# Customer Care Committee Charter

## Version 3.1

## February 2020

# Version History

| Version Number | Implemented By | Revision Date | Approved By | Approval Date | Description of Change |
|---|---|---|---|---|---|
| 1.0 | Chris Niedermayer | December 20, 2010 | | | Final Version 1.0 |
| 1.0 | Chris Niedermayer | July 29, 2011 | | | Updated to incorporate comments from internal review |
| 1.0 | Chris Niedermayer | July 29, 2011 | CCC Membership | August 2, 2011 | No changes; approved as proposed |
| 2.0 | Weems | August 8, 2013 | | | Updated based on OCRPM Working Sessions on Governance |
| 3.0 | F. Gaither/J. Cohen | August 3, 2016 | | | Updated to reflect most recent concepts of operations |
| 3.1 | E.Fleming | September 9, 2019 | | | Updated to reflect changes in Secretary-level governance |

# Contents

# 1. Purpose

The Customer Care Committee (CCC) supports the HUD Secretary and Chief Information Officer (CIO) by developing policies and providing oversight for all the Department of Housing and Urban Development's (HUD's) information technology (IT) investments. The CCC's overall purpose is to enable and enhance delivery of HUD's mission using technology by improving HUD's enterprise architecture and infrastructure services. The CCC's objectives include the following:

- Ensuring that HUD's IT investments and projects are aligned with the HUD strategic plan, policies and standards, and industry best practices
- Supporting mission requirements while minimizing risks
- Complying with enterprise architecture goals

The CCC's activities satisfy the risk management requirements of the Clinger-Cohen Act, and take into account advice and guidance from the Chief Information Officer's (CIO) Council, Chief Financial Officer's (CFO) Council, Government Accountability Office (GAO), Office of Management and Budget (OMB), and other government-wide advisory bodies that address capital planning and IT investment management.

The CCC is an oversight body that makes recommendations and implements actions to ensure that the direction and policies of the HUD Secretary are operationalized. To meet this responsibility, the CCC is supported by the Technical Review Subcommittee (TRC) and the Investment Review Subcommittee (IRC) in providing oversight of HUD's IT projects and investments. Together the IRC and TRC ensure that issues are thoroughly vetted, analyzed, and recommendations are developed before items are placed on the CCC's agenda.

# 2. Authority

The CCC is established to comply with the Clinger-Cohen Act (PL 104-106 at 40 USC, Chapter 25) and other federal authorities, and functions under the provisions of the Office of Management and Budget (OMB) Circular A-130, revised. Functional oversight of the CCC is provided by the CIO. The CCC has the authority and responsibility to oversee IT at HUD and make recommendations to executive leadership on matters that may impact the entire organization or individual business missions. It may also establish working groups to support its roles and responsibilities and provides direct oversight of any designated working groups.

# 3. Membership

The CCC is composed of the following members:

- Principal Deputy CIO (PDCIO) - Chair
- General Deputy Assistant Secretary for Fair Housing and Equal Opportunity
- General Deputy Assistant Secretary for Housing
- General Deputy Assistant Secretary for Community Planning and Development
- General Deputy Assistant Secretary for Public and Indian Housing
- General Deputy Assistant Secretary for Public Affairs
- Executive Vice President of Ginnie Mae
- General Deputy Assistant Secretary for Congressional Relations
- General Deputy Assistant Secretary for Policy Development and Research
- Chief Procurement Officer
- Chief Financial Officer
- Deputy General Counsel of Operations
- Director of the Office of Strategic Planning and Management
- Chief of Administration
- Chief Human Capital Officer
- Deputy CIO, Customer Relationship and Performance Management (Executive Secretary, Non-Voting Member)
- Customer Relationship Coordinators (Non-Voting members; attend based on the segment and relevant issues on the agenda)

Designated alternates may represent the members listed above. The names of alternates must be submitted to the CCC chair prior to participating in meetings. Alternates must have substantive decision-making authority within their business or support area, allowing them to vote on all matters presented to the CCC and to be fully informed on the CCC's previous, ongoing, and planned activities.

# 4. HUD Governance Overview

HUD's IT governance structure empowers business areas to influence strategic priorities for IT enterprise and business support services and ensures that IT investments align with mission area needs. The governance process instills the principles of transparency, engagement, and collaboration in the management of the Department's IT assets and services. Significant business area participation in the activities of the governance bodies ensures both enterprise service and business stakeholder frames-of-reference.

The CCC gets direction and acts in furtherance of the HUD Secretary's priorities. The CIO and PDCIO meet regularly with the HUD Secretary, General Deputy Assistant Secretaries (GDAS) and other senior staff to ensure alignment of priorities. All CCC investment recommendations must be approved by the HUD Secretary or Deputy Secretary acting on their behalf.

The CCC has formed two sub-committees, which perform analyses and other responsibilities delegated to them, and make recommendations to the CCC. These are the Investment Review Sub-Committee (IRC) and the Technical Review Sub-Committee (TRC). The TRC primarily focuses on overseeing the operations of specific IT projects, while the IRC primarily focuses on oversight of HUD's entire IT investments portfolio.
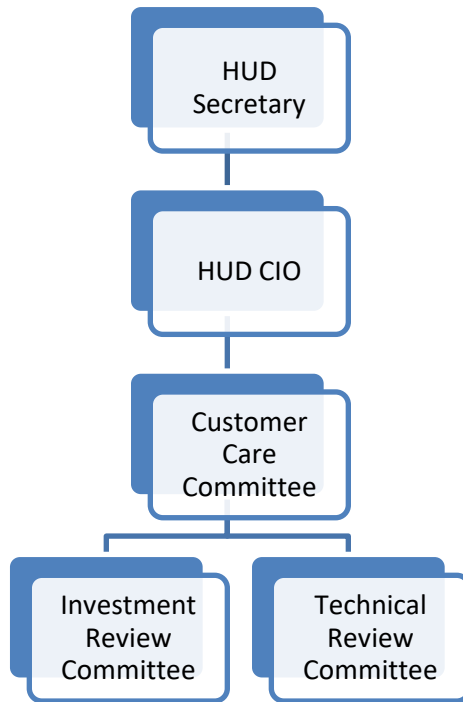
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**Figure 1. HUD's Governance Structure**

# 5.  Definition of Key Terms

The following are the key terms related to the management of information technology assets and services that are used in this charter.

