



Investment Review Sub-Committee Charter

Version 3.1

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Version History

| Version Number | Implemented By | Revision Date | Approved By | Approval Date | Description of Change |
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| 1.0 | Chris Niedermayer | December 20, 2010 | | | Final Version 1.0 |
| 1.1 | Chris Niedermayer | May 10, 2011 | | | Updates to style and quality control review |
| 2.0 | Weems | August 30, 2013 | | | Updates based on OCRPM Working Sessions on Governance |
| 3.0 | F. Gaither/J. Cohen | August 4, 2016 | | | Updated to reflect most recent concepts of operations |
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1. Purpose

The IRC provides oversight for all the Department of Housing and Urban Development's (HUD's) information technology (IT) investments and reports its findings to the Chief Information Officer (CIO) and Customer Care Committee (CCC). The IRC is also responsible for helping to develop the IT Strategic Plan. Its members support the CIO in capital planning to make recommendations concerning portfolio and investment issues and opportunities. They also communicate IT related matters throughout their programs and organizations.

2. Authority

The IRC is established under the authority of the Clinger-Cohen Act (PL 104-106 at 40 USC, Chapter 25), and functions under the provisions of OMB Circular A-130, revised. The IRC has the authority and responsibility to oversee IT at HUD and make recommendations on matters that may impact the entire organization to senior governance officials. It may also establish working groups to support its roles and responsibilities and provide direct oversight of any designated working groups. Functional oversight of the IRC is provided by the CIO, and the other governance boards described in the next section.

3. Membership

The IRC is composed of the IT Program Manager(s) as designated by the GDAS or equivalent from each of the offices or organizational unit listed:

- OCIO IT Governance Lead (Chair)
- Chief Procurement Officer
- Chief Operating Officer
- General Counsel
- Chief Administrative Officer
- Chief Financial Officer
- Chief Information Officer
- Public and Indian Housing
- Housing
- Public Affairs
- Fair Housing and Equal Opportunity



- Community Planning and Development
- Chief Human Capital Officer
- Policy Development and Research
- Lead Hazard Control and Healthy Homes
- Field Policy and Management
- Government National Mortgage Association
- Equal Employment Opportunity
- Chief Technology Officer (Non-Voting)
- Chief Enterprise Architect (Non-Voting)
- Enterprise Program Management Division – (Customer Relationship Coordinators attend as non-voting members)

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

The CCC formed two sub-committees, which perform analyses and other responsibilities delegated to them, and make recommendations to the CCC. The two sub-committees are the Investment Review Sub-Committee (IRC) and the Technical Review Sub-Committee (TRC).

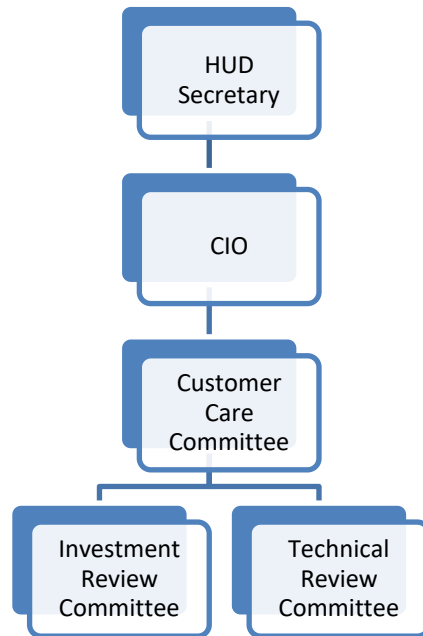


Figure 1. HUD’s Governance Structure

5. Definition of Key Terms

The lists below are the key terms related to management of information technology assets used in this charter.

Portfolio – HUD’s IT portfolio comprises all investments, both operational and 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 other responsibilities (e.g. legislative mandate, judicial and/or presidential directives, etc.) 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 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 following table outlines the roles and responsibilities of all members of the IRC:

| Sub-Committee Roles | Responsibilities |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Chair | <ul style="list-style-type: none"> • Schedules and maintains agendas and meeting minutes • Maintains and disseminates meeting agendas beforehand • Approves relevant documentation and presents recommendations to the CCC |
| Voting Members | <ul style="list-style-type: none"> • Review and support the Enterprise Roadmap • Advise on IT Strategic Goals and Direction • Participate in prioritization of investments • Recommend alignment of investments • Provide other support activities as directed by the CCC |

Table 1 – IRC Roles and Responsibilities



6.2 IRC Responsibilities

6.2.1 Review and Support the Enterprise Roadmap (ER)

HUD's IT priorities are expressed in the Enterprise Roadmap, including business driven prioritization of modernization blueprints. The Enterprise Architecture (EA) team provides the ER to the IRC, whose focus is on the business and performance components of the ER. The TRC's focus is on the service, data and technical aspects. It is important for the IRC and TRC to have a common understanding of the ER. The IRC provides recommendations on modernization priorities and ER sequencing to the CCC based on business priorities. The IRC considers the potential funding implications of their recommendations.

6.2.2 Advise on IT Strategic Goals and Direction

The IRC supports the CCC in establishing strategic direction, including recommending changes to investment selection criteria. The IRC will help to develop and update the IT Strategic Plan, providing key inputs of the challenges and trends they are seeing in their offices.

Individual members scan their program areas for new and emerging issues and bring these to the IRC for discussion and consideration. Members should keep their respective CCC members apprised of their efforts and potential recommendations as well as solicit input as appropriate.

6.2.3 Participate in prioritization of investments

As directed by the CIO and CCC, the IRC assists with selecting investments that align with the Department's needs. The IRC uses the strategic alignment criteria approved by the CIO to provide input into the ranking of investments in their office based on their ability to bring value to HUD. The IRC reviews investment business cases for completeness and quality prior to submissions to OMB. Any major concerns members have about investment business cases will be elevated to the CIO and/or the CCC.

The IRC will also stay apprised of Enterprise Services and new innovations available at HUD and recommend ways to increase the efficiency of current systems, increase the use of Enterprise solutions, and possible, new enterprise services to the CCCC.

6.2.4 Recommended alignment of investments

The IRC is responsible for analyzing the composition of investments and how projects are rolled up within the investment. The IRC also provides advice on how investments align with HUD's Strategic Plan and the IT Strategic Plan and recommends performance metrics that can assess



the effectiveness of investments.

6.2.5 Other Support Activities

HUD's other decision-making bodies such as the CCC, may request the IRC to review and provide investment and portfolio guidance on a particular topic. The IRC provides other support, particularly related to investment and portfolio management, as needed, to HUD's other governance bodies in regard to investment performance monitoring and analysis. This might include the collection, production and maintenance of documentation that are presented to the CCC or CIO.