DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Office of the Chief Information Officer

Information Technology Fund

SUMMARY OF RESOURCES

(Dollars in Thousands)

	Enacted/ Requested	Carryover	Supplemental/ Rescission	Total Resources	Obligations	Net Outlays
2022 Appropriation	323,200	78,881	-	402,081	303,160	311,731
2023 Appropriation	374,750	117,059	-	491,809	466,809	348,000
2024 President's Budget	415,000	41,200	-	456,200	425,000	361,000
Change from 2023	40,250	(75,859)	-	(35,609)	(41,809)	13,000

a/ Carryover column includes recaptures from prior years. Actual carryover and recaptures in 2022 were $52.4 million and $26.4 million. Planned recaptures for 2023 and in 2024 is $10 million.

b/ 2023 carryover includes $8.6 million of Technology Modernization Fund (TMF) transfer funds set aside for Identity Credential and Access Management (ICAM); an additional $6.2 million is included for 2024. The 2023 carryover amount also includes $54K of reimbursable carryover from the Federal Permitting Improvement Steering Council (FPISC) for enhancements to the Tribal Data Assessment Tool (TDAT). The IT Fund also has authority in 2023, not reflected in the table, to receive up to $5 million in transfers from departmental S&E accounts.

c/ The 2024 President's Budget row excludes a planned transfer of $7 million from the Public Housing Fund in both budget authority and outlays. This transfer proposal is discussed in the Appropriations Language Changes section of the Public Housing Fund justification.

PROGRAM PURPOSE

The Information Technology (IT) Fund provides for the infrastructure, systems, and services that support all HUD programs, which include all of HUD's mortgage insurance liabilities, rental subsidies, and formula and competitive grants. The fund also supports all administrative and mission support programs.

BUDGET OVERVIEW

The 2024 President's Budget requests $415 million for the Information Technology Fund, which is $40.3 million more than the 2023 enacted level. This includes $374 million in Operations and Maintenance (O&M) to sustain the foundation of HUD's IT portfolio. These funds support all current IT systems and applications, which play a critical role in enabling HUD to meet its mission and administrative functions. These O&M resources maintain and improve existing IT infrastructure, such as computer hardware, network and communications, support services, enterprise software licenses, and cybersecurity. The Budget excludes $11.8 million for computers, mobile equipment, and related voice and data services for Departmental users that are planned as part of HUD's Working Capital Fund (WCF) budget. This WCF proposal will strategically address individual office needs and drive cost efficiencies. The technology provided through the IT Fund also supports grantees and partners in their efforts to promote affordable rental housing, provides access to homeownership opportunities, creates healthier home environments, and reduces homelessness.

The IT Fund Budget also provides $41 million for Development, Modernization and Enhancement (DME) activities to support the Department's strategic priorities and customer needs. They represent critical IT investments identified across the Department's program and support offices. The initiatives are designed to improve delivery of HUD's programs and services, digitize manual processes, and strengthen the stewardship of taxpayer dollars. Resources are also included to expand and strengthen cybersecurity at HUD, while addressing critical security deficiencies related to cyber risk management, governance, and data protection. These include continuing the implementation of a Zero Trust security architecture, which incorporates an enterprise-wide identity, credential, and access management capability.

JUSTIFICATION

The following table summarizes the 2024 President's Budget IT Fund request by type of investment and O&M vs. DME, as classified on the Federal IT dashboard:

(Dollars in Thousands)

Type of Investment	O&M	DME	Total
Major	51,774	27,400	79,174
Non-Major	42,858	13,600	56,458
Standard	278,514	-	278,514
eGovernment	854	-	854
Total IT Fund	374,000	41,000	415,000

Investment Type Definition

- Major IT investments are those that are critical to the missions of the Agency, requiring special management attention and with executive visibility, or that meet certain dollar thresholds.

- Non-major investments do not meet the criteria of a Major or Standard investment and typically provide support to the offices that in turn provide program or administrative support to the mission of the Agency.

- Standard IT investment classifications are used by all Federal Agencies to account for their IT infrastructure costs, cybersecurity, and management costs. They are OCIO managed enterprise-wide investments that provide IT services to the agency's mission delivery applications.

- eGovernment is a group of OMB-led initiatives to help transform Federal Agencies through eCommerce.

Operations and Maintenance (O&M)

The Budget includes $374 million for existing O&M infrastructure, services and applications that support HUD's program and administrative offices and provide necessary cybersecurity. A three-year breakout of O&M obligations by investment category follows, in Table 1. The planned 2023 obligations are higher than the 2024 request due to contracting delays from 2022 and other actions related to contract timing or transition. The 2023 obligations are funded by the $350.8 million enacted budget and $39.1 million of carryover from 2022, including realized recaptures. When comparing new budget authority and excluding the carryover that is allocated to the requirements mentioned above, the 2024 request is $23.2 million higher than the 2023 enacted budget. This increase is primarily due to increased infrastructure for cybersecurity, network, and end user support and expanded use of modernized systems.

Table 1: O&M Obligations by Year

(Dollars in Thousands)

Investment	2022 Actual	2023 Enacted	2024 President's Budget
	O&M	O&M	O&M
Major	**50,176**	**74,020**	**63,055**
Enterprise Grants Management	8,830	9,241	9,714
Financial Management Support	9,108	16,296	11,281
Multifamily Housing and Healthcare Facilities	5,487	6,398	5,934
Public and Assisted Housing Oversight	3,771	8,929	9,767
Single Family Housing	19,890	30,066	22,393
Unisys Migration	3,090	3,090	3,966
Non Major	**19,100**	**35,699**	**29,077**
Administrative Services	405	206	403
Communications Support	1,948	6,062	4,310
Contact Center	1,908	4,014	4,134
Data Management Services	3,356	6,106	3,690
Document Management	2,331	7,733	4,064
Geospatial Services	1,268	1,734	1,785
Human Resources Services	3,305	3,834	3,732
Legal Oversight	2,892	3,729	3,655
Regulatory Enforcement	1,687	2,281	3,304
Standard	**214,266**	**279,236**	**281,014**
Application	5,056	6,604	6,427
Data Center and Cloud	103,813	126,324	124,000
End User[1]	57,146	91,230	89,870
IT Management	400	890	902
IT Security Services	27,275	30,833	33,021
Network	20,576	23,355	26,794
eGov	**966**	**960**	**854**
Total Portfolio	**284,508**	**389,915**	**374,000**

Note: Individual investment descriptions are shown in Appendix A.

[1] Excludes $11.8 million that is budgeted in the Working Capital Fund in 2024.

The O&M Budget includes $92.1 million to fund the business applications in Major and Non-Major investments. This supports over 80 IT systems and services across 18 program areas. HUD continues to pursue consolidated contract vehicles and leverage enterprise capabilities to provide modern applications with greater functionality and to realize lower O&M costs over time.

