



Investment Review Sub-Committee Charter

Version 3.0

August 2016

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
1.1	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 of 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 periodically reviewing HUD's entire IT portfolio and recommending corrective action as necessary. Its members support the CIO in capital planning to address 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 information technology 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 Administrative Officers and IT Program Managers or equivalent from each of the offices or organizational units listed:

- Investment Management Division (IMD) Director (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
- Strategic Planning and Management
- Fair Housing and Equal Opportunity



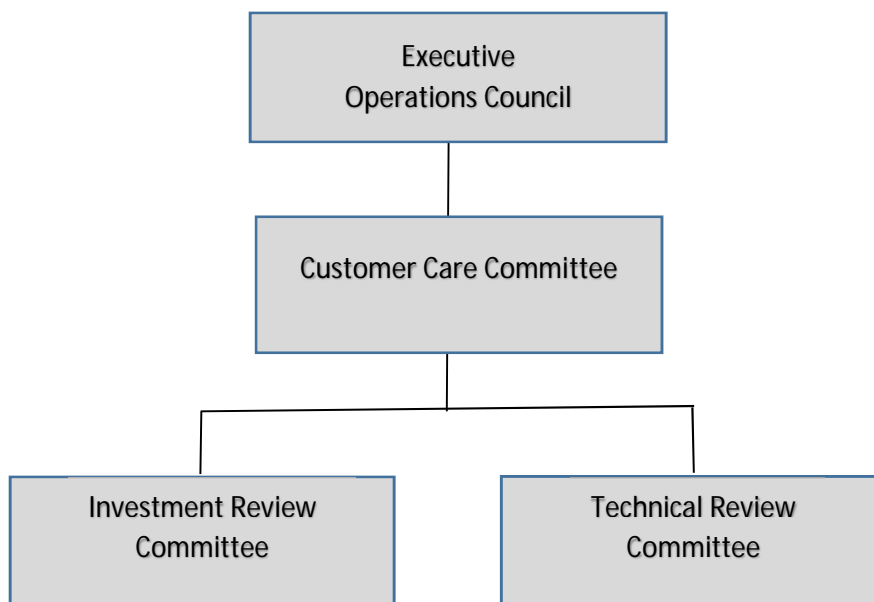
- Community Planning and Development
- Chief Human Capital Officer
- Policy Development and Research
- Lead Hazard Control and Healthy Homes
- Field Policy and Management
- Government National Mortgage Association
- Equal Employment Opportunity
- Chief Technology Officer (Non-Voting)
- Chief Enterprise 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 Executive Operating Committee (EOC) comprises the Department of Housing and Urban Development's (HUD's) senior leadership and is the highest decision-making authority for Information Technology decisions within the Department. The EOC decides upon HUD's strategic priorities, policies, and budgets related to investments in information technology services. The EOC implements its policies and decisions through the Customer Care Committee (CCC) that is chaired by the Chief Information Officer, and is primarily responsible for governing the IT operations at HUD. 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).



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
- Approval of HUD’s IT budget

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.



Business Segment – Within a portfolio, investments are classified within business segments, which are organized according to HUD’s Enterprise Architecture or relevant strategic priorities.

Segment Sponsor – a senior HUD executive with business responsibility for functions within the segment. Also, responsible for overseeing investments within that segment.

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

The following table outlines the roles and responsibilities of all members of the IRC:

Sub-Committee Roles	Responsibilities
Chair (IMD Director)	<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 rating and prioritization of investments based on EOC criteria• Monitor and recommend alignment of investments to HUD’s Strategic Plan and financial/regulatory requirements.• Support the CCC in applying governance oversight criteria and making recommendations on HUD’s IT portfolio



	<ul style="list-style-type: none">• Monitor Investment and portfolio performance• Reviews all IT business cases• Assist in creating HUD's OMB major investment business cases and the Department's Investment Portfolio Summary
Non-Voting Members	<ul style="list-style-type: none">• Coordinates IRC activities with CRCs and HUD program representatives• Provide guidance and support with CPIC process• Reports capital management activity

Table 1 – IRC Roles and Responsibilities

6.1 Support the Enterprise Roadmap and IT Strategic Recommendations

6.1.1 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.

6.1.2 Support IT Strategic Decisions

The IRC supports the CCC in establishing strategic direction, including changes to investment selection criteria. The IRC helps to assess HUD's IT strategic direction, which includes priorities and investment selection criteria. IRC advises CCC, which then makes official recommendations to the EOC. The IRC also uses EOC approved investment evaluation criteria to assess the performance of investments and the IT portfolio, and to make recommendations on IT strategy to the CCC based on those results.

Individual members scan their program areas for new and emerging issues and bring these back to the IRC for discussion and consideration. Members should keep their respective CCC members apprised of their efforts and preliminary findings during the assessment process, and should also solicit input as appropriate.