**Portfolio –** HUD's IT portfolio comprises all investments, both operational and in development. Key oversight activities at this level include the following:

- Environmental scanning for new industry and federal government developments
- Development of enterprise architecture transition strategies
- Portfolio performance measurement

**Investment –** IT Investments are groups of projects, systems, and activities that focus on achieving an interrelated set of organizational goals and objectives in support of HUD's mission and in accordance with the direction set by HUD's target enterprise architecture or strategic priorities. Key oversight activities at this level include the identification, sponsorship, and selection of investments, and the monitoring of investment performance.

**Program Office –** Within a portfolio, investments are classified within program offices, which are established according to the organization of the project, system or service owner.

**Project -** Projects are temporary endeavors within an investment that will in some way improve the outcomes of the investment. IT Projects are managed according to the HUD Project Planning and Management (PPM) life cycle, and cover a range of types, including the following:

- Custom development or commercial/government off-the-shelf (COTS, GOTS) software
- Software, platform or infrastructure as a service (SaaS, PaaS, IaaS)
- Modifications, enhancements, or de-commissioning of an existing system
- Improved service delivery
- Organizational strengthening

**System -** a discrete set of information resources organized for the collection, processing, maintenance, transmission, and dissemination of information, in accordance with defined procedures.

# 6. Roles and Responsibilities

## 6.1 Overview of Roles and Responsibilities

The CCC provides regular oversight of HUD's IT activities in support of the HUD Secretary and CIO, as described in the following table, which outlines the roles and responsibilities of CCC members:

| Customer Care Committee Roles | Responsibilities |
|---|---|
| **Chair (PDCIO)** | <ul><li>Preside over CCC meetings</li><li>Schedule meeting agendas and disseminate agendas prior to meeting.</li><li>Act as senior IT advisor to the CIO</li><li>Review recommendations from the TRC and IRC for consideration and presentation to the CCC</li><li>Approve relevant materials and presents recommendations to the CIO for review</li></ul> |

| Members | <ul><li>Recommend investment selection and oversight criteria to the CIO</li><li>Prioritize investments based on CIO Criteria</li><li>Support the HUD Secretary and CIO in approving HUD's IT portfolio</li><li>Align IT Investments with the Department's Strategic Plan and Target Architecture</li><li>Recommend any changes to investments to the CIO</li><li>Recommend executive owners for newly created investments</li><li>Recommend project oversight criteria to the CIO</li><li>Implement any other IT related priorities set by the HUD Secretary and CIO</li></ul> |
|---|---|

**Table 1 – CCC Roles and Responsibilities**

## 6.2 CCC Responsibilities

**Recommend Investment Selection and Oversight Criteria to the CIO**

The CCC recommends strategic alignment criteria to the CIO for identifying and selecting investments based on their ability to address existing performance gaps and bring value to HUD. The CCC recommends a set of investment oversight criteria to the CIO. The criteria are utilized by the IRC to determine what level of governance oversight an investment should receive.

**Prioritize investments based on CIO Criteria**

The CCC reviews the ranking and prioritization of potential and existing investments based on the criteria. It adheres to the HUD Secretary's perspective to emphasize the needs of the entire enterprise in setting priorities.

**Support the HUD Secretary and CIO in approving HUD's IT portfolio**

As delegated and directed by the CIO, the CCC supports the approval of HUD's IT Portfolio. This includes reviewing the entire portfolio prior to submission to OMB and review of business cases submitted for consideration.

**Align IT Investments with the Department's Strategic Plan and Target Architecture**

The CCC ensures that HUD's IT investments closely align with the Department's strategic plan, alerting the CIO if any significant investments are out of alignment. This also includes the review and validation of analysis from the TRC and IRC regarding where a project best fits in the investment portfolio. The CCC also gives preliminary approval to enterprise roadmaps and modernization plans that enable HUD to more effectively implement its strategic priorities.

**Recommend any changes to investments to the CIO**

The CCC recommends changes in IT investments to the CIO. These changes may include the creation of new investments, the modification of existing investments, or the elimination of old or underperforming investments. Upon CIO validation, the CCC is responsible for ensuring that any approved change closes

performance gaps and continually aligns with HUD's strategic goals and enterprise architecture.

**Recommend executive owners for newly created investments**

The CCC recommends the appropriate executive owner for newly created investments. This recommendation will be presented to the CIO for consideration and validation.

**Recommend project oversight criteria to the CIO**

The CCC is responsible for creating a set of criteria utilized by the TRC to determine what level of governance oversight a project should receive. These criteria are validated by the CIO before being used by the TRC.

Following the direction and timing in OMB's annual budget formulation guidance, the CCC will make recommendations on IT budget requests in conjunction with the CIO and the CFO. The IT budget hearing is a special meeting to discuss the IT requirements presented by each Program Office Sponsor. The budget hearing includes the Program Office Sponsor's justification or rationale for each IT budget request. With this input from the CCC, the CIO then makes management recommendations to the Deputy Secretary for budget submission to OMB, and after OMB Pass back, to Congress.