The O&M Budget includes $281 million for IT Infrastructure and enterprise capabilities in Standard investments, which includes:

- IT Infrastructure includes such items as data center and end user hardware and support services, annual tech refresh, network and communications, and cloud operations and infrastructure. The request allows HUD to maintain operational readiness and support program office transitions to modernized technologies with minimal impact to mission operation. This also includes remediating infrastructure-related gaps within HUD's

cybersecurity framework and overcoming operational risks due to dependency on contractor-owned assets associated with multiple legacy contract vehicles.

- Enterprise Capabilities includes enterprise software licenses and tools that range from office applications and databases to robust cloud-based software platforms. This is critical to support agile development, solution engineering, and continuous product delivery in a modern and efficient way. In 2024, further expanded use of Service Now and Salesforce licenses are planned to support new low-code/no-code services and applications.

- HUD's cybersecurity program is strengthened in 2024 by continuing to mature the 24x7 Enterprise Security Operations Center/Computer Incident Response capability, with expanded tools and a focus on advanced threat intelligence and automation. It expands the scope of HUD's data protection capabilities by leveraging emerging technologies to defend against HUD's threat landscape and with data protection governance. The cybersecurity program continues to implement the Zero Trust initiative started in 2023. It includes funding for intelligence analytics capabilities and to strengthen Multi-Factor Authentication (MFA), where HUD trails the other Federal Agencies. HUD's cybersecurity posture will be transformed quickly and at a reasonable cost. This also includes remediating infrastructure-related gaps within HUD's cybersecurity framework (e.g., supply chain risks).

Within the Operations and Maintenance allocation, the Budget assumes sufficient O&M funding to fully operate and maintain new and modernized applications that will be placed in service in 2023 and 2024. This includes the FHA and PIH modernization workstreams as they are completed.

Development, Modernization, and Enhancement (DME)

The Budget includes $41 million for new capabilities that will allow HUD to continue to modernize its outdated IT infrastructure, strengthen cybersecurity and provide new capabilities to make programs more effective, efficient, and customer friendly. A breakout of DME's new capabilities, by major and non-major categories, is in Table 2.

Table 2: 2024 DME New Capabilities with Costs

(Dollars in Thousands)

New Capability	Program Office	Investment Name	2024 Cost
Major			**27,400**
electronic Special Needs Assistance (e-snaps)	Office of Community Planning and Development	Enterprise Grants Management	5,000
PIH Modernization (EIV Modernization & HUDCAPS Section 8)	Office of Public and Indian Housing	Public and Assisted Housing Oversight	1,102
eICAM - Enterprise Identity Credential Access Management	Office of the Chief Information Officer	IT Security Services	9,000
LOCCS/Treasury ARC Oracle Federal Financials (OFF) Financial Interface Modernization	Office of the Chief Financial Officer	Financial Management Support	3,000
Zero Trust & Trusted Internet Connection	Office of the Chief Information Officer	Network	6,000
FHA Modernization	Single-Family Housing	Single Family Housing	3,298
Non-Major			**13,600**
Tenant Complaint CRM	Multi-Family Housing	Multifamily Housing and Healthcare Facilities	1,500
Affirmatively Furthering Fair Housing Compliance Improvements	Office of Fair Housing and Equal Opportunity	Regulatory Enforcement	2,000
FHIP - Fair Housing Initiative Program Performance Tracking Database	Office of Fair Housing and Equal Opportunity	Regulatory Enforcement	1,000

HEMS - HUD Enforcement Management System	Office of Fair Housing and Equal Opportunity	Regulatory Enforcement	1,500
Housing Counseling Network Management System (HCNMS)	Office of Housing Counseling	Single Family Housing	2,000
Translation of Digital Media	Office of Public Affairs	Communications Support	1,000
Disaster Tracking System	Office of Public and Indian Housing	Data Management Services	2,600
Enterprise Service Delivery	Office of the Chief Information Officer	Application	2,000
TOTAL Portfolio			**41,000**

DME Classifications: For 2024, the Department proposes the above classifications for DME projects within the major or non-major categories based on certain criteria. These criteria are similar to the definitions used for the overall IT investment portfolio (see page 3). However, these DME specific designations also apply to projects within the standard investment type and such investments will be categorized as major or non-major consistent with the criteria below.

Projects are considered as major based on any of the following criteria:

- Lifecycle DME Cost – Planned DME costs exceeds $5 million, including prior year and anticipated future year costs.
- Mission impact – Regardless of size, project will have a significant impact to the HUD mission and strategic priorities.
- Executive visibility – Regardless of size project is of particular interest to the HUD leadership or is part of a Federal Government-wide initiative.

Projects that are not designated as major are considered to be non-major for the purposes of applying the proposed 2024 appropriations language.

In summary, the requested new capabilities support a broad variety of business priorities and enterprise needs throughout the information technology portfolio. These new capabilities were identified through surveying each office within the Department to identify the most critical operational and programmatic needs. These also include continuing modernization efforts. The projects directly support HUD's strategic goals and mission objectives to deliver cost effective services to citizens and increase operational efficiency and cybersecurity. They address new legal requirements and reduce reliance on outdated, duplicative, and expensive-to-maintain systems and manual processes and allow greater sharing of data between systems.

Please see Appendix B for descriptions of each of the proposed new capabilities. The summaries include mission benefits, target functionality, total costs, and savings potential.

SUMMARY OF RESOURCES BY PROGRAM

(Dollars in Thousands)

Budget Activity	2022 Budget Authority	2021 Carryover Into 2022	2022 Total Resources	2022 Obligations	2023 Appropriation	2022 Carryover Into 2023	2023 Total Resources	2024 President's Budget
Operations and Maintenance	289,750	33,861	323,611	284,508	350,800	43,705	394,505	374,000
Development, Modernization and Enhancements	33,450	45,020	78,470	18,652	23,950	73,354	97,304	41,000
Total	**323,200**	**78,881**	**402,081**	**303,160**	**374,750**	**117,059**	**491,809**	**415,000**

a/ The 2021 carryover column includes actual recaptures.
b/ The 2022 carryover for DME includes $8.6 million of Technology Modernization Fund (TMF) transfer funds set aside for Identity Credential and Access Management (ICAM) and $54 thousand of reimbursable carryover from the Federal Permitting Improvement Steering Council (FPISC) for enhancements to the Tribal Data Assessment Tool (TDAT). It also includes planned prior year recaptures of $10 million.

LEGISLATIVE PROPOSALS AND GENERAL PROVISIONS

General Provisions

The 2024 President's Budget re-proposes the following general provision that was enacted in the 2023 appropriations law:

Information Technology Transfer Authority: This provision, as modified in the Budget, allows for the transfer and merger of up to $10 million in S&E funds to the Information Technology Fund. (Sec. 228)

APPROPRIATIONS LANGUAGE

The 2024 President's Budget includes proposed changes in the appropriations language listed below. New language is italicized, and language proposed for deletion is bracketed. For implementation of this appropriations language, the list and definitions of major projects are in Table 2 and the DME Classifications section above.

