



Customer Care Committee Charter

Version 1.0

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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.

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1. Purpose

The Customer Care Committee (CCC) supports the Executive Investment Board (EIB) in its oversight efforts. Its responsibilities include ensuring that the Department of Housing and Urban Development's (HUD) IT investments and projects are aligned with the Department's strategic plan; supporting mission requirements; complying with enterprise architecture goals; minimizing risk; demonstrating a positive return on allocated resources; and addressing performance gaps.

The CCC's activities satisfy the risk management requirements of the Clinger-Cohen Act and takes 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 supported by the Technical Review Subcommittee (TRC) and Investment Review Subcommittee (IRC), through the Chief Information Officer, in providing oversight of HUD's IT projects and investments. The TRC primarily focuses on overseeing IT projects while the IRC directs its focus on HUD's IT investments.

2. Authority

The Customer Care Committee is established under the authority of the Clinger-Cohen Act (PL 104-106 at 40 USC, Chapter 25), and functions under the provisions of the Office of Management and Budget (OMB) Circular A-130, revised. Functional oversight is provided by the Secretary of Housing and Urban Development through the Executive Investment Board.

The CCC has the authority to establish supporting sub-teams to support their roles and responsibilities. Designation of sub-team roles and membership shall be in writing by the chair. The CCC shall provide direct oversight of any designated sub-team.

3. Membership

The CCC is composed of the following members:

- Chief Information Officer (Chair)
- Director of the Office of Departmental Operations and Coordination
- Director of the Office of Departmental Equal Employment Opportunity
- Chief Procurement Officer
- General Deputy Assistant Secretary for Public Affairs
- Chief Financial Officer
- Deputy General Counsel
- Director of Healthy Homes and Lead Hazard Control
- Director of the Office of Strategic Planning and Management
- General Deputy Assistant Secretary for Fair Housing and Equal Opportunity
- General Deputy Assistant Secretary for Public and Indian Housing
- Director of Field Policy and Management

- Executive Vice President of Ginnie Mae
- Department's Chief Emergency Operations Officer
- General Deputy Assistant Secretary for Congressional Relations
- General Deputy Assistant Secretary for Policy Development and Research
- Chief Human Capital Officer
- General Deputy Assistant Secretary for Housing
- General Deputy Assistant Secretary for Community Planning and Development
- Deputy CIO, Customer Relationship and Performance Management (Executive Secretary, Non-Voting Member)

Designated alternates may stand-in for the senior executives listed above. These alternates, however, must be previously approved by the chair of the CCC. Additionally, they must have substantive decision making authority within their business or support area, allowing them to vote on all matters presented to the CCC, and be fully informed on the CCC's previous, ongoing, and planned activities.

4. Definitions of Key Terms

The table below contains key terms used throughout the methodology.

IT Portfolio	HUD's IT portfolio comprises all IT investments, both existing and in development. The HUD portfolio is the enterprise-wide view of the history and future of HUD IT investments. Key IITM 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 groups of activities and acquisitions 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 Project Planning and Management life cycle.

5. Roles and Responsibilities

The following table details the responsibilities of CCC members:

Customer Care Committee Roles	Responsibilities
Chair	<ul style="list-style-type: none"> • Presides over CCC meetings • Provides direction to CCC • Schedules CCC meetings • Approves agenda for CCC • Organizes and manages the CCC • Senior Advisor to the EIB • Develops Strategic Guidance • Presents proposed IT Portfolio • Reviews relevant documentation and recommendations from the TRC and IRC for consideration and presentation to the CCC • Presents all relevant material to the EIB for review
Members	<ul style="list-style-type: none"> • Implement Priorities Set by EIB • Recommend Investment Oversight Criteria to the EIB • Align IT Investments with the Department’s Strategic Plan and Target Architecture • Monitor Investments • Recommend Changes to Investments to the EIB • Support the EIB in Approving HUD’s IT Portfolio • Recommend Executive Owners for Newly Created Investments and Segments • Investment Suspension or Termination • Prioritize Projects Based on EIB Criteria • Recommend Project Oversight Criteria to the EIB • Funding Decisions as Delegated by the EIB • Performance Management and Escalation Criteria

Table 1 – CCC Roles and Responsibilities

5.1 Oversee and Manage Investments

Implement Priorities Set by EIB

The CCC implements priorities defined by the EIB, including direct oversight of high-priority investments. In the case of smaller and low-profile investments, the CCC may choose to delegate its authority to the IRC.

