STRATEGIC PLAN

A Message from the Chief Information Officer

The vision of the CIO is to provide modern information technology that is secure, accessible, and cost effective; that meets customer needs; and exceeds their expectations.

As technology continues to reshape our world, the U.S. Department of Housing and Urban Development (HUD) must be prepared to meet and exceed the rising expectations of the citizens we serve as well as our business partners. We have been working hard at HUD to modernize the information technology (IT) that supports our business processes and serves our citizens. HUD strives to provide IT that can meet the needs of today and anticipate the needs of tomorrow. The rapid evolution of technology means HUD must be a government leader in understanding and applying new technologies to better support the mission and business operations of the Department.

The management of this important resource is emphasized by the Congressional requirement for Federal agencies to develop IT strategic plans that must be linked to performance and budget. This IT Strategic Plan provides a well-defined strategy for managing IT in support of the Department's mission and sets the direction for the future of HUD IT. This plan highlights the commitment of our staff to improve the way IT supports HUD's mission and business operations. HUD will ensure its IT resources are well aligned to the business needs of the Department by continually assessing its IT strategy and being accountable for IT performance.

The mission of HUD is our priority. We have defined the future of HUD IT within the context of providing our staff with the tools and resources to accomplish the HUD mission, and providing our citizens and business partners with the highest quality service. We are committed to transforming the way HUD conducts its business.

Lisa Schlosser
Chief Information Officer
U.S. Department of Housing and Urban Development

VISION

Modern information technology that is secure, accessible and cost effective; meets customer needs; and exceeds their expectations.

MISSION

To enable delivery of HUD programs, services, and management processes by providing high-quality information, technology solutions and services.

INVESTMENT PRINCIPLES

- Create Value, Not Just Reduce Costs
- Build Once, Service Many
- Strengthen Performance & Compliance
- Reduce Complexity
- Increase Flexibility & Agility
- Capitalize on Multi-Sourcing Where it Makes Business Sense

OCIO VALUES

- Duty

  We are professionals who seek responsibility, accept accountability, and are committed to the successful achievement of organizational goals.

- Integrity

  We demonstrate uncompromising ethical conduct and moral behaviour in all of our personal actions.

- Professional Competence

  We keep our skills up-to-date, and ensure professional excellence in all of our work.

- Customer Service

  We serve and are responsive to our customers. We learn their business so that we can help them succeed.

GOALS

1

Rapidly modernize HUD's Information technology to support key HUD business initiatives

2

Transform the information technology infrastructure to adapt to and adopt emerging technologies

3

Develop a cadre of highly capable IT professionals with mission critical competencies needed to meet the Department's goals

4

Provide secure, rapid, and reliable data and information to our customers, citizens, and business partners

GOAL 1

Rapidly modernize HUD's Information Technology (IT) to support key HUD business initiatives.

DESCRIPTION

Since IT is an enabler of the HUD mission, this goal focuses on improving the impact of IT on HUD's core Line of Business (LOB) and functions, and as a result, improving HUD's service delivery and customer service. A primary component of this goal is the integration of the IT and business communities to engage in collaborative strategic and planning efforts. It includes supporting the key activities of core business areas including Grants Management, Single Family Integration, Community and Planning Development, National Housing Locator and Rental Housing Assistance. This goal also captures the formalization, institutionalization and enforcement of Enterprise Architecture across all investments. Some examples of modernization projects that are improving business outcomes through Lines of Business (LOB) planning efforts include developing Segment Architectures across multiple program areas. In addition, this goal leverages the Department's segment architectures and the Enterprise Architecture (EA) transition plan to improve alignment of HUD's IT resources to its strategic business priorities.

OBJECTIVES

1.1 Implement State of the Art Technical Solutions for Core HUD businesses by 4th quarter Fiscal Year (FY) 2007.

1.2 Modernize HUD-wide Business Support Systems and core internal efficiency systems by end of 4th quarter FY 2007.

1.3 Integrate enhanced investment strategies by 4th quarter 2007.

MAJOR ACTIVITIES / TIMELINE

		FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
1.A	Develop eGrants consolidation strategy, identify procurement requirements and build out eGrants Segment Architecture	X	X				
1.B	Perform baseline assessment for Single Family Integration, establish an Integrated Procurement Team and implement	X					
1.C	Complete National Housing Locator pilot and rollout and implement core functionality	X					
1.D	Implement Asset Based Management system upgrades	X					
1.E	Establish Community and Planning Development (CPD) Acquisition Systems Support and support phased Integrated Disbursement and Information System (IDIS) mainframe retirement	X					
1.F	Develop transition plan and Implement enterprise wide iManage service center	X					
1.G	Support HUD Integrated Financial Management Improvement Project (HIFMIP) procurement process	X					
1.H	Perform HUD Integrated Human Resource and Training System (HIHRTS) business cases and define infrastructure and funding requirements	X					
1.I	Define and implement process to capture Field and business priorities during Pre-Select and Select Phases	X					
1.J	Define update to Select Process Evaluation process and criteria; educate all stakeholders in Select Process of update and implement update in FY 2009 Select	X					
1.K	Utilize Performance Management mechanisms; Facilitate integration of performance measures into business area strategy and execution	X					