For Department-wide and program-specific information technology systems and infrastructure, [$374,750,000]*$415,000,000*, to remain available until September 30, [2025, of which up to $23,950,000 shall be for development, modernization, and enhancement projects, including planning for such projects] *2026: Provided*, that not more than 10 percent of the funds made available under this heading for development, modernization, and enhancement may be obligated *for any major modernization project* until the Secretary submits [and]*a plan for such project to* the House and Senate Committees on Appropriations [approve a plan that—] [(1) identifies for each development, modernization, and enhancement project to be funded from available balances, including carryover—] [(A) plain language summaries of the project scope;] [(B) the estimated total project cost; and] [(C) key milestones to be met; and] [(2) identifies for each major modernization project—] [(A) the functional and performance capabilities to be delivered and the mission benefits to be realized;] [(B) the estimated life-cycle cost;] [(C) key milestones to be met through the project end date, including any identified system decommissioning;] [(D) a description of the procurement strategy and governance structure for the project and the number of HUD staff and contractors supporting the project; and] [(E) certification from the Chief Information Officer that each project is compliant with the Department's enterprise architecture, life-cycle management and capital planning and investment control requirements:] [Provided further, That not later than 30 days after the end of each quarter, the Secretary shall submit an updated report to the Committees on Appropriations of

the House of Representatives and the Senate summarizing the status, cost and plan for all modernization projects; and for each major modernization project with an approved project plan, identifying—] [(1) results and actual expenditures of the prior quarter;] [(2) any variances in cost, schedule (including procurement), or functionality from the previously approved project plan, reasons for such variances and estimated impact on total life-cycle costs; and] [(3) risks and mitigation strategies associated with ongoing work]. *(Department of Housing and Urban Development Appropriations Act, 2023.)*

APPENDIX A

Investment	Investment of Type	Definition
Enterprise Grants Management	Major	This investment provides Shared Services and information systems to automate the grants management lifecycle (pre-award, award, post-award stages) for formula and competitive programs across HUD.
Multifamily Housing and Healthcare Facilities	Major	This investment provides systems to support programs that provide mortgage insurance to multifamily housing and health care facilities and project based rental assistance. It includes services such as financial operations, asset management, and moving existing loan origination systems to modern technology platforms.
Public and Assisted Housing Oversight	Major	This investment provides systems that ensure public and HUD assisted housing comply with applicable laws and regulations. It provides accurate, credible, and reliable information to assess the condition and financial management of HUD supported properties and ultimately improve the nation's stock of affordable housing. HUD is modernizing outdated systems and automating manual processes used in providing this essential mission function.
Single Family Housing	Major	This investment captures all the systems that support HUD's Single Family programs including mortgage insurance on loans to purchase new or existing homes, condominiums, manufactured housing, houses needing rehabilitation, and for reverse equity mortgages to elderly homeowners. HUD is carrying out a multi-year investment called FHA Catalyst that began in 2019 to modernize FHA's infrastructure and to provide cloud-based platforms to reduce costs, risks and fraud, and bring FHA in line with current industry practices. The modernization approach is flexible with an agile approach and includes a single portal for lenders to interact with FHA for the full loan life cycle. Loan components are already in production, providing rapid turnaround and efficiencies to the agency and to the lender community.
UNISYS Migration Program	Major	Unisys Migration modernized the code base and accelerated the migration of five of HUD's most critical business systems from an on-premises mainframe database to the cloud. Both the existing mainframe and the five COBOL-based applications were expensive to maintain and required functional system enhancements to be built in the antiquated mainframe environment, deepening the technical debt associated with the decommissioning of the platform. Remaining activity is to finish repaying the Technology Modernization Fund in 2024.
Administrative Services	Non-Major	Enables HUD to control, manage and report on its facilities, property, and assets. Enables HUD to perform the back-office activities that support the execution of its mission-critical business operations.
Communications Support	Non-Major	This primarily comprises HUD websites as well as customer management tools. It enables HUD to exchange information with other government entities, citizens, stakeholders, and customers to deliver citizen services, implement public policy and serve customers more effectively.

Contact Center	Non-Major	This investment is improving interactions between HUD and its customers, starting with FHA activities. It results from a partnership with GSA Centers of Excellence to accelerate HUD's IT modernization initiatives.
Data Management Services	Non-Major	This includes data exchange, storage, extraction and transformation, recovery and classification of data. HUD is developing an Enterprise Analytics Platform to integrate sources of data to support business decisions, reporting, data analytics and risk mitigation.
Document Management	Non-Major	Enables HUD to support the generation, management, and distribution of intellectual capital and electronic media across the business and extended enterprise. This includes content management, document management, and records management.
Financial Management Support	Non-Major	Provides support for HUD enterprise financial management systems, including interface with shared service core financial system.
Geospatial Services	Non-Major	Provides automated capabilities that support visualization services, analysis, knowledge discovery, and business intelligence for optimal decision-making and evaluation.
Human Resources Automated Services	Non-Major	Includes information systems that perform a variety of HR business functions. The vision is to automate, integrate or replace legacy systems to move towards solutions of a one-stop shop for all HR Services.
Legal Oversight	Non-Major	Enables HUD to maintain guidance to implement laws; developing and tracking, and amendments to public laws.
Regulatory Enforcement	Non-Major	Enables HUD the ability to track, monitor, and report on enforcement activities which Involves activities aimed at direct monitoring and oversight of HUD sponsored programs.
Application	Standard	IT investment for the provisioning of an enterprise-wide shared application capability.
Data Center and Cloud	Standard	An IT investment for the provisioning of an enterprise-wide data center and/or cloud capability.
End User	Standard	An IT investment for the provisioning of an enterprise-wide end user capability.
IT Management	Standard	This investment ensures that all technology resources and associated employees FTEs are utilized properly and in a manner that provides value for the organization, and are managed according to Departmental priorities and needs.
IT Security Services	Standard	Enables HUD to properly orchestrate the IT resources and systems it requires to effectively provide its services and execute its mission. This includes projects such as IT Security Policy Compliance and Ops and ADP Security Staff.
Network	Standard	An IT investment for the provisioning of an enterprise-wide-area network (WAN), local-area network (LAN), and metropolitan-area network (MAN) capabilities.
Disaster Assistance Improvement Plan	eGov	This is a government wide eGov initiative. The managing partner is FEMA.
eRulemaking Docket	eGov	This is a government wide e-Gov initiative. The managing partner for this initiative is the Environmental Protection Agency.
GovBenefits.gov	eGov	This is a government wide e-Gov initiative. The managing partner for this initiative is the Department of Labor.

| Grants.Gov | eGov | This is a government-wide eGov initiative. The managing partners for this initiative are the Department of Health and Human Services. |
| Integrated Acquisition Environment | eGov | This is a government wide-eGov initiative. The managing partner for this initiative is GSA. |

APPENDIX B

Detailed Summary of New Capabilities

Note: Investments are in the same order as the New Capability table by major and non-major project on page 6.