Recommend Investment Oversight Criteria to the EIB

The CCC recommends a set of investment oversight criteria to the EIB. Once approved, the criteria that shall be utilized by the IRC to determine what level of governance oversight an investment should receive.

Align IT Investments with the Department's Strategic Plan

The CCC and its members are responsible for adjudicating most of HUD's IT investment issues and elevating the most serious ones to the EIB, and it ensures that HUD's IT investments closely align with the Department's strategic plan. The CCC alerts the EIB if any significant investments are out of alignment, and it implements the EIB's recommendation.

Monitor Investments

The CCC actively monitors IT investments' overall performance. The CCC brings significant performance gaps that pose a risk to the Department to the attention of the EIB, which shall evaluate and determine a course of action. The CCC conducts TechStat reviews of projects that are referred to the CCC by the CIO.

Should an investment experience sustained variances in cost or performance, the CCC is tasked with informing the EIB and then carrying out the necessary course of action.

Recommend Changes to Investments to the EIB

The CCC recommends investment changes to the EIB. These changes may include the creation of new investments, the modification of existing investments, or the elimination of old or underperforming investments. Upon EIB validation, the CCC is responsible for ensuring that the change closes performance gaps and continually aligns with HUD's strategic goals and enterprise architecture.

Support the EIB in Approving HUD's IT Portfolio

The CCC supports the EIB in its review and approval of HUD's entire IT portfolio. This may include overseeing the production of relevant documentation (e.g. OMB Exhibit 53 and 300s).

Recommend Executive Owners for Newly Created Investments

When a new investment is created, the CCC nominates one of its voting members as that investment's executive sponsor. Any such nomination must take into account which executive is the most appropriate based on his or her relevant knowledge and experience, as well as the investment's functionality, affect on business and support areas, and other relevant criteria that the CCC deems appropriate.

Establish HUD Innovation Priorities

The CCC serves as HUD's Innovation Executive Council (IEC) and establishes agency-wide innovation priorities. In this capacity, this body shall review Innovation topics during quarterly meetings to review and approve innovation strategic goals in order to ensure that they align with HUD's mission. In addition, this body reviews ongoing and proposed initiatives to validate alignment with the innovation strategic goals and make adjustment to priorities as necessary.

Review Performance Reporting of Innovation Programs

The CCC shall review the proposed performance metrics and make improvement suggestions. The body shall also review performance reporting of programs and projects within The Office of Innovation and Open Government and makes recommendations accordingly. In the fulfillment of this role, the CCC approves HUD's Innovation and Open Government Plan on an annual basis

5.2 **Oversee and Manage Projects**

Prioritize Projects Based on EIB Criteria

The CCC recommends strategic alignment criteria to the EIB for ranking projects based on their ability to bring utility and value to HUD. Once approved, the CCC utilizes the criteria to rank potential and existing projects. The CCC's responsibilities include giving preliminary approval to transition and modernization plans, and prioritizing projects that enable HUD to more effectively implement its strategic plan.

This includes the identification and prioritization of projects that address performance gaps that exist within the Department. Larger projects shall be overseen by the CCC from concept development through operation and into eventual decommissioning. When appropriate, the CCC may choose to delegate its authority to the TRC.

This responsibility also includes the review and validation of analysis from the TRC and IRC in regards to which investment a project best fits, or as a separate line item on HUD's Exhibit 53.

Recommend Project Oversight Criteria to the EIB

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 EIB before being used by the TRC.

Funding Decisions

For larger projects, the CCC reviews, scores, and provides recommendations to the EIB in regards to allocating funds and resources to a project. For relatively smaller projects, the EIB may delegate funding authority to the CCC.

Performance Management and Escalation Criteria

The CCC acts as the EIB's primary monitoring mechanism for all larger projects and the majority of smaller ones. The CCC focuses its attention on projects that experience a continued (3 consecutive months) $\pm 10\%$ deviation from expected cost, schedule, or performance, and recommends corrective action to the EIB based on previously developed project termination criteria.

