated improper rental assistance payments, strengthening compliance with Improper Payments Information Act and assuring funds go to help those who are in need. Rental housing systems development aims to help avoid \$85 million in costs by enabling a 1 percent improvement in accuracy of unit counts and tenant records (Form HUD 50058). Consolidating inventory management and physical inspection records systems is expected to reduce the average cost of each physical inspection from \$420 to \$370 and the time taken to inspect from 8 to 7.5 minutes. Numerous other efficiency targets enabled by planned systems developments include reducing incorrect tenant addresses from 5 percent in 2006 to 1 percent; processing times for each subsidy from 5.5 to 4 hours; contract renewal days from 150-120 and; and increased accurate payments, physical inspection scores etc. Further upgrades of shared system resources are expected to reduce the annual cost of enhancements to PIH systems by \$3.6 million annually. In consolidating Rental Housing systems about \$7.5 million is needed for development of the needed infrastructure, the benefits anticipated argue well for not delaying the proposed investments any further.

The Disaster and Community Grants Management (Community Planning & Development and miscellaneous programs) LOB integrates and automates systems for submitting and processing \$8 billion in community and disaster related grants which need to retire two of the nine legacy systems. In addition to related development tasks system developments need to continue providing HUDwide grant reporting at a reduced cost. Of the \$17.4 million planned for these projects, \$9.2 million is slated for development tasks that expect to substantially reduce processing costs by \$500,000.

HUD's Enterprise Solutions priorities are addressed by the Financial Management (FM) LOB and development tasks account for the \$25.3 million slated for development from a total of \$58.6 million budgeted for this priority area. The FM LOB helps maintain systems that support HUD's achievements in complying with Federal CFO Act and Financial Policy. They require constant improvements to modernize the core budgetary, accounting, general ledger as well as subsidiary FHA, GNMA and related financial systems. Following the modernization of FHA systems, its subsidiary ledger and other antiquated financial and acquisition management systems need replacing or shutting down and their functions consolidated into one modern system. The HUD Integrated Financial Management Improvement Project (HIFMIP) being launched in late 2007 aims to achieve that modernization by successfully integrating the HUD financial systems with FHA and GNMA while maintaining a clean audit. Numerous development tasks to re-platform the systems to a modern technical environment will be funded during fiscal years 2008 and 2009 as 2 overlapping environments are interchanged. Fiscal year 2009 funds will also address early requirements for new procurement management systems integration recommended by GAO and planned GNMA and OFHEO system integration. Therefore, during fiscal years 2007 and 2008 any delay or reduction in development funding will only increase life-cycle costs for transitioning the numerous systems from the legacy platform to the modern environment and possibly raise the risk of receiving a qualified audit opinion.

Consequences of reduced funding

A minimum funding of \$261.5 million is needed for operating and maintaining critical infrastructure, minimum systems application maintenance and salaries to enable HUD programs to operate. Any cuts to the development budget may result in foregoing critical FHA and Departmental financial management initiatives that sustain HUD's management and program improvements. Cuts in the development budget may result in delayed retirement of legacy systems and continuing manual processes in the tenant-based funds allocation process as well as no further improvements in reducing improper payments and in reducing costs to inspect assisted housing properties.

Working Capital Fund

Working Capital Fund

Portfolio Summary - Fiscal Year 2009
(Dollars In Thousands)

	<u>FY 2007 Program Level</u>	<u>FY 2007 Obligation</u>	<u>FY 2008 Enacted</u>	<u>FY 2009 Request</u>
GRAND TOTAL: WCF				
Activity				
Salaries & Indirect	\$38,775	\$38,349	\$37,800	\$41,752
Infrastructure	109,509	108,815	112,000	114,091
Maintenance	85,238	76,461	80,304	105,685
Development	64,988	40,111	\$4,626	\$51,872
Activity Total	298,510	263,736	234,730	313,400
Funding				
Direct Appropriation	195,356	173,817	155,000	224,000
Program Transfers & IAAs	53,262	46,753	79,730	89,400
Carryover	40,827	34,101	0	0
Recoveries & Transfers	9,065	9,065	0	0
GRAND TOTAL: WORKING CAPITAL FUND	298,510	263,736	234,730	313,400

IT Strategy

The Chief Information Officer (CIO) is responsible for carrying out all activities related to the strategic use of information technology (IT) resources. The Secretary has made a commitment to provide excellent service and results and to improve performance in program management that reflects the highest standards of ethics, management, and accountability. The CIO places the highest priority on these principles that crystallizes in *HUD's Vision 2010. Business IT Modernization Strategy* and executes them to achieve performance plans and targets (see Explanation of Performance below).

Working Capital Fund

HUD's Vision 2010 investment principles are:

- Create Value, not just reduce costs;
- Build once, service many;
- Strengthen performance and compliance;
- Reduce complexity;
- Increase flexibility and agility; and
- Capitalize on multi-sourcing where it makes business sense.

The Strategic Goals that supplement the principles described above are:

- Rapidly modernize HUD's information technology to support key HUD business initiatives;
- Transform the information technology infrastructure to adapt to and adopt emerging technologies;
- Develop a cadre of highly capable IT professionals with mission critical competencies needed to meet the Department's goals; and
- Provide secure, rapid, and reliable data and information to our customers, citizens, and business partners.

Furthermore, the HUD CIO asked Gartner to review IT acquisition processes for improvement recommendations. The Gartner Total Cost of Ownership (TCO) study identified that:

- HUD currently maintains 190 contracts/task orders and processes over 700 actions a year;
- Multiple contractors are providing similar support to HUD which is preventing reusable services resulting in more costly application support activities; and
- Overall, HUD's maintenance costs are 43 percent higher than the Peer Average.

Based on the above findings HUD's senior leadership approved a modernized acquisition strategy to:

- Implement Blanket Purchase Agreement to expedite the contracting process while continuing to support the Secretary's small business goals, and to improve maintenance services and achieve cost efficiencies; and
- Focus on improving the Contract Management Review Board (CMRB) Policy currently in effect to eliminate multiple or unnecessary CMRB reviews.

The above will add to WCF's capacity to expedite urgently needed system applications development, modernization and integration actions. WCF is also proposing 5 FTEs be added to support the financial management and housing systems tasks. The planned accomplishments will accelerate funding obligations of broader contracts linking more program areas and emerging HUD priorities such as IT security, FOIA, disaster and grants management with integrated financial and housing management applications. Initiation of the HIFMIP in 2008 will also jump start consolidation of financial, housing and enterprisewide system developments. These developments and the proposed FTE capacity and adoption of BPA processes are expected to better utilize additional requested funds. This will reverse the past trend of funds committed for development tasks being increasingly carried over as a result of project planning being hampered by Continuing Resolutions.

Working Capital Fund

WORKING CAPITAL FUND
Portfolio - Fiscal Year 2009
(Dollars in Thousands)

Funding sources for the projects below are estimates. The source of funding for the WCF is transfers from HUD programs and direct appropriated funds that remain available for 2 years.

Legislation is proposed for fiscal year 2009 that will enable up to \$15,000,000 in Salaries and Expenses to be transferred to the Working Capital Fund. The language in H.R. 4818, Consolidated Appropriations Act, 2006 states the following. "That up to \$15,000,000 may be transferred to this account from all other accounts in this title, except for the Office of the Inspector General account and the Office of Federal Housing Enterprise Oversight account, that make funds available for salaries and expenses."

The following categories represent major business functions and IT Core Services described in HUD's target Enterprise Architecture. HUD is establishing Integrated Project Teams (IPT) for each major business function to manage the modernization of the individual projects and the retirement or replacement of legacy systems. Managing related projects together in these categories will accelerate modernization and reduce maintenance costs.

<u>Business Functions</u>	<u>FY 2009 Request</u> (Dollars in Thousands)
1. Financial Management	\$58,640
2. Grants Management	17,370
3. Multifamily Housing Finance	8,162
4. Rental Housing Assistance	28,790
5. Single Family Housing	16,500
6. Enterprise Business Solutions	24,164
7. Departmental IT Infrastructure	114,091
8. Human Resources Management	516
9. Shared Services	3,415
10. Salaries and Indirect	<u>41,752</u>
Business Functions Total:	313,400

Working Capital Fund

The following tables describe these IT functions in more detail.