New/Ongoing Investment Name	Organization	Prior Year Funding	2024 Request	Known Outyear DME Cost
electronic Special Needs Assistance (e-snaps)	Office of Community Planning and Development	$3 million	$5 million	$2 to $4 million

1. **Project Summary**

   HUD uses the e-snaps system to automate the $3 billion annual Continuum of Care (CoC) Program Competition, including an online data portal for applicants to submit detailed applications for homeless assistance funding. However, the e-snaps system is almost 16 years old and increasingly unstable, in use far beyond its originally projected technical lifespan. Continued use of e-snaps presents increasing risk to HUD's ability to make accurate and timely award. Basic system changes and updates required annually for each competition are costly; each change risks the stability of the system. A system failure, or significant drop in performance, will be catastrophic to the CoC Program and detrimental to local communities and homeless assistance providers that would experience significant funding delays.

   Beginning with 2023 funding ($3 million) and continuing with 2024 and 2025 funding, this project will replace e-snaps with a modern, reliable, and stable platform improving the efficiency of CoC grants management activities, drastically reducing program risk, and reducing maintenance and licensing costs.

2. **Mission Benefits**

   The modernized e-snaps will streamline the competitive grant competition, including the CoC grant application, review, scoring and selection, award, technical submission, and grantee reporting processes for grantees and HUD staff. HUD staff will no longer employ continuous manual interventions to overcome functional gaps in the system. Improved efficiency of grants management activities should reduce administrative burdens for grantees as well as HUD staff, streamline and reduce disbursement delays for renewals, and reduce cost, time, and effort associated with system configurations required each year to meet new policy directives and program strategies to address homelessness. The new platform will shorten the time to award, and free staff time currently spent on administrative tasks towards program oversight, policy, technical assistance, or analytics. Where possible, the new e-snaps system will improve data and workflow integration between pre-award steps and post-award performance or accomplishment reporting, improving HUD's ability to measure program performance. Finally, these efficiencies better position HUD to quickly implement special initiatives like the Youth Homelessness Demonstration Program.

3. **Target Functionality**
   - Improved system performance and stability. Eliminate the risk of total system failure and the negative impacts this would have to local communities and families, veterans, youth, and individuals experiencing or at risk of homelessness.

   - Reduced time to award. Streamlined scoring and selection processes, as well as improved access to system data will reduce the duration in days between competition close and award announcement. This saves HUD staff time, while faster awards reduce risk to the ability of service providers to support homeless individuals and families.

   - Improved business automation such as data analytics/availability and financial system interface, which may potentially improve timeliness and data accuracy for generating ad hoc as well as canned reports for HUD management and Congress.

   - Improved integration with HUD Financial systems will simplify and automate steps required for HUD to load funding, make commitments and obligations, or for grantees to make electronic funds draws.

   - Improved credentialling and authentication of users will allow for granular administrative controls which allows role-based Administrator privileges to be assigned to each user account. This enables organizations to distribute administration duties without having to provide full administrative permissions.

   - Customized architecture anticipating the range of system configurations required to automate each annual competition, driven by dynamic changes over time in program strategy and policy focus.

4. **Cost Savings**
   A modernized system will reduce some operations and maintenance costs, which currently approach $2 million annually. In addition, there is a cost avoidance of $200,000 or more in annual licensing (currently assumed by the HUD Infrastructure contract). A modernized e-snaps will reduce the substantial staff cost associated with manual interventions performed by HUD staff, Technical Assistance providers, HUD infrastructure staff, and grantees resulting from functional and data handling gaps in the current system, the troubleshooting of performance issues, and the repetitive reporting and aggregating of data in multiple systems.

New/Ongoing Investment Name	Organization	Prior Year Funding	2024 Request	Known Outyear DME Cost
PIH Modernization	Office of Public and Indian Housing	$6.6 million	$1.1 million	$1.5 million
• EIV Modernization	PIH	$2.5 million	$418,000	None
• HUDCAPS Section 8	OCFO	$4.1 million	$684,000	$1.5 million

1. **Project Summary**

   This project encompasses and funds two efforts partially funded in the Consolidated Appropriations Act, 2023: Enterprise Income Verification (EIV) modernization and HUDCAPS Section 8. The purpose of these investments, by project, are:

   EIV Modernization: EIV modernization will allow HUD to modernize its EIV system which was developed approximately 20 years ago as a custom-built application used to verify both prospective and existing HUD housing applicants' income and assets to ensure their eligibility for rental assistance. EIV has been a vital system used by Public Housing Agencies (PHAs) and other HUD rental housing providers for HUD's compliance with the Payments Integrity Information Act (PIIA), of which HUD is non-compliant. Specifically, this investment will allow for the creation of an entirely new application with many new and critical functions including

integration with the Housing Information Portal (HIP), which is the replacement for PIH's Inventory Management System-Public Housing Information Center (IMS-PIC) and application programming interfaces (APIs) that will allow for potentially daily data exchanges with partner Federal Agencies that provide income and asset data used for income verification, including, but not limited to, the Social Security Administration, Department of Health and Human Services Office of Child Support Enforcement, and the Internal Revenue Service.

HUDCAPS Section 8: The HUDCAPS Section 8 IT modernization effort will continue to focus on ensuring key accounting events and the disbursements of subsidy payments are migrated from the HUD Central Accounting Program System (HUDCAPS) and are properly interfaced with HUD's General Ledger. This is a requirement for retiring HUDCAPS (a legacy, but vital mainframe application). HUDCAPS disburses approximately $27 billion in Housing Assistance Payment (HAP) and Administrative Fees (Admin Fee) for TBRA annually. The IT knowledge base of HUDCAPS (ongoing operations and maintenance support) is extremely limited and shrinking quickly, creating potential risk that HUD may not be able to support HUDCAPS, risking payments to PHAs and owners/landlords of voucher units. This effort will integrate with PIH's new Enterprise Voucher Management System (EVMS), which automates the calculation, but does not disburse HAP and Admin Fee payments with the recording of the financial activity and the disbursement of funds. The integration of EVMS and this new solution is one element that will enable the Department to reduce its reliance on the legacy HUDCAPS system. This will allow for the Department to move closer to its goal of decommissioning HUDCAPS.

2. **Mission Benefits**

EIV Modernization: Currently, income and asset information are provided by HUD's partner Agencies through electronic, but offline data exchanges that occur quarterly and sometimes less frequently. This results in income and asset data being often out of date, increasing the risk of improper payments. This modernization effort will help HUD comply with PIIA requirements, substantially improve the timeliness of income and asset data used to determine program participant eligibility, and ultimately substantially reduce improper payments. Additionally, by better identifying program participants' eligibility, HUD housing providers will be able to better extend housing opportunities to eligible households that may be waiting for this assistance in their communities.

