Information Technology (IT) plays a critical role in the Department of Housing and Urban Development’s (HUD’s) ability to carry out its mission of encouraging home ownership and spurring community development. Each year the complexity of the IT environment grows, and making sound IT investment decisions requires greater amounts of information.

For example, the Department reports that its business areas rely on IT to process over 50,000 loan requests per week, over 12,000 service calls per month, and more than 7,000 grant requests per year. HUD needs to respond effectively to the challenges posed by the diversity, complexity, and volume of IT investment proposals brought forward by various stakeholders throughout the Department. This new integrated IT governance framework will support government priorities and program delivery.

HUD’s Information Technology Management (ITM) framework is a holistic set of policies, procedures, standards, and guidelines that assist the Office of the Chief Information Officer’s (OCIO’s) customers improve mission delivery. It does this by providing structure around the budget formulation, budget execution, and portfolio management processes.

ITM builds off of the Office of Management and Budget’s ‘Architect, Invest, Implement’ methodology by defining discrete steps, inputs, and outputs to collect and analyze data, develop plans of action, and monitor implementation. This results in the prioritization of projects and investments that close IT portfolio performance gaps.
Differentiating the Portfolio’s Structure

**IT Portfolio** - HUD’s IT portfolio comprises all IT investments, both operational and in development. The HUD portfolio is the enterprise-wide view of the history and future of HUD IT investments. Key ITM activities at this level are environmental scanning for new industry and federal government developments, continuous technical and program focused portfolio analysis, and the development of transition strategies to move HUD from the current state to the target state, and the compilation and submission of the HUD IT budget.

**IT Investment** - IT investments are aligned to functional lines of business 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 architecture. Key activities at this level include the identification, sponsorship, preparation, planning, and selection of IT investments within the context of the HUD transition strategy, development of investment business cases, update and maintenance of IT investment documentation, and the monitoring of investment performance.

**IT Project** - Projects are temporary endeavors that make up investments. Projects cover a range of types, including new development, operations and maintenance, service delivery, and organizational strengthening. Projects are managed according to the HUD PPM Life Cycle.

**Executive Investment Board (EIB)** - Composed of the Department’s senior leaders. Its responsibilities include defining and implementing HUD’s strategic direction, managing the Department’s investment portfolio, and directly funding, overseeing, and reviewing complicated, costly, and highly visible projects.

**Customer Care Committee (CCC)** - Composed of executives that manage HUD’s IT investments and perform project oversight. The CCC’s responsibilities include ensuring that investments and projects align with the Department’s strategic plan, reviewing and submitting investment recommendations to the EIB, and coordinating with the Investment Review Sub-Committee and Technical Review Sub-Committee on investment and project management.

**Investment Review Sub-Committee (IRC)** - Composed of business area personnel that focus on investment management oversight. Its responsibilities include reviewing all business cases to ensure their alignment with the Department’s strategic goals, and providing guidance in the creation of OMB Exhibit 300s and Exhibit 53s. The IRC’s members participate in the annual IT budget formulation process as representatives of their respective business units.

**Technical Review Sub-Committee (TRC)** - Composed of key personnel from within the OCIO. Its responsibilities include ensuring that each segment architecture remains in alignment with the Department’s strategic goals, monitoring all of HUD’s IT projects, and providing analysis to the IRC, CCC, and EIB as needed.

Additional Information:

For additional ITM details and access to all ITM artifacts, please visit our intranet site: [http://hudatwork.hud.gov/poi/itm/index.cfm](http://hudatwork.hud.gov/poi/itm/index.cfm)

To provide feedback and exchange ideas on enhancing ITM artifacts, please visit our SharePoint site: [http://hudsharepoint.hud.gov/sites/ocio/ocio/IT_IM/default.aspx](http://hudsharepoint.hud.gov/sites/ocio/ocio/IT_IM/default.aspx)

February 10, 2011