	FY 2007 Program Level	FY 2007 Obligation	FY 2008 Enacted	FY 2009 Request
1. Financial Management				
Activity				
Development	\$20,128	\$6,081	\$2,350	\$25,333
Maintenance	23,720	19,804	21,446	33,307
ACTIVITY TOTAL:	43,848	25,885	23,796	58,640
Funding				
Appropriated	18,897	14,095	4,808	37,072
Program Transfers & IAAs	12,609	11,071	18,988	21,568
Carryover	12,342	0	0	0
Recoveries & Transfers	0	719	0	0
FINANCIAL MANAGEMENT FUNDING TOTAL:	43,848	25,885	23,796	58,640
Description:				
<p>The Financial Management Line of Business (LoB) includes HUD's core budgetary accounting and general ledger reporting system as well as the subsidiary ledger systems in FHA and Ginnie Mae, and other financial-related systems. These systems support the business function by which HUD manages, controls and reports the Department's financial resources associated with an annual budget of over \$34 billion and nearly three quarters of a trillion dollars in financial risk exposure associated with mortgage insurance and mortgage-backed securities programs. The proposed budget covers cost increases associated with applications development and integrating and moving the systems to a new platform.</p>				
Accomplishments:				
<p>FHA has successfully implemented modern financial management systems providing timely and useful information, stronger controls, and processing efficiencies. For example, over 200 lenders now participate in the FHA automated loan origination process that reduces cost and time by 20 percent. FHA Subsidiary Ledger (SL) replaced the old General Ledger but additionally automated a Funds Control Process and provided support for the Auxiliary Claims Disposition function and four systems will be retired by early 2008. For Financial Management in fiscal year 2007 HUD: (1) was removed from GAO's High Risk list, (2) received a Green status for improved financial performance from OMB, and (3) was awarded the Certificate of Excellence in Accountability Reporting (CEAR) award sponsored by the Association of Government Accountants for HUD's fiscal year 2006 Performance and Accountability Report (PAR).</p>				

Plans:

This LoB includes the development of the HUD Integrated Financial Management Improvement Program (HIFMIP), a new multi-year enterprise integrated financial project and is based on the prior year successes of FHA and Ginnie Mae. The Financial Management System procurement is nearing completion. With additional planned development funding, HUD will be able to adequately support meeting multiple Federal mandates including full alignment with the Federal Credit Reform Act and implementation of new requirements under the Debt Collection Reform Act. FHA will modernize 11 of 19 financial feeder systems, and pending funding availability can replace two more systems (MF Premiums, MF Claims). Moving systems across platforms while maintaining their operations to ensure a clean audit opinion is a critical business need.

If proposed development funds are provided, FHA anticipates it will be able to increase electronic submission of audited financial statements by 20 percent. Furthermore, HIFMIP will enable HUD to modernize and begin retiring 16 legacy systems (through 2013) and perform financial functions using an integrated approach. Considerable effort will be needed to transition OCFO Core Financial System functions to an enterprise integrated solution by shutting down/consolidating old systems and integrating functions. This includes consolidated reporting of FHA, Ginnie Mae, and OFHEO financial activity.

If **no new development funding** is provided for the Financial Management LOB, the consequences are that long overdue Financial Management integration will be furthered slowed down, delaying the retirement of legacy systems further while raising the risk of a qualified audit opinion. The LoB will not be able to:

- Improve business processes by strengthening internal controls and reducing manual processes.
- Quickly implement the integration and development work on HIFMIP, the new enterprise integrated financial project.
- Meet multiple Federal mandates which include alignment with Federal Credit Reform Act and implement new requirements under the Debt Collection Reform Act.
- Modernize all 11 of 19 financial feeder systems by FHA.
- Enable HUD to modernize and start retiring 16 legacy systems by HIFMIP including HUD's procurement management systems.
- Perform financial functions in a more efficient manner.
- Transition core financial system functions to an enterprise integrated solution that will be less costly to maintain in the long run.

In summary, FM modernization and integration will not occur without development funds.

Working Capital Fund

	FY 2007 Program Level	FY 2007 Obligation	FY 2008 Enacted	FY 2009 Request
2. Grants Management				
Activity				
Development	\$11,031	\$7,003	\$0	\$9,166
Maintenance	7,286	6,382	6,337	8,204
ACTIVITY TOTAL:	18,317	13,385	6,337	17,370
Funding				
Appropriated	2,142	1,782	379	5,570
Program Transfers & IAAs	6,900	5,276	5,958	11,800
Carryover	4,810	2,594	0	0
Recoveries & Transfers	4,465	3,733	0	0
GRANTS MANAGEMENT FUNDING TOTAL:	18,317	13,385	6,337	17,370
Description:				
<p>The HUD eGrants modernization initiative will produce an enterprisewide solution for the agency's grants management line of business. The initiative will automate grants management processes in the four program offices that perform most of their operations manually; upgrade the six legacy systems supporting two other offices; and support a system that provides intake of applications from Grants.Gov for all of HUD. This effort will improve the delivery of HUD's core business functions by maximizing interoperability with Grants.Gov and other Federal and non-Federal systems. In addition, HUD will minimize redundancies by centralizing data storage, increasing data availability, and increasing service delivery by simplifying the process of finding, applying for, and managing more than \$8 billion in annual HUD grant awards. Additionally, this eGRANTS LoB reflects the investments required to maintain and integrate functionalities of existing IT systems (such as IDIS, GMP, DRGR, SNAPS, EZ/EC, and EDI).</p> <p>For fiscal year 2009, Resource Allocation, which automates the PIH formula-based and discretionary funding processes for allocating program funds to Public Housing Authorities, was transferred from the Grants Management line of business to Rental Housing Assistance (RHA) LoB.</p>				
Accomplishments:				
<p>E-Grants completed the Modernization Strategy and Alternatives Analysis, which describes a course of action to move forward with the Grants program. This was built upon the e-Grants Functional Requirement Document as well as input from the grants community. Other accomplishments include publishing the Concept of Operations, enterprise CPD contract award, implementing for DRGR a common reporting mechanism (MicroStrategy) which reduces the reporting time from days to hours. Automated funds control for DRGR is being implemented to reduce risk of possible audit findings.</p>				

Plans:

During the 3rd quarter of 2008, HUD will deploy Phase I of IDIS (Integrated Disbursement Information System) in compliance with HUD's new Enterprise Architecture (EA) and planned future retirement from the mainframe platform. In fiscal year 2009, with development funding, eGrants plans to automate manual funding allocation processes, retire 2 of 9 grant processing systems, and provide HUDwide grant reports. Additionally, plans are to invest in meeting HUD's common needs for Pre-Award/Award Grants functions, and in DRGR as well as IDIS to meet HUD's common needs for post-award/close-out functionality. By leveraging state of the art technology, e-Grants plans to reduce overall maintenance and development costs for the enterprise, including a scalable paperless e-Grants platform. Overall, this will reduce the cost of processing grants by at least \$500,000 per year, include a shorter processing cycle, and integrate expanded automated funds control for DRGR, all on a single modernized platform.

If **no new development funding** is provided for eGrants, then the consequences will be as follows:

- The cost reduction (at least \$500,000 per year) of processing grants will not be realized.

Working Capital Fund

	FY 2007 Program Level	FY 2007 Obligation	FY 2008 Enacted	FY 2009 Request
3. Multifamily Housing Finance				
Activity				
Development	\$746	\$746	\$0	\$0
Maintenance	7,539	7,539	6,425	8,162
ACTIVITY TOTAL:	8,285	8,285	6,425	8,162
Funding				
Appropriated	3,003	7,220	0	0
Program Transfers & IAAs	4,217	0	6,425	8,162
Carryover	1,065	1,065	0	0
Recoveries & Transfers	0	0	0	0
MULTIFAMILY HOUSING FINANCE FUNDING TOTAL:	8,285	8,285	6,425	8,162
Description:				
Multifamily Housing encompasses the processes, systems, and technologies that primarily enable HUD to provide mortgage insurance to HUD-approved lenders to facilitate the construction, rehabilitation, purchase, refinancing of multifamily housing properties and healthcare facilities. IT provides capabilities that promote certain capital grant programs dedicated to the building or maintenance of multifamily dwellings. The major initiative in this line of business is the Integrated Real Estate Management System (iREMS) that shifts paper based and manual processes to electronic and automated document management and processing support linked with the HUD Enterprise Business Solution for electronic records management.				
Accomplishments:				
The current Real Estate Management application is well into the process of modernizing (upgrading to Oracle) and integrating their database, (scheduled for completion 1 st quarter 2008), which is laying the foundation for the modernization and consolidation of the Multifamily processes.				
Plans:				
Only ongoing operations and maintenance are planned.				