HUDCAPS Section 8: This effort will benefit HUD in multiple ways, specifically it will ensure that financial activity is accurately recorded, and disbursements will continue to be made timely. The underlying platform will be a more modern, economical, and stable IT platform and removing a constraint to retiring a costly mainframe application that becomes increasingly more challenging to support every year. The latter benefit could also result in long-term cost savings to HUD, but the primary benefit will be to ensure the ongoing ability for HUD to make and account for timely HAP and Admin Fee payments.

3. **Target Functionality**

EIV Modernization:

- Multiple APIs for EIV that will allow for the more seamless (potentially daily as opposed to quarterly) exchange of income and asset data between HUD and other Federal Agencies that maintain this data.

- Seamless integration with HIP, which will create a less burdensome operational requirement for Public Housing Agencies and other providers of HUD housing because they will be able to check income data directly from HIP and/or toggle between the two systems within a single interface. Today, many agencies print out tenant data maintained in IMS-PIC and then compare it offline while logged into EIV.

- A general API for EIV that can take advantage of both public (State and local governments) and private third-party income data sources (e.g., the Work Number, which is used by many PHAs).

HUDCAPS Section 8:

- Ensure appropriate recording of financial activity related to PIH subsidies.

- Migrating TBRA payment disbursements off of HUDCAPS, which is one element necessary to enable the retirement of HUDCAPS.

- Stabilizing and creating a long-term solution for providing TBRA payments to PHAs.

- Integration with EVMS creating more seamless data exchange between the calculation and disbursement of payments. Currently EVMS generates a flat file that must still be uploaded into HUDCAPS to record financial events and process payments, and this will eliminate that manual handoff. This integration will also facilitate reconciliation between funding calculations and disbursements which is critical to property accounting.

4. **Projected Cost Savings**

   Potential long-term cost savings of eliminating IBM mainframe applications at HUD.

New/Ongoing Investment Name	Organization	Prior Year Funding	2024 Request	Known Outyear DME Cost
eICAM - Enterprise Identity Credential Access Management	Office of the Chief Information Officer	$14.6 million*	$9 million	None

*$4.6 million has been received from the Technology Management Fund (TMF). An additional $10.2 million from the TMF is planned.

1. **Project Summary**

   The enterprise Identity Credential and Access Management (eICAM) is a critical capability outlined in Executive Order 14028 Improving the Nation's Cybersecurity. ICAM ensures that the individual attempting access to HUD data is actually the person with those credentials. As required by OMB directive M-19-17, HUD is moving forward with the initial deployment across 15 applications within FHA-Connection in 2023-2025 using TMF funds. The 2024 funds will enable the initial implementation of ICAM capability across the HUD enterprise.

2. **Mission Benefits**

   Enterprise Identity and Credential Access Management will enable HUD to start meeting the Zero Trust functionality as directed by EO 14028 and OMB circulars. For the first time, HUD network, applications, and database users and system administrators will be able to incorporate the industry and government best practice of least privilege access to information. Providing the least privilege which provides access to specific information employees require for their duties, and only access to that information, provides security against the loss of personal identifiable information (PII) to personnel who should not have access to such information. This is an industry and government best practice and functionality across the enterprise will support information and operational security requirements.

3. **Target Functionality**

   The ICAM capability will enable the HUD CIO and CISO team to ensure proper authentication by each user to access specific data required by their work role. This Role-Based Access is critical to ensure the proper use, transmission, and storage of data by only those HUD employees who are authorized to access, transmit, and store such data. This eICAM capability will provide security and data protection for personal identifiable information, personal health information, Federal tax information, etc.

4. **Projected Cost Savings**

No cost savings will be realized. This investment provides a required security functionality.

New/Ongoing Investment Name	Organization	Prior Year Funding	2024 Request	Known Outyear DME Cost
LOCCS/Treasury ARC Oracle Federal Financials (OFF) Financial Interface Modernization	Office of the Chief Financial Officer	$3 million	$3 million	None

1. **Project Summary**

The Line of Credit Control System (LOCCS) is the Department's primary disbursement and funds control system for all grants and Office of Housing subsidy programs. LOCCS is not integrated with Oracle Federal Financials, which is the Department's core accounting system. Instead, the antiquated legacy HUD Central Accounting Program System (HUDCAPS) is used to exchange the allotment, grants, and Housing subsidies financial activity between LOCCS and the core accounting system.

The lack of integration between LOCCS and the core accounting system results in an extended timeline for processing financial transactions that delays disbursements to grantees and Office of Housing's subsidies projects and related financial reporting. The Department is unable to decommission HUDCAPS and its IBM mainframe, which are expensive to maintain and the subject of GAO and OIG audit findings. A separate project to complete the PIH Enterprise Voucher Management System (eVMS) to improve PIH and Public Housing Agency (PHA) operations must also be completed to be able to decommission HUDCAPS.

2. **Mission Benefits**

This initiative improves the reliability and quality of financial data, streamlines, and strengthens financial management and allow timely grants and Housing subsidies disbursements. By enabling the use of shared services system-to-system integration, it improves productivity and security and consolidates IT infrastructure. It will reduce operations and maintenance costs while removing unsupported and antiquated technology. This project enables HUD to move closer to decommissioning both HUDCAPS and the IBM mainframe which helps to fast-track our path to complete digital transformation.

3. **Target Functionality**

The targeted functionality and changes will include:

- Enhance the existing financial interface system, New Core Interface Solution (NCIS), to exchange the allotment, grants and Housing subsidies financial activity between LOCCS and the core accounting system.

- Deactivation of HUDCAPS financial interface capabilities.

4. **Projected Cost Savings**

HUD estimates a possible reduction in the $2 million per year for contractor support operations and maintenance costs for HUDCAPS due to the deactivation of the HUDCAPS financial interface capabilities. PIH will still use the remaining HUDCAPS capabilities for all subsidies financial operations and disbursements to PHAs. When the enterprise Voucher Management System (eVMS) is completed with all HUDCAPS capabilities incorporated, and disbursement of Section 8 subsidies is migrated to an alternative system, then the Department can begin the necessary steps to decommission HUDCAPS and the IBM mainframe.

New/Ongoing Investment Name	Organization	Prior Year Funding	2024 Request	Known Outyear DME Cost
Zero Trust & Trusted Internet Connection	Office of the Chief Information Officer	$4.9 million	$6 million	$10 million

1. **Project Summary**

These funds will enable the HUD Zero Trust program to continue planning and maintain momentum from 2023 to meet requirements as directed in Executive Order 14028 and OMB-22-09. HUD is currently last across the Federal Civilian Executive Branch in Multi-Factor Authentication (MFA) and these funds will be used to drive MFA across the entire HUD network, applications, and databases. These funds will also be used to procure and implement Zero Trust Architecture (ZTA) required capabilities of data loss prevention, data encryption in transit and at rest, user entity behavior analytics (UBEA), intelligence analytics, and provide and gain HUD capacity in Penetration testing and incident response and mitigation capabilities.

