

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Administrative Support Offices

Office of the Chief Information Officer

SALARIES AND EXPENSES

(Dollars in Thousands)

	2022*	2023			2024		
	Actuals	Carryover	Enacted	Total	Carry Over	President's Budget	Total
Personnel Services	\$45,035	\$1,100	\$49,704	\$50,804	\$900	\$58,854	\$59,754
Non-Personnel Services							
Travel	23	149	-	149	292	-	292
Transportation of Things	-	-	-	-	-	-	-
Rent and Utilities	-	-	-	-	-	-	-
Printing	3	1	-	1	1	-	1
Other services/Contracts	14,467	5,072	16,300	21,372	1,000	15,600	16,600
Training	341	1,000	-	1,000	1,000	-	1,000
Supplies	35	50	-	50	50	-	50
Furniture and Equipment	-	-	-	-	-	-	-
Claims and Indemnities	-	-	-	-	-	-	-
Total, Non-Personnel Services	\$14,869	\$6,272	\$16,300	\$22,572	\$2,343	\$15,600	\$17,943
Working Capital Fund	1,538		753	753	-	3,046	3,046
Carryover	7,372	-	3,243	3,243	-	-	-
Grand Total	\$68,814	\$7,372	\$70,000	\$77,372	\$3,243	\$77,500	\$80,743
FTEs	228	5	240	245	4	270	274

*Includes 2021 carryover

PROGRAM PURPOSE

The mission of the Office of the Chief Information Officer (OCIO) is to enable delivery of HUD programs, services, and management processes by providing high-quality information technology (IT) solutions and services to its stakeholders. The OCIO is committed to modernizing HUD IT. The OCIO is focused on the accomplishment of our programmatic goals to:

- Enhance service delivery, the IT workforce and processes to align with HUD and OCIO mission;
- Create repeatable processes that streamline and improve OCIO through performance and innovation; and
- Strengthen collaboration to deliver customer-focused outcomes.

HUD's mission is critical to achieving the President's vision to support underserved communities by improving public health and economic opportunities and addressing longstanding systemic challenges. This includes racial injustice, rising inequality, and the climate crisis. HUD's work is essential to improving the quality of life of the American people, and this investment in OCIO's salaries and expenses (S&E) will assist in ensuring that work can be done.

BUDGET OVERVIEW

The 2024 President's Budget requests \$77.5 million for the OCIO, which is \$7.5 million more than the 2023 enacted level. The Budget reflects total funding (carryover and new authority) of \$80.7 million, \$3.4 million above 2023 total funding.

The goal of this funding is for OCIO to continue to provide guidance, leadership and coordination for HUD's information management, technology investment and cyber security activities in support of HUD program delivery. This funding will also bolster OCIOs staffing and ability to carry out its mission.

OCIO's S&E resources are critical to ensuring HUD can perform mission critical functions related to operations for IT systems and security. OCIO staff must be trained and aligned to fully support agile development processes. Business and program system owners must be trained to understand requirements for coordination/participation in the development of HUD systems. HUD programs may experience delays in implementation timelines and/or the development of IT systems that do not meet the organization's mission or operational requirements.

Personnel Services (PS)

The Budget assumes total funding of \$59.8 million for PS, \$9 million above 2023 total funding. This funding will support 274 full-time equivalents (FTEs), 29 FTEs above the 2023 level. Funding at this level will allow the OCIO to continue to backfill critical vacancies and establish additional management and staffing capacity to assist in mitigating identified risks, address unmet needs, support Departmental strategic goals, and key operational initiatives. OCIO's PS resources are critical to ensuring HUD can perform mission critical functions related to operations for IT systems and security. OCIOs personnel priorities are as follows:

Budget and IT Resource Management Office (BIRMO), 5 FTEs:

- Eliminate the need for contractor support in risk management and audit management;
- Improve pre and post contract award work activities.

Chief Information Security Officer (CISO), 4 FTEs:

- Increase staff to investigate security incidents and ensure that all HUD employees are following best practices;
- Hire staff to assess and actively manage new and emerging threats.

Chief Technology Officer (CTO), 10 FTEs:

- Hire technical staff to provide in-house operations and maintenance (O&M) and development support for HUD's enterprise solutions;
- Reduce contractor funding in strategic initiatives and organizational support and hire more Federal employees.

Infrastructure and Operations Office (IOO), 10 FTEs:

- Hiring to support data center, cloud, network, and end user in-house;
- Increase staff to improve incident management;
- Improve Diagnostic Services-Operation Security for Continuous Diagnostic Monitoring (CDM) support services/incident response;
- Unify Communication-Network security engineers and network administrators;
- If OCIO contracts are not executed on time, then it increases the risk of going over budget for project deliverables. Also, delayed projects increase the risk of creating vulnerabilities to our infrastructure and operations.

The request assumes an allocation of 190 FTEs in Headquarters (+29 FTEs from 2023) and 55 FTEs in Field Offices (equal to 2023).