Working Capital Fund

	FY 2007 Program Level	FY 2007 Obligation	FY 2008 Enacted	FY 2009 Request
4. Rental Housing Assistance				
Activity				
Development	\$21,459	\$16,633	\$0	\$13,958
Maintenance	13,212	13,197	12,145	14,832
ACTIVITY TOTAL:	34,671	29,830	12,145	28,790
Funding				
Appropriated	13,844	24,433	0	7,490
Program Transfers & IAAs	18,617	3,187	12,145	21,300
Carryover	1,210	1,210	0	0
Recoveries & Transfers	1,000	1,000	0	0
RENTAL HOUSING ASSISTANCE	34,671	29,830	12,145	28,790
FUNDING TOTAL:				

Description:

Rental Housing Assistance (RHA) encompasses the processes, systems, and technologies that allow HUD to provide decent and affordable rental housing for low to medium income families, primarily through the use of assistance (e.g. tenant and project-based vouchers). IT systems support the migration of renters of multifamily units to ownership through the administration of vouchers for down payments or mortgage payments. Additional capabilities allow HUD to insure loans used for the development, purchase, refinance, and rehabilitate rental housing; provide financial vehicles such as direct loans to fund the construction, purchase, operation and maintenance of rental housing for the elderly and disabled.

The major initiatives in this line of business are Tenant Rental Certification, Inventory Management, Oversight and Monitoring, Enterprise Income Verification (EIV), the Physical Assessment Sub-System (PASS) and Resource Allocation (RA).

For fiscal year 2009, Resource Allocation, which automates the PIH formula-based and discretionary funding processes for allocating program funds to Public Housing Authorities, was transferred from the Grants Management line of business to RHA. The action was necessary because most of the funding that PIH receives is rental subsidies for housing agencies for their low-income housing assistance operation. RA supports the streamlining of funding allocation, calculation, assignment, commitment and obligation processes for RHA improves decisions regarding public housing assistance programs.

Accomplishments:

- Rental Housing Assistance Programs, identified as high risk by the General Accounting Office (GAO), instituted reforms which resulted in a 60 percent decline in gross improper payments from 2001-2005. Consequently, GAO removed the high-risk designation from the RHA Program due to HUD's achievements in the area of income verification. As a result, EIV won the Government Computer News and Interagency Resources Management Conference awards.
- Implemented a system, the National Housing Locator, for the agency to support the Hurricane Katrina/Rita disaster recovery

Working Capital Fund

efforts and future housing needs of displaced citizens and returning veterans. The system manages data on available housing to help those who are displaced.

- Implemented Single Sign-ON and e-Authentication for the systems which improved security.
- Supported software change to sustain IT Infrastructure upgrade for PIH systems which reduced average transaction time by 60 percent.
- Implemented the Tenant Rental voucher payment based on actual monthly vouchers instead of monthly estimates. This increased the accuracy of each monthly payment.
- Implemented Income verification using National Directory of New Hires (NDNH) for Housing Multifamily and improved PIH wage matching.
- Modernized Physical Inspection system (60 percent complete), reengineered physical inspection device and implemented the reverse auction program which results in savings of 30 percent in the inspection cost.
- Implemented Resource Allocation/SAGIS for the Public Housing Operating Fund program to provide subsidies for PHA's operation. This replaced a manual system.
- Collected Asset-Based new project numbers for Public Housing which establishes a baseline for transition to asset based management.
- Implemented Capital Fund Certification which results in accurate calculation of capital fund allocations to PHAs.
- Reconciled demolished/disposed units for the entire public housing inventory, providing accurate calculation of operating fund and capital fund subsidy calculations.
- Implementing policies and procedures for Software Engineering Institute (SEI) Capability Maturity Model in order to improve the quality of the software and reduce implementation defects.
- Enhanced the Inventory management System by implementing complex Moving-to-Work Demonstration, demolition/disposition functionality and SSN verification and validation to improve Privacy Act compliance and security.
- Implemented financial statements review of Section 8 for PHAs in order to establish financial solvency of the PHA as it relates to Section 8 program financial management.

Plan:

In fiscal year 2007 began to fund the transition to asset-management and perform the needed system modernization activities with limited funds through fiscal year 2008. With fiscal year 2009 development funds RHA plans to:

- Reengineer the contract renewal process which will reduce the number of days to renew contracts from 150 to 120 days assisted via HUD's portal.
- Reduce further an estimated \$1.2 billion in remaining improper rental assistance payments.
- Improve and continue the Asset-Based Management transition to increase accountability and property management performance.
- Establish financial integrity via SAGIS implementation.

If **no new development funding** is provided for RHA, the consequences are that RHA will not be able to:

- Improve the average physical inspection score for Public Housing properties to 87 (out of 100).
- Reduce the average cost per physical inspection from \$420 to \$370.
- Realize \$3.6 million cost avoidance per year in implementing PIH system enhancements (DCG).
- Automate management of \$20 billion in subsidy allocations.
- Reduce Section 8 contract renewal process from 150 to 120 days.
- Reduce further an estimated \$1.2 billion in remaining improper rental assistance payments.
- Increase accountability and property management performance.
- Establish better financial integrity.

Working Capital Fund

	FY 2007 Program Level	FY 2007 Obligation	FY 2008 Enacted	FY 2009 Request
5. Single Family Housing				
Activity				
Development	\$1,297	\$1,292	\$0	\$0
Maintenance	13,934	10,670	12,845	16,500
ACTIVITY TOTAL:	15,231	11,962	12,845	16,500
Funding				
Appropriated	2,778	9,770	0	0
Program Transfers & IAAs	9,469	631	12,845	16,500
Carryover	2,984	1,561	0	0
Recoveries & Transfers	0	0	0	0
SINGLE FAMILY HOUSING FUNDING TOTAL:	15,231	11,962	12,845	16,500
Description:				
<p>Single Family Housing encompasses the processes, systems, and technologies that enable HUD to primarily provide mortgage insurance to lenders on loans for the development/purchase/refinancing of new or existing homes, condominiums, and manufactured housing; financing of houses needing rehabilitation; and for reverse equity mortgages to elderly homeowners.</p> <p>The goal of the Single Family modernization effort is to consolidate the large number of existing separate systems through the design, development and deployment of a unified systems design based on the Single Family Target Enterprise Architecture, resulting in reduced operational and maintenance costs, simplified systems administration, enhanced system flexibility and improved systems security. The Single Family Integration initiative will accomplish this, resulting in improved customer service, an anticipated increase in FHA loan applications, and faster processing. As a result of this investment, the Department will realize the following impacts: (1) a significant reduction in operational and maintenance costs; (2) a simplified system administration; (3) reduced total costs of ownership; (4) enhanced system flexibility and adaptability; (5) improved systems security; (6) additional support for field operations; (7) an enhanced ability to respond to emerging business requirements; and (8) an improved program support and oversight. The major initiative in this line of business is Single Family Integration. The investment integrates the legacy systems supporting the single family mortgage origination process, resulting in decreased system operations and maintenance costs, and improved integration of the loan origination process. This integration strategy also responds to GAO findings.</p>				

Accomplishments:

Under this initiative Single Family:

- System applications have been put in place to start the integration towards a future HUD enterprisewide service solution.
- Changes have been implemented to suit needs of FHA's Business Partners to help increase the amount of FHA business in the mortgage market.
- A fully web-based application has shortened the time taken to add the new case binders to HUD's inventory by an average of 70 percent.

Plans:

Only ongoing operations and maintenance are planned.