2. **Mission Benefits**

As outlined in EO 14028 and OMB-22-09, the benefits of ZTA are clearly delineated in providing identity (HUD eICAM program), devices, networks, databases, and applications. ZTA comprises multiple capabilities across each of these functional areas and HUD's strategic plan for implementing ZTA is being developed for approval in 2023. The objective is to provide a secure, operable, and defensible network which follows industry and government best practices.

3. **Target Functionality**

These funds will be used specifically to complete the HUD-wide MFA capability across the enterprise; increase data loss prevention capability (DLP) across the HUD-wide enterprise, provide UBEA HUD-wide, procure and implement Penetration Team and Incident Response team capabilities within HUD CISO, procure intelligence analytics, and provide data encryption capability for data in transit and at rest; all in accordance with EO 14028 and OMB-22-09.

4. **Projected Cost Savings**

No projected cost savings. These capabilities will provide information security across HUD-wide networks, applications, and databases for the future in accordance with EO 14028 and OMB directives, which should result in an approximate 40 percent lower risk of data breach or intrusion into HUD networks.

New/Ongoing Investment Name	Organization	Prior Year Funding	2024 Request	Outyear DME Cost
FHA Modernization (Single Family Housing)	Housing	$78 million	$3.3 million	None

1. **Project Summary**

HUD is carrying out a multi-year investment called FHA Catalyst that began in 2019 to modernize FHA's infrastructure and bring FHA in line with current industry practices. Loan components are already in production, providing lenders with streamlined electronic processes for the submission of FHA case binders, claims, and data on defaulted mortgages. Through this investment, FHA will continue to strengthen internal controls and mitigate outstanding IT audit findings through technological integrations with other Federal systems. The Office of Housing will further develop its underwriting and valuation analytics tools to improve the process for

evaluating loan level data. It will also add functionality to its IT systems to enable more flexible and effective loss mitigation policies and lender oversight.

2. Mission Benefits

This investment will support FHA in modernizing its IT systems and mitigating critical IT-related program risks. The investment will support the performance of the Mutual Mortgage Insurance Fund through enhanced IT analytics and data collection. It will allow FHA to better support borrowers who are delinquent in their mortgage payments by offering more flexible policies that are currently unavailable due to IT limitations and more efficient and effective oversight of HUD mortgages.

3. Target Functionality

HUD will modernize its origination, servicing support, and lender management practices. Increased functionality will include strengthened flexibility to administer claim payments to mortgagees in the partial claim process. Additional analytics tools will be used to evaluate loans and collect data, including for the Title I Manufactured Homes program. HUD will enhance integrations with other Federal internal controls systems, including Treasury's Do Not Pay system.

4. Projected Cost Savings

These changes will improve operating efficiency for FHA while mitigating financial risks to the Mutual Mortgage Insurance Fund through improved internal controls and analytics. FHA's business partners are also expected to experience reduced operational costs resulting from FHA's modernized user processes and streamlined user experience.

New/Ongoing Investment Name	Organization	Prior Year Funding	2024 Request	Known Outyear DME Cost
Tenant Complaint CRM	Multi-family Housing	N/A	$1.5 million	None

1. Project Summary

HUD does not have a system to enable Multifamily Housing (MFH) Asset Management staff, Performance-Based Contract Administrators (PBCAs), the Multifamily Clearinghouse call center, and Field Program Management staff to conduct unified intake, tracking and resolution of tenant contacts related to unsafe and unsanitary property conditions or exigent health and safety conditions in Multifamily-assisted properties. The various parties maintain multiple systems with uncoordinated logging and tracking of information, which significantly limits MFH's ability to understand, track, and address complaints in a coordinated manner.

2. Mission Benefits

An integrated tenant complaint logging and tracking system would allow HUD to assess and act swiftly upon a wide variety of complaints regarding properties in its portfolio and take a coordinated approach regardless of the point of intake. All parties would be able to track and update progress toward resolution in real time and be more responsive to tenants while avoiding duplicative work on the same issue. This integrated system will also enable HUD to better understand the overall volume and nature of complaints, both at individual properties and across different portions of our portfolio such as by city, program, or management agent, resulting in increased awareness of conditions and potential issues within the MFH property portfolio.

3. **Target Functionality**

Full integration as a single system for intake and tracking of tenant complaints by MFH Asset Management staff, PBCAs, the Multifamily Clearinghouse call center, and FPM, including the following:

- Ability of staff to have real-time feedback and reporting on status of tenant complaints and ongoing action tracking and reporting.
- Ability to aggregate instances of tenant feedback within a particular property and across portfolio on an ongoing basis.

4. **Projected Cost Savings**

Saves PBCAs and other contractors from having to invest in standalone system(s) to address this need and avoids uncoordinated responses. In addition, an integrated platform would result in better awareness of issues in the MFH portfolio, reduced duplication of effort and full awareness of issues across all responsible parties. Improved tracking will facilitate early intervention to address arising physical condition and safety issues at properties, resulting in quicker and better outcomes for tenants and greater protection of HUD's investment in the underlying assets.

New/Ongoing Investment Name	Organization	Prior Year Funding	2024 Request	Known Outyear DME Cost
Affirmatively Furthering Fair Housing Compliance Improvements	Office of Fair Housing and Equal Opportunity	N/A	$2 million	$0.5 million

1. **Project Summary**

The Fair Housing Act requires HUD and recipients of Federal funds from HUD to affirmatively further the policies and purposes of the Fair Housing Act. To facilitate the development of Fair Housing Planning documents required of the AFFH process, it is necessary to provide funding for two legacy systems that were created for the implementation of the 2015 Affirmatively Furthering Fair Housing Rule.

The Data and Mapping Tool (AFFH-T) and the AFFH User Interface (AFFH-UI) are the capabilities that must be fully operationalized within HUD. The AFFH-T is online and has been maintained but was never fully actualized; it provides information at the local level but not at the PHA or State level. However, to provide more updated maps, better usability, and more information, HUD is requesting additional funding to make improvements to the tool.

2. **Mission Benefits**

The AFFH-T will provide grantees an opportunity to see maps and demographic information from vetted and reliable sources that will assist in their understanding of the unique factors of their jurisdiction. Additional funding is requested to add new data points and enhance customer useability. The changes to the tool will aid funding recipients in the process of creating goals that target their unique challenges. Additionally, by expanding the types of grantees and recipients (PHAs and State grantees) that can use the information provided in the data and mapping tool we will increase the successful implementation and execution of the AFFH Notice of Proposed Rulemaking (NPRM). The AFFH-UI will provide grantees with a portal for digital filings of AFFH reports that will replace a cumbersome paper-based process. Electronic filing of reports will make it easier to submit and review the files required by the AFFH rule. Other benefits include:

- Integration with other business systems will reduce redundancy of data across multiple systems.
- Automated FHEO Reviewer Instructions will enable completion of assessment reviews within the required timeline.