Should a project continue to experience sustained variances in cost, schedule, or performance, the CCC is responsible for implementing the EIB's recommendations. In certain cases involving large projects, the CCC takes direct responsibility for either terminating a project or bringing its performance back within acceptable limits. In other cases involving smaller projects, the CCC may choose to delegate this authority to the TRC.

Oversee Innovation Lab Projects

The CCC shall review the Innovation Lab's quarterly report and address challenges or roadblocks inhibiting or disrupting the activities of the Innovation Lab. This body is the final appeal authority for ideas not approved by the Admission Panel and gives final authorization to projects that pass the Admission Panel. Another objective of quarterly meetings is to ensure that all projects admitted into the Innovation Lab are appropriately resourced. Once a project is completed in the Innovation Lab, the CCC facilitates the transition of ideas from the Innovation Lab to the program areas for implementation and execution.

6. Operating Procedures

6.1 Frequency and Agenda

The CCC schedules standing monthly meetings at a minimum to address portfolio and investment issues. Additional meetings may be scheduled as needed to conduct business. Annually at the beginning of the fiscal year, the CCC will provide input into the annual calendar of activities developed by the IRC. The CCC Executive Secretary will work with the CCC to schedule meetings and inform the Members of the agenda. Any Members may request a meeting by contacting the chairperson.

Agenda items should address (but are not limited to) one or more of the following topics:

- Enterprise Transition Plan
- IT Strategic Assessment and Direction
- Investment management
- Portfolio management
- Project management
- Innovation
- Ad-Hoc Requests

Governing body chairpersons, members and others will contact the CCC Executive Secretary to request to be scheduled onto a CCC agenda. The requestor should identify the topic to be addressed, provide a brief description of the topic and objective of the discussion (decision, informational or update). This should be done at least 3 weeks in advance of the desired date, to ensure any potential scheduling conflicts are addressed. The CCC Executive Secretary will notify the requestor once the review has been scheduled and confirm the time, location and participants for the review. Read-ahead materials (inputs) will be required for most proposed topics.

6.2 Inputs for CCC Meetings

Inputs (read-ahead materials) will be determined based on the topic or type of review being conducted. They will be of sufficient detail to provide members with the information needed to make a decision if required. A soft copy of the input should be submitted to the CCC Executive Secretary at least 2 working days in advance of the scheduled meeting whenever possible. Failure to provide read-ahead materials timely may result in the topic being rescheduled. The CCC Executive Secretary will then distribute these materials, along with the proposed meeting agenda, to the CCC members for review.

6.3 Preparing for CCC Meetings

Once the inputs are received, CCC members must review all artifacts and coordinate with the appropriate resource(s) from their respective team to ensure they are fully aware of any concerns or issues regarding the topic. Through these discussions and reviews, each CCC member should be prepared to represent the position of their team with respect to the agenda item being reviewed.

The CCC meeting is not a forum to review the artifacts. The meeting serves as place to discuss the materials and make decisions.

6.4 Quorum Criteria and Voting Procedures

Designated members are expected to attend scheduled CCC meetings. Members should notify the chairperson of their inability to attend a scheduled meeting in advance of the meeting. Members may designate an alternate by informing the chairperson prior to the meeting. Alternates must have full representation and voting rights of the member to serve as an alternate.

The CCC's rulings and decisions will only be enforceable or actionable if the majority of its members, or alternates, are present during its meetings. When this quorum is not reached, members may continue deliberation, but substantive voting decisions may not be made. At the earliest convenience, another CCC meeting will be scheduled where at least the majority of its members are able to attend or votes will be taken electronically.

The chairperson will facilitate a vote for any decision made by the CCC. The final CCC decision (or recommendation) will be based on majority vote of the quorum. All members and the Chair are eligible to vote.

6.5 Outputs from CCC Meetings

Minutes and decisions will be documented by the CCC Executive Secretary upon completion of a meeting. These materials will be distributed by the CCC Executive Secretary to all of the meeting attendees and CCC members.

6.6 Communicating CCC Decisions and Recommendations

The CCC Executive Secretary will communicate the results of any CCC decisions, as applicable, to the Executive Investment Board (EIB), Investment Review Sub-committee (IRC) and Technical Review Sub-committee (TRC), if applicable.

All recommendations for the EIB must be communicated in the form of a summary document with the supporting documentation as reference material. Depending on the recommendations made by the CCC, the CCC Chair will participate in any resulting meetings requested by the EIB.