Working Capital Fund

	FY 2007 Program Level	FY 2007 Obligation	FY 2008 Enacted	FY 2009 Request
6. Enterprise Business Solutions				
Activity				
Development	\$3,840	\$3,690	\$0	\$0
Maintenance	19,012	18,441	20,615	24,164
ACTIVITY TOTAL:	22,852	22,131	20,615	24,164
Funding				
Appropriated	17,702	17,131	19,826	24,164
Program Transfers & IAAs	150	0	789	0
Carryover	5,000	5,000	0	0
Recoveries & Transfers	0	0	0	0
ENTERPRISE BUSINESS SOLUTIONS FUNDING TOTAL:	22,852	22,131	20,615	24,164

Description:

Enterprise Business Solutions (EBS) encompasses IT services that span the entire Department - Headquarters and Field offices. This LOB includes core IT services and enterprise records management as well as support automation and modernization of major HUD Programs and office functions. The strategic integration of Investment Management and Enterprise Architecture principles through EBS implements HUD's IT Strategic Plans through effective Project Management, Data Quality Management, IT Security, and Departmental E-Government and Policy functions across all offices and HUD programs. Therefore, EBS creates a centralized, consolidated source of information and services for the entire Department by managing its IT projects through OCIO to deliver modernized services for improved business, management and public service functions. For fiscal year 2008 Enterprise Business Solutions included Departmental IT Infrastructure. For fiscal year 2009, HUD has created a separate line of business for Departmental IT Infrastructure (see section 7 and the Explanation of Performance).

Departmentwide Program and Office automation and IT services support (\$26.3 million) major maintenance and development needed by key program functions to transition from legacy to modern systems. This includes: integration of business intelligence, E-Government and Enterprise architecture initiatives by the OCIO (\$11.6 million); systems to support the General Counsel, Secretary and HUD senior management's initiatives (\$6.0 million); Policy development (\$3.1 million); Administrative, enforcement and compliance systems (\$3.6 million); and Fair Housing and housing data and operations systems (\$2.0 million).

Enterprise Records Management (\$4.5 million) supports HUD's migration to an electronic records environment to improve responsiveness to stakeholders and the system development/operations environment. This furthers efforts to date under the Paperwork Reduction Act with electronic storage and retrieval and decreasing overall acquisition of paper.

Accomplishments:

HUD achieved formidable accomplishments under this initiative such as:

- HUD's Enterprise Architecture Practice was rated among the top two Federal EA programs following a recent survey and assessment by the Government Accountability Office (GAO).
- HUD received an A+ on the FISMA Security Scorecard in April 2007 for policies and programs to safeguard IT systems.
- A new FHA.GOV website to help increase the public's awareness of FHA (Federal Housing Administration).
- HERS (HUD Enterprise Record System) completed the migration of a correspondence process from a 25-year legacy system (ACORN--Automated Correspondence Online Response Network--to a 21st century turnkey COTS Correspondence Tracking System (CTS), leveraging existing IT infrastructure.

Plan:

Only ongoing operations and maintenance are planned.

Working Capital Fund

	<u>FY 2007 Program Level</u>	<u>FY 2007 Obligation</u>	<u>FY 2008 Enacted</u>	<u>FY 2009 Request</u>
7. Departmental IT Infrastructure				
Activity				
Development	\$0	\$0	\$0	\$0
Maintenance	109,509	108,815	112,000	114,091
ACTIVITY TOTAL:	109,509	108,815	112,000	114,091
Funding				
Appropriated	98,336	61,786	89,420	104,021
Program Transfers & IAAs	0	26,588	22,580	10,070
Carryover	8,120	17,375	0	0
Recoveries & Transfers	3,053	3,066	0	0
DEPARTMENTAL IT INFRASTRUCTURE	109,509	108,815	112,000	114,091
FUNDING TOTAL:				

Description:

IT Infrastructure, the Department's technical backbone, provides a planned, overarching IT platform that collaboratively serves HUD, its customers, and business partners. Infrastructure, the largest IT initiative (over \$114 million) can be broken down into three components: 1) The \$111.9 million, under the HUD Information Technology Service (HITS) Contract, provides the minimum support infrastructure and core services required to maintain and operate HUD's automated systems including a Data Center, along with Program Management, Systems Integration, Security, Telecommunication investments, support for Critical Incident Response functions, and Customer Service for all of HUD's workforce of over 12,000 (including contractors) and over 30,000 nationwide business partners (e.g. over 4,100 PHAs, 13,500 CDBG, HOPWA, HOME grantees and 12,000 mortgage lenders/banks); 2) Another \$5.6 million are required for critical HUD programs and office functions as Independent Verification and Validation (IV& V), and disabled accommodation compliance. This will be performed by multiple contractors; 3) Additional infrastructure modernization (\$8.2 million) to support critical applications development needed to execute Departmentwide automation plans under the HITS contract.

The HUD Information Technology Service (HITS) program provides a fixed-price, performance-based solution for enterprisewide infrastructure services. A robust modernization lifecycle is incorporated within the baseline costs of the HITS contract and ensures that the underlying infrastructure continues to meet HUD's business needs. HITS provides, business-driven technical solutions measured by Service Level Agreements. Outsourcing HUD's infrastructure requirements to leading IT service providers, results in best-of-class solutions which leverage corporate alliances and world class industry expertise.

The HITS contract is planned to be modified to comply with and further the actions and "green" initiatives of EPA, FEMP and DOE. Due to the visibility, size and significance of IT Infrastructure, it is now a unique line of business removed from Enterprise Business Solutions (EBS).

Accomplishments:

The HUD CIO received the Computer World Award for 2007 Laureate for hosting/modernizing office automation infrastructure. Also, OMB selected HUD to take a leadership role in the infrastructure optimization initiative for the Federal Government. OMB also recognized that HITS established the foundation for how infrastructure services should be acquired and how the HITS model puts HUD on the fast-track for optimizing delivery of IT services to its customers. Through the HITS program, HUD launched a series of initiatives to modernize HUD's infrastructure over the past year. Significant infrastructure improvements were made in the areas of desktop technology refreshment and data center modernization. All HUD employees now have access to collaboration tools such as Microsoft SharePoint and Communicator to improve productivity and Departmentwide functions, especially those with business partners (e.g. FHA staff use collaboration tools very effectively to expedite subsidiary ledger activities of teams across the country). Data center server virtualization has provided HUD business system owners with more reliable, agile and optimized services to more effectively meet business needs. The department has also enhanced mission critical system support to include additional applications for real-time disaster recovery and business resumption services.

Plan:

Plans for modern infrastructure include new hardware, software and licenses for electronic records management, financial compliance, monitoring and physical inspections. With sufficient funds HUD specifically plans to:

- Continue to provide modernized and robust IT infrastructure support for over 200 business applications, 12,000 desktops and incident response functions.
- Migrate applications from legacy mainframes to modernized open system environments to enable more agility and functionality for HUD business systems.
- Leverage enterprise infrastructure solutions to meet the department's business requirements for enhanced disaster recovery and improved housing and rental assistance through cost effective and technically optimal solutions.
- Implement security enhancements with HSPD-12 (Homeland Security Presidential Directive-12) for logical access, and IPv6 (Internet Protocol version 6) for the network backbone.
- Implement and operate Web Portal Technology for HUD core business needs including FHA modernization and National Housing Locator and enable HUD to improve public facing services.
- Implement OMB e-Authentication directive for 8 mission critical business applications.
- Implement OMB baseline security configuration for desktops/laptops for MS XP and Vista operating systems.
- Enhance and expand data security and data encryption across the enterprise to protect PII (Personal Identifiable Information) data "at rest" and "in transit".
- Implement real-time inventory control and asset management capability for Information Technology (IT) equipment.
- Leverage collaboration tools to improve business processes and productivity across the department.

Funding constraints have restricted development of modern applications; at their expense, IT infrastructure maintenance has received departmental priority to date. Along with much needed development under other lines of business it is now more critical to keep HUD infrastructure responsive to new demands, and if **no new funding** is provided for Departmental IT Infrastructure, the consequences will be more serious and HUD will not be able to:

- Provide adequate IT infrastructure services with the proper level of security for over 200 business applications, 12,000 desktops and incident response.
- Implement by the mandated date the security enhancements with HSPD-12 for logical access and IPv6 for the network backbone.
- Implement and operate the Web Portal Technology so as to improve public facing services.
- Migrate applications from legacy mainframes to modernized open system environments so as to benefit from cost savings,

Working Capital Fund

efficiency, and reliability.

- Adequately support business system development efforts.
- Expand monitoring and inspection to assume comprehensive security.