3. **Target Functionality**

- An updated AFFH-T will provide funding recipients with updated demographic information to better aid in goal setting to adhere with the mandate of AFFH.
- The AFFH-UI solution shall provide a basic reporting module to monitor the submissions and review processes.
- The AFFH-UI solution will have routing, tracking, and other data management functions to incorporate reporting both for end users and management.

4. **Projected Cost Savings**

This project provides electronic filing capability to grantees, which has been a cumbersome paper-based process and will generate the Notice of Receipt, rather than it having to be manually typed and issued. These will save labor costs for both HUD staff and grantees. It will also promote electronic record management requirements as well as adhere to the Paperwork Reduction Act (PRA) of 1980 that establishes a broad mandate for agencies to perform their information activities in an efficient, effective, and economical manner.

New/Ongoing Investment Name	Organization	Prior Year Funding	2024 Request	Known Outyear DME Cost
FHIP - Fair Housing Initiative Program Performance Tracking Database	Office of Fair Housing and Equal Opportunity	N/A	$1 million	None

1. **Project Summary**

The Office of Fair Housing and Equal Opportunity (FHEO) has been monitoring the Fair Housing Initiatives Program (FHIP), a multi-million-dollar grants program, for almost twenty years without a grants management system. In 2022, grant funds will be awarded to over 122 organizations. FHEO anticipates an increase in eligible organizations in future years. This will make it very difficult to effectively manage the program with multiple, overlapping grants using ad hoc manual systems. HUD requires a cloud-based grants management system that will provide a centralized tracking and monitoring system for its open grants.

2. **Mission Benefits**

The system would be used daily to manage and monitor grants for three Fair Housing Initiatives Programs. It would retain data for FHIP's grantees, particularly for tracking fair housing enforcement and outreach outcomes, allowing FHEO to efficiently respond to inquiries from the Congress and other stakeholders. It will also allow more efficient management of the budget using aggregated performance and financial data to make informed decisions.

3. **Target Functionality**

Support the following key components:

- Ability to send notifications to grantees as their applications progress through the process during the pre-award/award stages, and notification of acceptance or deficiencies of deliverables during the post-award monitoring process.

- Ability to leverage system capabilities such as workflow, reporting and dashboard capabilities, interface and data sharing with related systems, and forms creation and management.
- Payment capabilities (i.e., possible interfacing with LOCCS to disburse funds to grantees).

4. **Projected Cost Savings**

The proposed grants management system will support FHIP's overall mission as identified below:

- Will save staff time and reduce the burden for grantee reporting and move towards eliminating paperwork in lieu of electronic records.
- Ensure budgetary requests are based on accurate performance and financial data.
- Ensure that data is consistently stored, shared, and used across the organization based on roles, needs, and permissions.
- Potentially reduce the need for additional data requests and reduce burden to staff and grantees in support of the HUD strategic plan.

New/Ongoing Investment Name	Organization	Prior Year Funding	2024 Request	Known Outyear DME Cost
HEMS - HUD Enforcement Management System	Office of Fair Housing and Equal Opportunity	N/A	$1.5 million	None

1. **Project Summary**

Currently, the HUD Enforcement Management System (HEMS) is designed and equipped to handle only Fair Housing Act cases. Under Title VIII, however, there is still a need to support other types of investigations and reviews, including, but not limited to, Title VI of the Civil Rights Act of 1964 and Section 504 of the Rehabilitation Act of 1973. FHEO currently has no automated system to hold investigations and reviews done under these authorities; there are only paper records. While there are differences in what fields would be needed in a system for these authorities, much of the basic functionality is similar to what is currently in HEMS.

2. **Mission Benefits**

Enhancements to HEMS for Other Authority Cases and Reviews would eliminate duplication of case information that has already been entered in HEMS. Implementation of additional FHEO and FHAP Letters will decrease the time necessary to investigate and process Fair Housing Act cases and will also greatly reduce errors in creation of case correspondence.

3. **Target Functionality**

- Improved data management and utilization, as well as improvements to system access and utilization across devices and platforms
- Electronic Case File Creation and uploading of investigation documents and compliance reviews.
- Improving forms creation and management and electronic case tracking.

4. **Projected Cost Savings**

Improvements will strengthen HUD's Enforcement line of business as executed by FHEO and OGC. These enhancements will increase operational efficiencies, allowing staff a greater degree of access to the investigative files. This would not only streamline the process but provide better business analytics and more accurate calculation of complaint processing time. This would allow

HUD Program staff to focus on complaint content and merit and provide more accurate, complete, and timely information.

New/Ongoing Investment Name	Organization	Prior Year Funding	2024 Request	Known Outyear DME Cost
Housing Counseling Network Management System (HCNMS)	Office of Housing Counseling	N/A	$2 million	None

1. Project Summary

The Housing Counseling Network Management System (HCNMS) investment is critical to reducing program risk and automating manual processes to conduct more than 400 agency performance reviews and over 300 grant awards annually, with funds accountability and new agency application processes. The cloud-based FedRamp certified platform will manage risk, monitor agency performance, and track impact and outcomes across all Housing Counseling initiatives in real or near real-time processing. The system will reduce the risk of non-certified counselors providing counseling services, ensure client data is secure and protected from unauthorized release, and increase program effectiveness and analysis through peer-to-peer communications with related partners such as FHFA and GSEs.

2. Mission Benefits

The cloud-based system will:

- Analyze real-time agency counseling session datapoints for compliance with program requirements prior to acceptance into the HUD database.
- Provide custom management-level reports immediately upon closure of agency reporting periods versus waiting months to complete the process.
- Conduct data analytics of transmitted data to assist management with program resource allocation.
- Provide staff level dashboards regarding individual portfolio performance in real-time.

3. Target Functionality

- Provides a comprehensive grants management platform that will allow electronic transfer of data points from HUD's grant solutions platform directly into HCNMS.
- Computes a grant score for each eligible applicant, analyzing past grantee performance and grant utilization. Issues deficiency notifications to agencies not meeting application requirements.
- Computes applicant's grant amount and generates grant award agreements with digital signatures upon approval.
- Manages grants during the period of performance and communicates with LOCCS system for real-time monitoring of agency funds utilization and reporting.

4. Projected Cost Savings

The new cloud-based system will automate and streamline current manual processes to save significant processing and staff time. This system will save approximately 6,000 staff hours annually, streamlining and automating agency-required monitoring and system cross-checking information about agencies through shared services. Finally, it is increasingly costly to modify or make changes to the current system to capture impact data when new initiatives are implemented.

New/Ongoing Investment Name	Organization	Prior Year Funding	2024 Request	Known Outyear DME Cost
Translation of Digital Media	Office of Public Affairs	N/A	$1 million	None

1. **Project Summary**

    The purpose of this investment is to provide an enterprise multi-language translation solution that program offices across the Department may use to translate digital content into multiple languages. Implementing a multi-language translation system will enable HUD to reach non-English speaking audiences that need the services that HUD provides but because these audiences are not proficient in English, they are unaware of critical services. The translation system will primarily be used to translate content that currently exists on HUD.gov including web pages and documents into multi-languages. With the increasing use of social media platforms, the translation tool will also be used to translate other digital media such as graphics and content used on social media platforms, thus allowing HUD to reach an even larger audience. The expected outcome is to increase HUD's reach to communities that need HUD's services and resources.