Non-Personnel Services (NPS)

The Budget assumes total funding of \$17.9 million for NPS, \$4.6 million below 2023 total funding. The significant decrease is due to increased staffing, which reduces OCIO's reliance on contractor support to augment IT staff functions.

The OCIO is reducing and not renewing two contracts with an approximate amount of \$4.8 million. The OCIO will maintain existing contracts in the amount of \$16.6 million, which are needed to maintain current services.

Working Capital Fund (WCF)

The 2024 WCF funding level is \$3 million, which is \$892 thousand more than the 2023 funding level, of which \$1.4 million was forward funded in 2022. This level reflects payments for baseline WCF services (including inflationary adjustments and changes in service utilization) and the addition of the End-User Devices, Scanning and Archiving Services business lines.

Information Technology (IT)

Within the Information Technology Fund, the Budget requests \$17 million to support the Enterprise Identity Credential Access (e-ICAM), Zero Trust and Trusted Internet Connection, and Enterprise Service Delivery.

eICAM - Enterprise Identity Credential Access Management (\$9 million): 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.

Zero Trust & Trusted Internet Connection (\$6 million): 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.

Enterprise Service Delivery (\$2 million): 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.

For additional information regarding HUD's Information Technology investments, please see the Information Technology Fund justification.

KEY OPERATIONAL INITIATIVES

As the support office responsible for all IT solutions, OCIO's staff support the efforts of the entire Strategic Plan and are an essential partner in ensuring mission success. Below are a few specific planned areas of focus and modernization for 2024.

OCIO's 2024 Budget will directly support the following HUD Strategic Objectives:

Strategic Objective 1B: Reduce Homelessness

- HUD plans to improve capacity of Continuums of Care (CoCs) to use existing data to measure and track system performance. OCIO will support these efforts by modernizing the Electronic Special Needs Assistance System (e-snaps) which supports the COC application process.

Strategic Objective 2A: Increase the Supply of Housing

- OCIO is supporting HUD's strategy to support the financing and production of new affordable housing by focusing on modernization and enhancement of multi-family systems including the Integrated Real Estate Management System (iREMS).

Strategic Objective 2B: Improve Rental Assistance

- HUD plans to institute the National Standards for the Physical Inspection of Real Estate (NSPIRE). NSPIRE will prioritize the detection and elimination of in-unit health and safety hazards, in accordance with these improved standards.
- To support these strategies to improve rental assistance, OCIO will modernize its information technology systems to use real-time data. Having access to the latest information will allow HUD to identify Multifamily owners with large portfolios and low occupancy rates.

Strategic Objective 5C: Strengthen Information Technology

- OCIO will continue to provide tools that are efficient, safe, secure, and resilient through improvements in Information Technology (IT), cybersecurity, and data management that support the Department's mission.
- Efforts will ensure that there are increased investments in IT infrastructure, cybersecurity improvements, and staff have the necessary knowledge, as well as resources, to succeed. OCIO will continue to focus on decommissioning legacy IT systems.
- OCIO will move to safe, sustainable, and standardized IT platforms that support operations enterprise-wide. OCIO will strengthen its IT and data governance and structure to ensure proper support for program areas, oversight, and management.

Operational Improvements

OCIO is proposing a reorganization to strengthen the areas of information technology management, governance, IT acquisition management and operations, cybersecurity, and data management. Additionally, it will improve the effectiveness and efficiency of OCIO's operations, support the transformation of evolving IT and cybersecurity environments and implement the IT risk-based approach program.

The proposed change will support the realignment of functions to the new organizational structure by: 1) supporting the transformation of OCIO to a modernized and agile IT service-oriented organization that more effectively supports the HUD mission areas; 2) enhancing IT governance and service delivery in order for OCIO to identify the costs savings of HUD's IT portfolio; 3) implementing the cybersecurity framework (improve HUD's IT security posture to provide a secure IT environment that enables HUD programs and services); and 4) improving the efficiency of the operations by aligning the relationship between OCIO's Office functionalities through clearly documented roles, responsibilities, policies, procedures and practices to OCIO's mission.

OCIO's reorganization supports enhanced program and project management activities, a robust cybersecurity program and skilled staff that provide a secure network that ensures the safety and privacy of all HUD's data. The revised organizational structure would enhance OCIO's ability to be a solution-driven organization. Furthermore, the reorganized structure will remediate and resolve cited audit findings from GAO and HUD OIG. The reorganization will allow OCIO to comply with numerous IT management laws, regulations, practices, directives, policies, and guidance as defined by the Congress, OMB, NIST, etc.