Working Capital Fund

	FY 2007 Program Level	FY 2007 Obligation	FY 2008 Enacted	FY 2009 Request
8. Human Resources Management				
Activity				
Development	\$4,453	\$2,632	\$0	\$0
Maintenance	535	428	491	516
ACTIVITY TOTAL:	4,988	3,060	491	516
Funding				
Appropriated	3,519	2,891	491	516
Program Transfers & IAAs	1,300	0	0	0
Carryover	169	169	0	0
Recoveries & Transfers	0	0	0	0
HUMAN RESOURCES MANAGEMENT FUNDING TOTAL:	4,988	3,060	491	516
Description:				
<p>The Human Resource Management business function encompasses a comprehensive suite of processes, services and technologies to fully support the management of human resources across HUD. It encompasses career development and retention, contingent workforce management, education and training, personnel administration, recruiting, retirement management, skills management, time reporting and workforce acquisition and optimization. HUD aligns these systems and processes with the Governmentwide Human Resources Line of Business (HRLoB) initiative, led by the Office of Personnel Management (OPM).</p>				
<p>The major initiative in this line of business is the HUD Integrated Human Resources and Training System (HIHRTS), fully aligned with the PMA Human Resource Management Line of Business through an HR shared service provided in 2005 and further expanded to enable/improve the strategic management of human capital.</p>				
Accomplishments:				
Under this initiative:				
<ul style="list-style-type: none"> • HIHRTS has retired 8 systems out of 17 which resulted in estimated annual savings of \$230,453 in contractor support. • In 2005, HUD saw the initial implementation of HIHRTS for personnel data which resulted in automation of manual processes with data consolidation, web-based personnel action processing, increased data security, and unprecedented access by employees to their information and the ability to submit changes for selected information. • HUD piloted the e-Performance system which automates the employee performance process and introduced e-Performance to a select number of offices which resulted in the automation of approximately 2,600 HUD employees', managers', and executives' performance plans including review and status tracking capability. 				

Working Capital Fund

Plan:

With carryover development funds, HUD plans to provide a new automated Time and Attendance (T & A) system which provides data capture at the source (employee), reducing errors, and the ability to redeploy timekeeper staff hours to mission activities. Otherwise, only ongoing operations and maintenance are planned.

Working Capital Fund

	FY 2007 Program Level	FY 2007 Obligation	FY 2008 Enacted	FY 2009 Request
9. Shared Services				
Activity				
Development	\$2,034	\$2,034	\$2,276	\$3,415
Maintenance	0	0	0	0
ACTIVITY TOTAL	2,034	2,034	2,276	3,415
Funding				
Appropriated	2,034	2,034	2,276	3,415
Program Transfers & IAAs	0	0	0	0
Carryover	0	0	0	0
Recoveries & Transfers	0	0	0	0
SHARED SERVICES FUNDING TOTAL:	2,034	2,034	2,276	3,415

Description:

The President's Management Agenda (PMA) has established a framework for agencies to work together to develop common solutions that achieve mission requirements at reduced costs and deliver higher quality services for citizens, businesses, and Federal employees. HUD's IT Strategy calls for investing in the following E-Government Initiatives and Lines of Business (LOBs), which provide benefits to HUD through the use of these initiatives:

Government to Citizen Portfolio:

GovBenefits.gov (Managing Partner - DOL): FY 2008 \$313,799 & FY 2009 \$323,840

Accomplishments:

GovBenefits.gov provides citizens with the fastest single source access to more than 1,000 Federal and state administered programs. Since its launch in April 2002, GovBenefits.gov has guided more than 4.5 million people to the help they need. Available in both English and Spanish, this free website aids individuals in determining their potential eligibility for programs within 20+ categories. Prior to the launch of GovBenefits.gov, citizens spent an average of 30 minutes searching the Internet through a maze of 31 million Federal and State administered web pages for benefits information and generally unable to locate what they were looking for. GovBenefits.gov has successfully reduced the amount of time citizens waste on ineffective searches from 30 minutes to 5 minutes, while supplying them with reliable, consistent, up-to-date government benefit information.

Plan:

By increasing public awareness of HUD benefit programs, GovBenefits.gov supports the agency's strategic goals to increase homeownership opportunities, promote decent affordable housing, and strengthen communities, as well as ensure equal opportunity in housing. For the year ending 2007, GovBenefits.gov featured 30 HUD programs and generated over 120,000 referrals.

Disaster Assistance Improvement Plan (Managing Partner - DHS/FEMA): FY 2009 \$476,373

Accomplishments:

The Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), was tasked with leading the effort to implement Presidential Executive Order 13411: Improving Assistance for Disaster Victims. The Executive Order dictates that a consolidated and unified disaster application capability will be completely operational no later than December 31, 2008.

In response to this Executive Order, FEMA developed the Disaster Assistance Improvement Plan (DAIP) that identifies the strategy, budget, and major milestones for implementation of a single interface where applicants can determine which Federal disaster assistance programs they may be eligible for, apply for these programs in a single application, and return to determine the status of their application across the programs to which they have applied.

Plan:

HUD is working with DAIP to appropriately interface HUD's disaster assistance programs with the DAIP solution.

Government to Business Portfolio:

Business Gateway (Managing Partner - SBA) : FY 2008 \$120,000 & FY 2009 \$125,781

Accomplishments:

One of Business Gateway's main focus areas is compliance, providing another avenue for HUD to highlight and communicate to the business community the requirements of housing and community development rules and regulations. Many of the organizations working with HUD operate as business entities, and Business Gateway provides, through the portal, easy access to HUD's programs.

Plan:

By creating access to consolidated regulatory compliance information Business Gateway directly benefits HUD's "customers," many of whom are subject to complex regulatory requirements across multiple agencies.

- As a single-source, cross-agency alternative to multiple paper- and web-based sources, Business Gateway encourages and simplifies regulatory compliance for the benefit of all citizens.
- Online forms and filing: Customers will realize additional time and cost savings through paper reduction.
- Online forms: By making 374 forms (to date) available on Forms.gov, HUD saves agency time in forms management, and is expected to produce significant savings in paper and postage.
- Links: Business.gov now houses 329 HUD compliance links (to date) providing cross-agency effectiveness to American businesses.
- Maintenance savings: Business.gov's search technology will provide HUD with valuable user statistics and feedback, enabling it to simplify content management on its business compliance site.

E-Rulemaking (Managing Partner - EPA) : FY 2008 \$241,000 & FY 2009 \$303,099

Accomplishments:

HUD's mission is to increase homeownership, support community development and increase access to affordable housing free from discrimination. HUD was among the first Departments to migrate to FDMS in September 2005 and two major HUD organizations, the Office of Community Planning and Development and the Office of Housing, published a total of 482 Federal Register notices and 62 rules and proposed rules for calendar year 2007 through October. HUD received more than 31,000 public comments on these actions via *Regulations.gov*.

Plan:

HUD will continue to participate and rely on FDMS and Regulations.gov. HUD reaps substantial benefits by improving the transparency of its rulemaking actions as well as increasing public participation in the regulatory process. HUD's transition to FDMS and Regulations.gov has resulted in increased staff efficiency, cost savings to the public, and has enabled the Department to avoid significant costs that would have been associated with efforts to develop, deploy, and operate an agency specific individual online docket and public comment system.

Government to Government Portfolio:

Grants.gov (Managing Partner - HHS) : FY 2008 \$1,105,885 & FY 2009 \$1,067,887

Accomplishments:

The Grants.gov initiative benefits HUD by providing a single location for publishing grant (funding) opportunities and application packages and a single location for the grants community to locate and apply for grants using common forms, processes, and systems. All information needed to find opportunities for competitive grant opportunities is available using Grants.gov Find and Apply. By using Grants.gov, applicants are realizing savings because they are no longer required to submit multiple application copies to one or more addresses.

By using the Grants.gov mechanism to post and receive applications in a unified fashion, HUD was able to receive and review applications for funding through a single interface. The common application forms and process allowed HUD to develop a common standardized database from which both program reports and Department-wide reports are provided. HUD programs use standard HUD forms and the SF 424 and SF 424 Supplement (Survey on Ensuring Equal Opportunity for Applicants) and HUD has leveraged Grants.gov to develop 11 agency specific forms. Grants.gov is allowing HUD to realize greater efficiencies by eliminating the need to: 1) manually log the receipt of applications and 2) reconcile applications sent by applicant to HUD headquarters and various field offices. Additional benefits are realized through the access to the same application immediately after each application deadline by all HUD offices both in the field and Headquarters. Elimination of manual data entry is eliminating errors in the data and is reducing the processing time of applications by approximately two weeks.