2. **Mission Benefits**

    Part of HUD's mission is to create inclusive communities and quality affordable homes for all. Title VI of the Civil Rights Act of 1964 prohibits discrimination based on race, color, and national origin in programs and activities receiving Federal financial assistance. National origin discrimination includes, among other things, failing to provide meaningful access to individuals who are limited English proficient (LEP). Executive Order 13166, the title "Improving Access to Services by Person with Limited English Proficiency," required Federal Agencies to assess and address the needs of eligible persons seeking access to federally conducted programs and activities which, due to LEP, cannot fully and equally participate in or benefit from those programs and activities. By implementing a multi-language digital translation system, HUD will increase its reach and inclusivity of multi-language communities that will benefit from HUD's resources and services.

3. **Target Functionality**

    Translation of web pages, documents, and digital assets into multiple languages.

4. **Projected Cost Savings**

    The multi-language translation system is intended to be an enterprise solution that all of HUD will be able to use to translate digital content, thus reducing the burden on individual program offices to hire translators.

New/Ongoing Investment Name	Organization	Prior Year Funding	2024 Request	Known Outyear DME Cost
Disaster Tracking System	Office of Public and Indian Housing	N/A	$2.6 million	$1.4 million

Note: This project is a separate initiative from the PD&R Disaster Recovery Portal that received funding in 2022. The PD&R project is intended to facilitate the data transfer between FEMA and HUD to inform several key data points related to disaster survivors, HUD assisted status prior to the disaster, informing supplemental disaster funding allocations, and addressing duplication of benefits issues. While separate, the projects collectively benefit each mission in that the PIH Disaster Tracking System will use data gathered by the PD&R Disaster Recovery Portal to help inform and enhance efforts being made by HUD to help rehouse families.

1. **Project Summary**

    Each year, there are 150 to 250 disasters that affect HUD-assisted families. The existing process for gathering and analyzing data is manual, labor intensive, prone to reporting delays, and fragmented across different parts of HUD. This IT investment will provide an automated, streamlined workflow, reporting, and tracking mechanism. It will enable HUD to better visualize disaster impacts on assisted families and properties across the United States, quickly identify resources such as alternative/temporary housing, and efficiently deploy those resources to mitigate the disasters' effects. This automated platform could serve as the foundation for a HUD-

wide disaster reporting system that shows all HUD-assisted families and properties in one dashboard for a coordinated, agency-wide approach to each disaster.

2. **Mission Benefits**

The system would result in HUD-assisted families displaced by disasters being rehoused faster, which is fundamental to HUD's mission to help meet the need for quality affordable rental homes and utilize housing as a platform for improving quality of life. The project would expedite the delivery of urgently needed emergency and disaster updates for impacts to families and public housing agencies (PHAs) as well as expedite the processing of multiple types of administrative requests. In addition, the proposed project would assist PHAs to house families, as well as substantially enhance Field Office staff's ability to monitor the long-term impacts of a disaster. Furthermore, it would enable HUD to collaborate more effectively with other Federal Agencies, like the Federal Emergency Management Agency (FEMA), to coordinate the Federal response.

3. **Target Functionality**

- This workflow automation process will digitally streamline disaster management and response across an array of areas including communication, coordination, and tracking to assess and document impacts in one location.
- This system will enable timely, visual, geo-located requests to each HUD field office both before and after a disaster to notify them which properties and PHAs to reach out to and when reporting is due.
- The system will show the unimpacted PHAs near disaster areas with vacant public housing or housing choice voucher disaster waitlist preferences for field office staff to use to contact about relocation opportunities, enabling quicker re-housing of impacted families.
- The system will make disaster tracking, compliance, and audits broadly accessible within the agency to provide data-driven answers to complex questions in one location and just a few clicks away.

4. **Projected Cost Savings**

Successful adoption of this system would save thousands of hours of HUD headquarters and field staff and PHA staff time with a more targeted, coordinated approach to assist PHAs and families after a disaster. It would reduce reporting burdens and inconsistencies by streamlining the submission of 100 – 200 Preliminary Impact Assessments a year from PIH field offices. It would also reduce reporting burden and staff hours by auto-generating approximately 250 PIH Situation Reports per year on active disasters impacting PIH families and properties. HUD can expect a conservative estimate of $1.25 million saved by automation over a 5-year period.

New/Ongoing Investment Name	Organization	Prior Year Funding	2024 Request	Known Outyear DME Cost
Enterprise Service Delivery	Office of the Chief Information Officer	$3.05 million	$2 million	$3 million

1. **Project Summary**

The overall Enterprise Service Delivery effort aims to modernize and consolidate several enterprise-wide services onto a single technology platform to gain operational efficiencies, leading to significant cost savings, employee empowerment through self-service tools, and greater compliance posture. The Enterprise Service Delivery investment was initially funded in 2022. The 2024 Budget request will allow HUD to continue its effort to bring on new functionality to the ServiceNow based platform that HUD is in the process of rolling out. For the first phase (2022), HUD has targeted moving or creating a new capability with its IT Help Desk, Facilities & Space Management, IT Budget Formulation, IT Operations Management, and a

portion of Human Resources (HR) Transformation capability onto the platform. With the continuing funds HUD is targeting build out of the complete HR Transformation, IT Hardware and Software Asset Management, and the start of the Governance, Risk, and Compliance (GRC) capabilities.

2. **Mission Benefits**

HUD will be able to further its goals to consolidate many of its major internal operational capabilities onto the ServiceNow platform. The specific funding requested for this period will be used for completing a holistic HR Transformation which will empower HUD employees by providing them more visibility and self-service abilities for their employment matters. The funds will also be used to build out HUD's asset management capabilities around both IT software and hardware which is expected to benefit HUD in maintaining compliance, having greater visibility into asset spend, and help inform the budgeting process.

3. **Target Functionality**

- A comprehensive portal which modernizes the full employee HR lifecycle.
- Ability to track IT hardware and software assets in an integrated fashion which will allow HUD to proactively track the full lifecycle of hardware assets and software usage.

4. **Projected Cost Savings**

The overall Enterprise Service Delivery initiative is expected to allow HUD to retire legacy systems. This will help defray the cost of the transition to and maintenance of a ServiceNow based platform but will not likely result in a net cost savings. However, HUD expects substantial operational associated cost savings in the applications that sit upon the platform. For example, having a full-fledged IT Asset Management system will allow HUD to properly track the hardware and software usage and ensure HUD is only purchasing and maintaining IT assets that are being fully utilized. HUD expects that the operational savings and higher productivity will exceed the investment needed to build out Enterprise Service Delivery.