

# ITM Framework

## OVERVIEW

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.

## ARCHITECT

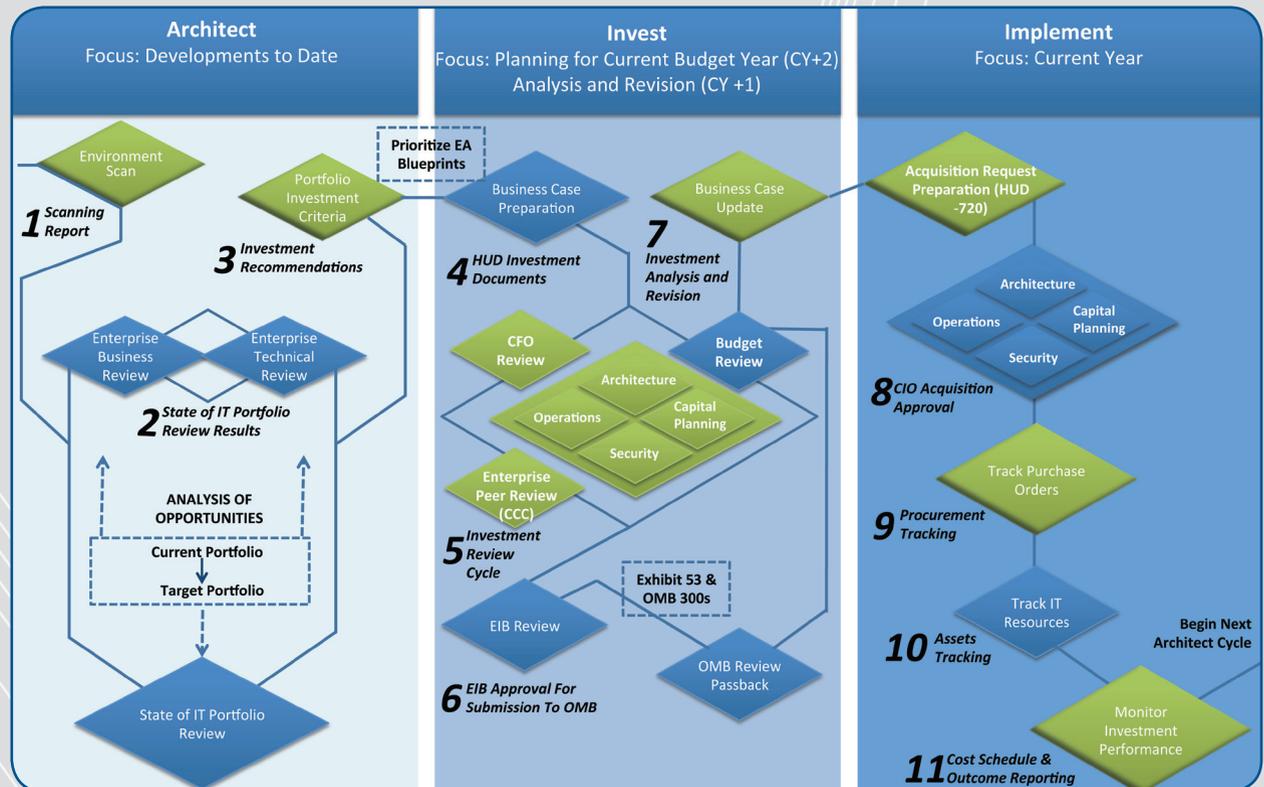
Each year on-going scanning activities identify new business drivers, emerging industry trends, and changing Federal requirements. Results of this scanning process are provided to enterprise architects for use in their review of HUD's "to-be" architecture and to Investment Owners for their use in evaluating their respective investments. Once recommendations from the portfolio review are formulated, they are ultimately reviewed by the EIB. The EIB issues strategic guidance and identifies priorities that should be considered in developing the out-year IT portfolio, based upon the environment scan, IT portfolio review, and recommendations from the CCC.

## INVEST

The OCIO updates the current year portfolio and prepares an IT investment portfolio for future IT spending every year based on data provided by business areas. This process begins with a directive issued from the CIO and CFO to all the HUD Investment owners that provides the annual IT capital planning and investment control guidance. This guidance is used to create or update investment business cases to reflect the investment strategy. Projects will utilize the Project Planning and Management (PPM) Life Cycle to implement the investment strategy. The integrated activities during the Invest stage provide a broader and deeper degree of review and analysis than was previously available for HUD's IT investments.

## IMPLEMENT

IT Managers throughout HUD implement, on an annual basis, their IT investment plans using approved funding by conducting project activities. These activities include the acquisition of services, equipment, hardware, software, and other supplies. Information collected by the investments in the investment stages is used to tie the investment to the system that the acquisition will support. In addition, investment management also means that specific development efforts are tracked for the cost, schedule, and outcome performance. IT projects at HUD follow the Project Planning and Management framework which overlaps the Invest and Implement phases of the Integrated IT Governance process.

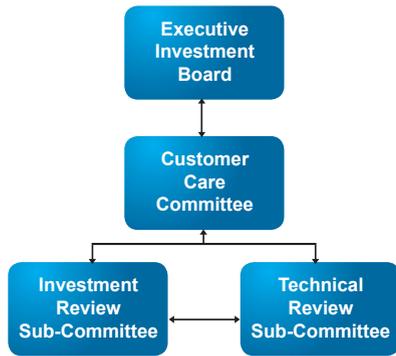


Components of the ITM Framework



## ITM Governance Structure

Governance decision making is differentiated at multiple levels in the ITM, along with the distinction between investment management and project management.



**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.

## 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.

## Additional Information:

For additional ITM details and access to all ITM artifacts, please visit our intranet site:  
<http://hudatwork.hud.gov/po/i/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)

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## Information Technology Management (ITM) Framework Overview



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