As of September 2007 HUD had posted approximately 37 funding opportunities and application packages on Grants.gov. HUD has received approximately 4,808 competitive funding applications in FY 2007.

Plan:

HUD will continue to develop its use of the Grants.gov portal which allows HUD to use a single mechanism to post and receive applications in a unified fashion, eliminating the need to build separate systems to receive and review applications for funding.

Internal Efficiency and Effectiveness Portfolio:

Integrated Acquisition Environment (Managing Partner - GSA) : FY 2008 \$53,402 & FY 2009 \$337,652

Accomplishments:

Through adoption of integrated systems provided by the Integrated Acquisition Environment (IAE) initiative, HUD improves its ability to make informed and efficient purchasing decisions and allows it to replace manual processes. If HUD were not allowed to use the IAE systems, the agency would need to build and maintain separate systems to record vendor and contract information, to post procurement opportunities, track and report subcontracting data, and evaluate vendor performance. Agency purchasing officials would not have access to shared databases of important information supporting acquisition decision-making and would return to paper-based and labor intensive efforts, greatly taxing an already overburdened workforce.

Plan:

HUD will continue to use the various integrated IAE systems that facilitate, unify, and streamline each phase of the federal acquisition process in an effort to realize the corresponding business and operational efficiencies and cost savings. In FY09, HUD will provide funding IAE to extend its relationship with D&B for DUNS support service to include use of DUNS numbers into loans and grants lines of business to meet FFATA requirements.

Cross-cutting Portfolio:

E-Authentication (Managing Partner - GSA): FY 2008 \$65,721 & FY 2009 \$339,100

Accomplishments:

E-Authentication provides the means for citizens, businesses, and other governments to securely identify themselves when accessing Federal Government applications online. HUD is a member of the U.S. E-Authentication Identity Federation, which is enabling citizens, businesses and government employees to access online government services using log-in IDs issued by trusted third-parties, both within and outside the government. E-Authentication provides HUD with a secure, single sign-on solution. After obtaining a federated credential, HUD employees and business partners can access various IT systems securely, without having to logon multiple times or use various User IDs and passwords.

Plan:

HUD will continue to support the E-Authentication Federation and identify opportunities to expand usage.

Lines of Business:

Financial Management Line of Business (Managing Partner - GSA) : FY 2008 \$142,857 & FY 2009 \$142,857

Accomplishments:

The FM LoB benefits HUD through the use of a Shared Service Provider (SSP), which will enable HUD to achieve cost savings. Relying on SSPs also helps keep capital investment and risk to a minimum. New SSP customers will be able to minimize risk by implementing and using financial systems that are already operating with standard operating procedures. In the short-term, key tools such as a Request for Proposal (RFP) framework and Service Level Agreement (SLA) guides will be provided to HUD helping them develop agency agreements with their SSPs. Further cost savings will be recognized through the reduction of redundant costs. This is the result of using standard business processes and a common system configuration, which the FM LoB promotes. Furthermore, by using Financial System Integration Office certified financial management system software, SSPs will be able to minimize the cost of application upgrades.

Plan:

HUD is pursuing the acquisition and implementation of an FMLoB SSP and the use of standard business processes and a common system configuration.

Geospatial LOB (Managing Partner DoI) : FY 2008 \$36,050 & FY 2009 \$35,000

Accomplishments:

The Department of Housing and Urban Development is looking forward to the returns on investments from the Geospatial LoB with regards to greater efficiency and synergy across government. Geospatial data and information are critical components for meeting HUD's mission to increase homeownership, support community development and increase access to affordable housing free from discrimination. The LoB proposes to more effectively standardize business processes and enhance access to geospatial data and information. This promises to improve productivity, mission delivery, and services to citizens.

Plan:

HUD currently geospatially enables its traditional business data to improve business process efficiency, allowing for geographically based planning and execution of its mission objectives. The LoB can improve HUD's business processes by enabling easier access to and sharing of relevant spatial data sets and capabilities across government.

Grants Management Line of Business (Managing Partners - HHS and NSF) : FY 2008 \$112,833 & FY 2009 \$112,833

Accomplishments:

HUD manages 16,901 grant awards equaling approximately \$33.7 billion. The GMLoB has resulted in HUD undertaking a strategic alignment of its existing systems, prioritizing best of breed technology, and enhancing HUD's ability to provide agency and government-wide reports on grant activities and results. HUD's participation on the GMLoB's collaborative effort across federal agencies is ensuring Departmental compliance with the Federal Financial Assistance Management Improvement Act of 1999 and the Federal Funding Accountability and Transparency Act of 2006. The GMLoB has enabled HUD to improve service through the standardization and streamlining of government-wide grants business processes -- that includes Awards and Deficiency Letters, funds disbursement through financial systems, and improved coordination between Head Offices and Field Offices for award and post-award activities. The streamlining effort allows the public to receive time savings as a result of quicker notification and faster payments due to an automated system for grants processing.

Plan:

HUD's eGrants strategic alignment effort minimizes complex and varying agency-specific requirements and increases grantee use of Federal grants management systems and place HUD in a better position to serve as a GMLoB service provider or to receive services from a GMLoB service provider. Constituents will benefit as they will have fewer unique agency systems to learn; grantees' ability to learn how to use the system will be improved and reliance on call center technical support will be reduced. This effort also provides grantees with online access to standard post-award reports and decreases the number of unique reporting requirements.

Human Resources Management Line of Business (Managing Partner - OPM) : FY 2008 \$65,217 & FY 2009 \$65,217

Accomplishments:

HUD benefits through its use of best-in-class HR services and systems provided by one of the approved service providers, Treasury's HR Connect. HUD migrated to this service provider during fiscal year 2005. Through its adoption of an approved service provider, the agency can achieve the benefits of "best-in-class" HR solutions without the costs of developing and maintaining their own HR systems. Employees across the agency benefit from improved HR services.

Plan:

HUD's involvement in the HR LOB will continue to provide valuable information and lessons-learned to the refinement of the common core functionality currently provided via the established Shared Service Centers (SSCs) and further the strategic management of Human Capital governmentwide.

Budget Formulation and Execution LoB (Managing Partner - ED): FY 2009 \$85,000

Accomplishments:

The BFE LoB strives to develop modern, interoperable, flexible, cost effective, and optimized solutions supporting all phases of the formulation and execution of the Federal Budget and linking budget formulation, execution, planning, performance, and financial information. Through this collaborative effort, the budget community can start to identify best practices for all aspects of budget formulation and execution.

Plan:

While HUD already is using a budget formulation system, HUD will continue to participate in the BFE LoB by sharing lesson learned and developing best practices for budget formulation, execution, planning, performance measurement, and financial management information and activities across the government. HUD will also participate in the identification of Human Capital and Governance solutions.

IT Infrastructure LOB (Managing Partner - GSA): FY 2008 \$20,000

Accomplishments:

The IT Infrastructure LoB will provide HUD with best practice data and industry-wide performance metrics to validate and/or improve existing performance. Although HUD already has a long-term performance-based infrastructure contract that has established a full complement of performance metrics, as part of the IT Infrastructure LOB, HUD will gain the benefit from the experiences of others related to performance metrics and applying those metrics to our applications will realize improved performance. From the improved performance, enhanced productivity and improved mission delivery will result.

Plan:

HUD's participation in this program is expected to result in higher service levels at a more effective cost. Large government purchases will establish a baseline for HUD related acquisitions that will prove valuable when negotiating prices for hardware and software. Gains in productivity and improved mission delivery via enhance infrastructure performance is expected.