The OCIO proposes to create one new Deputy Chief Information Officer for IT Planning, Policy, and Performance Management that will align the Audit and Knowledge Management Division, Performance and Risk Management Division, and Policy and Planning Division to address IT needs through planning analysis and execution of the IT Strategic Plan. The office will be responsible for ensuring the agency is adhering to the Federal Information Technology Acquisition Reform Act (FITARA), the Clinger-Cohen Act, the Federal Information Security Modernization Act (FISMA), and other Federal IT laws, regulations, practices, directives, and policies. Additionally, this office is responsible for OCIO's enterprise risk, audit resolution management, knowledge and information management, and policy activities. This Office will support in-house roles for the reduction of audit contract resources and provide oversight management of the enterprise Independent Verification & Validation (IV&V) capability. The Performance and Risk Management Division will help separate and define governance processes and controls, oversee compliance with Federal mandates, coordinate and respond to external inquiries, and operationalize technology acquisitions to manage costs effectively. This office will be charged with establishing targets, measuring progress, coordinating, and implementing policy development, standards, tracking, and overseeing enterprise knowledge and information management to drive improvement towards the achievement of the goals established in HUD's and OCIO's IT Integrated Risk Management (IRM) Strategic Plans.

The current Chief Technology Officer (CTO) Staff will be renamed to the Office of the Chief Technology Officer (OCTO), which will establish the Application Development and Enterprise Architecture Divisions and realign the functions from the Customer Relationship and Performance Management Office to the Office of the Chief Technology Officer. This will enable the OCTO to have oversight and accountability over specific IT technology divisions and branches to support its role of leading and providing oversight to critical Agency IT needs and resources. Positioning the OCTO at an office level will give the OCTO authority over OCIO technology initiatives and help align the OCIO's IT development resources and capabilities with business needs and promote collaboration on strategic efforts related to enterprise architecture, customer requirements, and IT tools and technologies. This improves organization agility by assigning resources according to prioritization of solutions and IT products. This office will provide authority in establishing the OCIO's IT architecture and standards and evaluating, developing, and recommending technology solutions for the organization.

The Chief Digital Services Officer will merge with the OCTO and serve as a senior technical advisor that will enhance decision-making and authority over major technology solutions and reduce the risk of diverting resources and priorities from innovation efforts to operations and maintenance activities.

OCIO proposes to rename the Chief Information Security Staff to Office of the Chief Information Security Officer (OCISO), establishing five Divisions that include: (1) the Security Operations Center (SOC)/Computer Incident and Response Team; (2) Security Architecture and Innovation; (3) Security Governance, Risk, and Compliance; (4) Security Strategic Initiatives; and (5) Security Operations Divisions. OCISO will be responsible for ensuring agency compliance with federal laws by developing, documenting, and implementing an agency-wide cybersecurity program to provide a secure IT environment. OCISO oversees and implements continuous monitoring of all HUD IT assets, incident management, digital forensics, threat intelligence, and data management; the OCISO will include Security Operations. With the proposed structure, OCISO will continuously implement high risk management process to identify, assess, and mitigate the risks associated with the global and distributed nature of Information and Communication Technology (ICT) product and service supply chains. During the last few years, greater risk that malicious perpetrators could exploit vulnerabilities in the ICT supply chain causing disruption to mission operations, harm to individuals, or theft of intellectual property. Without establishing executive oversight of supply chain risk management activities, HUD OCISO is limited in the ability to make risk decisions across the organization about how to effectively secure the ICT product and service supply chains. OCISO will lack the ability to understand and manage risk and reduce the likelihood of that adverse events will occur without reasonable visibility and traceability into supply chains.

The OCIO proposes the name change of the Customer Relationship and Performance Management to the DCIO for Enterprise Project Management Office (EPMO) that oversees three divisions: (1) Program and Project Management; (2) Customer Engagement and Support; and (3) the Governance and Knowledge Management Divisions. The EPMO will be responsible for oversight of the day-to-day program and project delivery of the HUD OCIO IT Investment Portfolio, including managing key project activities, schedule, budget, and resources. The EPMO provides formal and repeatable processes for the planning, execution, monitoring, and control of programs and projects across HUD OCIO. The EPMO will be responsible and accountable for program and project delivery, to include, completing major tasks and deliverables in the Project Planning and Management (PPM) lifecycle activities, project status reporting, and facilitating project risks and issues resolution. The EPMO communicates enterprise-wide priorities and milestones and provides HUD OCIO guidance, governance, standardized processes, and portfolio, program and project management best practices, tools, and techniques.

OCIO proposes renaming the Office of Business and IT Resource Management Office (BIRMO) to Business Management and Operations. This proposal eliminates the Strategic Planning Staff function, aligns the Audit Compliance Branch to the IT Planning, Policy, and Performance office, and establish two new divisions, the Acquisition Management Division and Financial Management Division.

Lastly, OCIO proposes renaming the Infrastructure and Operations Office to the Office of Infrastructure and Operations.

The proposed organizational structure would: 1) bring OCIO up to industry standards; 2) strengthen the IT acquisition processes and procedures; 3) improve program/project management control activities; 4) implement emerging technologies; 5) boost OCIO's ability to develop in-house technical solutions and operations support; 6) expand the implementation of a comprehensive cybersecurity and risk management framework; 7) reinforce the IT governance framework activities as a part of OCIO's operations; 8) reduce the reliance on contractor support; and 9) employ, train and retain qualified and experienced Federal personnel.