6.1.3 Rate and Prioritize New Investments Based on EOC Criteria

As directed by the EOC 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 EOC to provide input into the scoring and ranking of investments based on their ability to bring value to HUD. The IRC reviews investment business cases for completeness and quality prior to submissions to OMB. Investment owners and IT project managers may be requested to attend meetings and provide information. *The IRC makes recommendations to the higher boards.*

6.2 Monitor and Manage HUD's IT Investments

6.2.1 Monitor and Align Investments to the HUD's Strategic Plan

The IRC is responsible for ensuring that investments approved by the Deputy Secretary and EOC are in alignment with HUD's Strategic Plan and overall business transformation efforts. This responsibility also includes analyzing the composition of investments and how projects are rolled up within the investment. The IRC also provides advice on the necessary level of governance oversight for an investment based on criteria created by the CCC and validated by the EOC.

6.2.2 Monitor Investment and Portfolio Performance

The IRC interacts with investment owners on a regular basis. It monitors investment and portfolio performance and provides results and recommendations to the CCC for consideration. Should an investment experience sustained variances in cost or performance, the IRC may be tasked by the CCC with the implementation of the EOC's decisions. The IRC may recommend adjustments to the investment's management and funding based upon this review information. Depending on the situation, this means, to either terminate an investment or to try to bring its performance back within acceptable limits. The IRC chair should involve IT project managers regarding recommendations to adjust or terminate a project.

An important role of the IRC in portfolio management is to support the budget formulation processes as established by OMB and the Department. The IRC (or individual members) will participate in budget and funding related outputs that include submissions to OMB of the IT Portfolio, Major investment Business Cases, and budget justifications.

6.3 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 regards to investment performance monitoring and analysis. This



might include the collection, production and maintenance of documentation that are presented to the CCC or EOC.

7. Operating Procedures

7.1 Frequency and Agenda

The IRC will meet monthly as determined by the IRC Chair. The IRC Chair will: provide the agenda and relevant documents before the meeting is held; invite persons deemed necessary for deliberations; and decide if decisions can be made through electronic voting without convening a meeting. The Chair works with the IRC members to schedule meetings. IRC members can request a meeting at any time. The Chair notifies the requestor once a meeting/review has been scheduled and confirms the time, location, and participants for the review.

Additional meetings may be scheduled to address specific portfolio and investment issues. Meetings should occur at least one week before a CCC meeting to give adequate time to produce new information and analysis for the CCC meeting. At the beginning of each fiscal year, the IRC should develop an annual calendar of activities including scheduled meeting dates and key standing topics.

Individual members, OCIO Division Directors, and other governing bodies may contact the IRC Chair to request an IRC meeting, or to be included on the planned meeting's agenda. The requestor should identify the topic(s) 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 two weeks in advance of the desired date, to ensure any potential scheduling conflicts are addressed.

7.2 Inputs for IRC Meetings

Inputs (read-ahead materials) are determined by the Chair based on the topic or type of meeting being conducted. They should be of sufficient detail to provide members information needed to make a decision if required. A soft copy of the input should be submitted to the IRC chair at least one week (5 working days) in advance of the scheduled review date. Failure to provide read-ahead materials in time may result in the topic being rescheduled. If the need for a meeting becomes known with less advance notice, it will be considered on a case by case basis depending upon the urgency of the matter.



7.3 Conducting IRC Meetings

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

The IRC meeting should not be a forum for an initial review of artifacts. The meeting is the place to discuss the materials and make decisions. Based on IRC responsibilities described above, the meeting topics tend to fall into two major categories.

- **Strategic Goals and Priorities** – *Strategic* recommendations may address individual investment priorities, the mix of investments in the portfolio, strategic criteria used in evaluating funding proposals, or any other factors influencing the development of the portfolio
- **Investment Management** – If the CCC is requested to evaluate or significantly modify an investment, the Committee Chair or Segment Sponsor provides recommendations with supporting documentation, including any corrective action plans. 7.4.1 Enterprise Transition Planning

7.4 Quorum Criteria and Voting Procedures

Designated members are expected to attend scheduled IRC meetings. Members should notify the IRC chair of their inability to attend a scheduled meeting in advance of the meeting. Members may designate an alternate by informing the IRC chair prior to the meeting.

Alternates must have full representation and voting rights of the member. The IRC's recommendations and decisions are only 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 IRC meeting should be scheduled where at least the majority of its members are able to attend.

The IRC chair facilitates a vote for any decision made by the IRC. The final IRC decision (or recommendation) is based on majority vote of the quorum. The IRC members may propose alternate voting representatives to be approved by the Deputy Secretary and EOC.



7.5 Outputs from IRC Meetings

Minutes and decisions are documented by the IRC secretary upon completion of a meeting. These materials are distributed by the IRC chair to all of the meeting attendees and IRC members. In addition, the IRC chair communicates the results of any IRC decisions to the CIO and the CCC, if applicable.

All recommendations for the CCC are communicated in the form of a summary document with the supporting documentation as reference material. Depending on the recommendations made by the IRC, the IRC chair makes him or herself available to participate in any resulting meetings requested by the CIO or CCC.