Working Capital Fund

	FY 2007 Program Level	FY 2007 Obligation	FY 2008 Enacted	FY 2009 Request
10. Salaries & Indirect				
Activity				
Development	\$0	\$0	\$0	\$0
Maintenance	38,775	38,349	37,800	41,752
ACTIVITY TOTAL:	38,775	38,349	37,800	41,752
Funding				
Appropriated	33,101	32,675	37,800	41,752
Program Transfers & IAAs	0	0	0	0
Carryover	5,127	5,127	0	0
Recoveries & Transfers	547	547	0	0
SALARIES & INDIRECT FUNDING TOTAL:	38,775	38,349	37,800	41,752
Description:				
<p>This is the funding for personal services, including salaries, travel, supplies, training, printing and related indirect costs. For fiscal year 2009, HUD is planning to increase staff by 5 so as to be able to obligate, expend and realize the IT modernization, especially for HIFMIP and FHA modernizations in relevant lines of business. The funding listed above enables the Department to support staffing levels as listed in the Summary of Positions by Grade chart for all IT-related functions in the Office of Chief Information Officer (OCIO), the Office of the Chief Financial Officer (OCFO) and the Office of the Chief Procurement Officer (OCPO).</p>				
Plans:				
<p>The WCF is proposing to increase its capacity to carry out a higher level of workload. A proposed increase of 1.8 percent (5) in FTE from the fiscal year 2008 request of 280 ensures new skills to implement the new technologies used to modernize its lines of business and implement the Vision 2010.</p>				
<p>If no new funding is provided for Salaries and Indirect, the capacity to realize the modernization of HUD's lines of business will remain strained, further delaying critically needed development efforts, for which additional funding is being sought under the IT Infrastructure line of business.</p>				

Working Capital Fund

**WORKING CAPITAL FUND
Performance Measurement Table**

Program Mission: Improve accountability, service delivery, and customer service of HUD and our partners.					
Performance Indicators	Data Sources	Performance Report		Performance Plan	
		2007 Plan	2007 Actual	2008 Plan	2009 Plan
HUD will complete the required elements of the Enterprise Architecture by the end of fiscal year 2008.	Program Area and CIO Agreement	Complete target enterprise architectures for eight core business functions.	Completed target enterprise architectures for eight core business functions.	Complete annual IT target enterprise architecture.	Continue progress in business system modernization in the areas of single family housing, multifamily housing, rental housing assistance, financial management, and grants management.

Performance Indicators	Data Sources	Performance Report		Performance Plan	
		2007 Plan	2007 Actual	2008 Plan	2009 Plan
HUD will meet information security requirements in FISMA, Governmentwide policy, OMB Memo 06-16, and the President's Management Agenda.	President's Management Agenda Scorecard, Annual FISMA report to Congress, Quarterly FISMA reports to OMB	Ensure that all individuals with access to HUD information and information systems have appropriate training and clearances.	100 percent of major applications and general support systems documented in HUD's inventory of automated systems (IAS) have been certified and accredited and 100 percent of HUD employees and contractors completed appropriate IT security awareness training and applicable specialized security training	HUD will meet IT related security requirements as follows: HUD's C&A methodology will be fully integrated into the system development lifecycle and 100 percent of major applications and general support systems documented in HUD's inventory of automated systems (IAS) will be certified and accredited; prioritize and remedy all high and moderate priority weaknesses and identify and implement controls to protect remote data; and ensure that 100 percent of HUD employees and contractors will have completed appropriate IT security awareness training and specialized security training as applicable.	HUD will meet IT related security requirements as follows: 100 percent of major applications and general support systems documented in HUD's inventory of automated systems (IAS) will be certified and accredited; prioritize and remedy all weaknesses and identify and implement controls to protect remote data and data at rest; and ensure that 100 percent of HUD employees and contractors will have completed appropriate IT security awareness training, and applicable specialized security training.

Working Capital Fund

Performance Indicators	Data Sources	Performance Report		Performance Plan	
		2007 Plan	2007 Actual	2008 Plan	2009 Plan
Use the structure established by Vision 2010 to modernize HUD's information technology systems, maintain well-managed information technology investments, and promote collaboration between business functions.	HUD IT Strategic Plan 2007-2012 HUD Implementation Action Plan			Continue progress in business system modernization in the areas of single family housing, multifamily housing, rental housing assistance, financial management, and grants management; coordinate 80 percent of development, modernization, and enhancement spending through segment architectures and core IT services; review 100 percent of major information technology development investments; and evaluate 100 percent of information technology investments against HUD's investment performance indicators.	Continue progress in business system modernization in the areas of single family housing, multifamily housing, rental housing assistance, financial management, and grants management; coordinate 80 percent of development, modernization, and enhancement spending through segment architectures and core IT services; review 100 percent of major information technology development investments; and evaluate 100 percent of information technology investments against HUD's investment performance indicators.

IT Investment Management: Implement ITIM Maturity Framework to improve the selection and management of HUD's IT portfolio and to ensure that the Department's portfolio of IT projects adequately addresses HUD's business and workforce needs. This process has five levels. Five is the highest level of achievement. Indicator: ITIM maturity level.

Enterprise Architecture: Provide strategic IT blueprint of HUD systems from the business, application, data, and technology perspectives. Utilize this tool to guide the IT Investment Management process. Indicator: Target architecture completed.

Security: Reduce risks and vulnerabilities through an effective critical infrastructure protection program for HUD's information and computing systems. Indicator: Computer security program milestones.

Working Capital Fund

EXPLANATION OF PERFORMANCE

IT Investment Management

HUD's established rigorous Capital Planning and Investment Control (CPIC) process ensures that the Department's portfolio of IT projects adequately addresses HUD's business strategies and is managed to achieve the expected benefits in accordance with accurate and complete cost, schedule, technical, and performance baselines. In addition to selecting an optimal portfolio of IT projects or investments, HUD monitors and controls its investments to ensure success. Control mechanisms have been established to minimize the likelihood of project failure or excessive cost and schedule over-runs.

All investment decisions are based on cost, benefit, and risk assessments or driven by legislative mandates or other external drivers. Investment performance is measured regularly to ensure that all investments contribute to the overall strategic business plan of the agency. The CPIC process at HUD is a dynamic process. HUD's portfolio of IT investments is actively managed to ensure that resources are allocated to the mix of projects that will support the achievement of business goals. The portfolio composition and funding allocations are reviewed quarterly. Active portfolio management ensures that the Department is able to address changing business needs, emergent departmental requirements (legislation, regulations, guidance, court orders, etc.), and project performance considerations in a timely manner.

Enterprise Architecture

The Enterprise Architecture (EA) describes the current and planned design of the Department's business, information and technology. In the past year, HUD has completed a Segment Architecture Framework. EA spearheads the Configuration Change Management Board (CCMB), and the Data Control Board. HUD has also updated the Performance Architecture, Enterprise Architecture, Data Architecture, and EA Governance. HUD has continued to build out several segment architectures including the Grants, Financial Management, Single Family, and Multifamily. The Department has also completed an IT Lifecycle Framework for service discovery and reuse, a Draft Security Architecture, and a Federal Transition Framework, which documents HUD's compliance to and status of cross-agency initiatives. EA has also performed a Strategic Portfolio Review of all HUD's major initiatives, giving an assessment and feedback to the business owners of the initiatives. In addition, HUD has updated its transition plan and completed its Technical Reference Model, which outlines the taxonomies, categories and the hardware and software within its environment. This information will be used to target future technologies, monitor change in regard to technology and successfully transition from obsolete technologies. EA also oversees the assessment of Data Quality Reviews for selected Program Areas, completing four assessments within the past year.

HUD's EA practice was rated among the highest of cabinet agencies in fiscal year 2006 by OMB. It is an on-going process which is given support as needed and as directed by HUD's management and OMB directives in order to the optimize HUD's business processes.

Working Capital Fund

WORKING CAPITAL FUND
 Summary of Positions by Grade
 Salaries and Expenses

Grade:	<u>Positions</u>		
	<u>2007 Estimate</u>	<u>2008 Estimate</u>	<u>2009 Request</u>
Executive Service	3	3	3
GS-15	52	50	45
GS-14	48	45	50
GS-13	92	72	77
GS-12	56	48	48
GS-11	11	11	11
GS-10	3	3	3
GS-9	20	19	19
GS-8	10	10	10
GS-7	12	12	12
GS-6	0	0	0
GS-5	4	4	4
GS-4	2	2	2
GS-3	1	1	1
GS-2	0	0	0
GS-1	<u>0</u>	<u>0</u>	<u>0</u>
Total Positions	314	280	285
Weighted Average GS/GM Grade	12.5	12.5	12.5

Working Capital Fund

EXPLANATION OF CHANGES FROM 2008 BUDGET ESTIMATE TO 2009 BUDGET ESTIMATE

The Working Capital Fund (WCF) Division is requesting 285 FTE in fiscal year 2009, 5 FTE increase from the fiscal year 2008 FTE level. The FTE numbers for each office represent an effort to staff each component of WCF as close to their identified REAP requirement as possible.

WCF is proposing an additional 5 FTE to support the financial management and housing systems tasks with capacity to expedite urgently needed system applications development, modernization and integration actions. Their planned accomplishments will accelerate the consolidation of financial, housing and enterprise wide system developments and, with the adoption of Blanket Purchase Agreement acquisition processes, the proposed capacity addition is expected to ensure better utilization of additional requested funds.

The attached charts display detailed staffing and workload estimates based on the Resource Estimation and Allocation Process (REAP) baseline data.

Overall Summary of Working Capital Fund Staff Requirements

	Estimate 2007	Estimate 2008	Request 2009	Increase + Decrease - 2009 vs 2008
Headquarters.....	298.4	280.0	285.0	+5.0
Field.....	0.0	0.0	0.0	0.0
Total.....	298.4	280.0	285.0	+5.0

Summary of Working Capital Fund Staff Requirements

	Estimate 2007	Estimate 2008	Request 2009	Increase + Decrease - 2009 vs 2008
<u>Headquarters Employment</u>				
Chief Information Officer				
Office of the Chief Information Officer	14.0	14.1	14.1	0.0
Chief Information Security Officer	14.0	16.1	16.0	-0.1
Administrative Services	8.0	8.5	8.5	0.0
Strategic Planning	1.0	1.0	1.0	0.0
Office of Enterprise Architecture	9.0	9.0	9.0	0.0
Office of System Integration and Efficiency	84.0	70.7	75.6	+4.9
Investment Strategies Policy & Mgmt	16.0	8.0	8.0	0.0
Office of IT Reform	9.2	6.2	6.2	0.0
Office of Information Technology	122.4	121.4	121.6	+0.2
Subtotal	277.6	255.0	260.0	+5.0
Office of Chief Procurement Officer				
Chief Procurement Officer	12.2	15.0	15.0	0.0
Subtotal	12.2	15.0	15.0	0.0
Office of Chief Financial Officer				
Working Capital Fund Division	8.6	10.0	10.0	0.0
Subtotal	8.6	10.0	10.0	0.0
Total	298.4	280.0	285.0	+5.0

Detail of Working Capital Fund Staff Requirements

Workload Guideline	Workload Indicator	----- Fiscal Year 2007 -----			----- Fiscal Year 2008 -----			----- Fiscal Year 2009 -----				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Headquarters Employment												
Chief Information Officer												
Office of the Chief Information Officer												
Provide CIO Immediate Office program policy and guidance	NA			14.0			14.1				14.1	
Subtotal				14.0			14.1				14.1	
Chief Information Security Officer												
Provide IT Security Program and Policy Support	NA			9.0			9.0				9.0	
Provide IT Security services	NA			5.0			7.1				7.0	
Subtotal				14.0			16.1				16.0	
Administrative Services												
Provide Administrative Services to the OCIO	NA			8.0			8.5				8.5	
Subtotal				8.0			8.5				8.5	
Strategic Planning												
Provide Strategic Planning for the OCIO	NA			1.0			1.0				1.0	
Subtotal				1.0			1.0				1.0	
Office of Enterprise Architecture												
Provide Enterprise Architecture Program and Policy Support	NA			9.0			9.0				9.0	
Subtotal				9.0			9.0				9.0	
Office of System Integration and Efficiency												
Provide OSIE Security Program and Policy Support	NA			1.5			1.2				1.2	
Develop and manage BPR and systems integration	NA			1.9			1.9				1.9	
Maintain FHA/Housing systems	# of FHA/Housing systems	47	825.78	18.7		47	825.78	18.5		52	824.00	20.5
Maintain CPD systems	# of CPD systems	11	1,550.00	8.2		11	1,281.35	6.7		11	1,281.35	6.8
Maintain FHEO systems	# of FHEO systems	5	625.00	1.5		5	437.23	1.0		5	437.23	1.0

Workload Guideline	Workload Indicator	Fiscal Year 2007			Fiscal Year 2008			Fiscal Year 2009				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Maintain Administration systems	# of Admin systems	7	5,027.61	16.9		7	5,027.61	16.8		7	5,027.61	16.9
Maintain OGC/DEC systems	# of OGC/DEC systems	3	1,140.00	1.6		3	269.77	0.4		3	269.77	0.4
Maintain PIH/REAC systems	# of PIH/REAC systems	14	324.55	2.2		14	324.55	2.2		14	324.55	2.2
Maintain GNMA systems	# of GNMA systems
Maintain OIG systems	# of OIG systems
Maintain CFO systems	# of CFO systems	21	1,381.28	13.9		21	1,381.28	13.8		25	1,377.00	16.5
Provide OSIE WCF Prog. Policy and Guid	NA			2.1				2.6				2.6
Provide other WCF Admin. Support and coord.	NA	5.0		31	376.87	5.6		31	376.87	5.6
Provide WCF contract/procurement oversight	NA			10.5			
Subtotal				84.0				70.7				75.6
Investment Strategies Policy & Mgmt												
Provide Office of Policy and E-Gov't program and policy guidance	NA			4.7				4.7				4.7
Oversee IT/IRM policy program oversight and E-Gov't functions	NA			11.3				3.3				3.3
Subtotal				16.0				8.0				8.0
Office of IT Reform												
Provide Investment Management program and policy guidance	NA			5.3				2.3				2.3
Provide Investment Portfolio program and policy guidance	# of systems in portfolio	147	55.63	3.9		147	55.63	3.9		147	55.63	3.9
Subtotal				9.2				6.2				6.2
Office of Information Technology												
Provide IT Operations program and policy guidance	NA			5.8				5.8				5.8
Provide customer service to IT users	# of IT users supported	12,150	3.16	18.5		12,150	3.16	18.3		12,150	3.16	18.4
Manage LAN/WAN, Internet and Intranet services	# of servers maintained	651	24.68	7.7		651	24.68	7.7		651	24.68	7.7
Manage communications systems and infrastructure	NA			4.9				4.9				4.9
Manage production systems environment	NA			4.1				4.1				4.1

Workload Guideline	Workload Indicator	----- Fiscal Year 2007 -----			----- Fiscal Year 2008 -----			----- Fiscal Year 2009 -----			
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)
Provide systems development guidance and standards	NA			5.8			5.8				5.8
Operate Test Center	NA			4.8			4.8				4.8
Provide day-to-day IT security operations	NA			2.7			2.7				2.7
Provide automated Change Control Management	NA			1.5			2.4				2.4
Provide Management and Oversight of Field IT program policy and guidance	NA			5.9			9.6				9.6
Provide Management and Oversight of Field hardware/software installation and problem resolution	# of employees served	6,299	14.20	43.0	6,299	14.20	42.7		6,299	14.20	42.8
Provide Management and Oversight of Field WAN/LAN support	# of STARS tickets resolved	2,135	7.00	7.2	2,135	4.37	4.5		2,135	4.37	4.5
Perform Field IT infrastructure maintenance	# of Offices supported	84	201.98	8.2	84	201.98	8.1		84	201.98	8.1
Provide Field IT program policy and guidance	NA			2.3		
Subtotal				122.4			121.4				121.6

Workload Guideline	Workload Indicator	----- Fiscal Year 2007 -----			----- Fiscal Year 2008 -----				----- Fiscal Year 2009 -----			
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Office of the Chief Procurement Officer												
Administration Support Division												
	Perform Contract Placement Activities - ASD WCF			5.0			6.0				6.0	
	Perform Contract Administration Activities - ASD WCF			5.1			5.7				5.7	
	Provide Procurement Management Support - ASD WCF			2.1			3.3				3.3	
	Subtotal			12.2			15.0				15.0	
 Chief Financial Officer												
Working Capital Fund Division												
	Manage Working Capital Fund	# of Contract Action (HPS/SPS) processed	138	124.59	8.3	162	124.59	9.6		162	124.59	9.6
	Perform Special Projects and Qual/Control / Audit Supt	NA			0.3			0.4				0.4
	Subtotal				8.6			10.0				10.0
				298.4			280.0				285.0	