1.L	Establish, operationalize and execute the Enterprise Program Management (EPM) initiative	X	X				
1.M	Define E-Government strategies and focus in support of Vision 2010 to include ePortal, Enterprise Records Management (ERM) and other appropriate initiatives	X					
1.N	Upgrade and standardize System Development Methodology (SDM)	X					
1.O	Implement contract modifications to older contracts without robust documentation	X					

KEY PERFORMANCE INDICATORS

- 100% of Segment Architectures and the IT Master Schedule are available for all HUD staff to access electronically
- EA ensures at least 90% of major projects comply with Enterprise Architecture
- HUD stays Green on all President's Management Agenda (PMA) Actions
- EA completes an enterprise-wide Business, Service, Technical and Performance Architecture
- Enterprise licenses are in place for core architectural components
- All Government Technical Managers / Government Technical Representatives (GTMs/GTRs) complete contract actions on time with no unplanned expirations
- 100% critical initiatives have project plans and at least 90% meet project plan schedule, cost and performance objectives
- All critical projects have systems engineering support
- IDIS Goes Live by 3rd / 4th quarter FY 2007
- Single Family Integration (SFI) procurement in place no later than 4th quarter FY 2007
- 80% of business planning activities have appropriate IT stakeholder involvement
- 100% of Select decisions include representation from Field and Business representatives

- 90% of business areas are using Performance Management to assist with measurement definitions and evaluation
- 80% of Development, Modernization & Enhancement (DME) (non-infrastructure) spending is coordinated through Segment Architecture and Core IT Services
- Customer surveys average at least 70% satisfaction

SUCCESS STORIES

HUD Wins Government Computer News Award for Innovative "IT" Usage

The Department of Housing and Urban Development is among the 10 government agencies that earned a 2006 Government Computer News Gala Award for its innovative use of information technology. The Office of Public and Indian Housing (PIH) received the honor for developing a system that is used to reduce improper payments in HUD's rental assistance programs.

"Our staff set an aggressive goal to reduce improper payments and the result is a system that protects precious government resources," said Assistant Secretary Orlando Cabrera, who heads up HUD's Office of Public and Indian Housing. "We are pleased to get the award, but our real pride lies in knowing federal dollars that might have otherwise been paid in error will be used to help more low-income families with affordable housing."

PIH's Office of Public Housing Programs edged out nearly 150 entries to earn the award for developing and implementing the Enterprise Income Verification System (EIV). Nicole Faison and David Sandler headed the team during implementation in 2003 and 2005 of this we-based, state-of-the-art platform that approximately 4,100 public housing agencies (PHAs) use to help administer HUD's two largest rental assistance programs – public housing and the Housing Choice Vouchers Program (HCV), formerly known as Section 8.

EIV gives PHAs the tool to validate tenant-reported income, including wages, unemployment and Social Security benefits. Families living in public housing or receiving HCV assistance are required to report their household income annually. PHAs use this information to determine the appropriate level of HUD subsidy the family is eligible to receive.

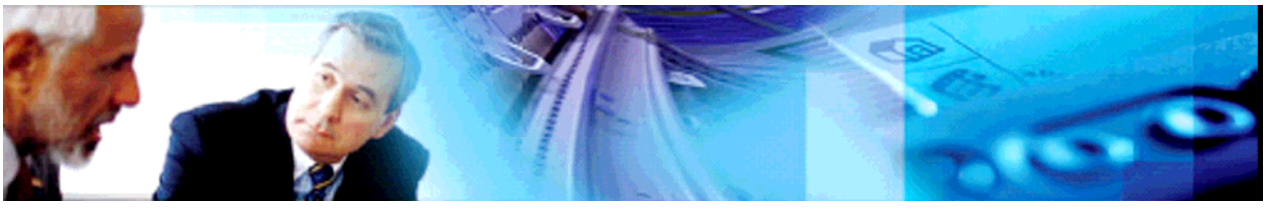
The Quality Control for Rental Assistance Subsidies Determinations Study released in 2001 for fiscal year 2000 estimated HUD gross improper payments at $3.2 billion, of which $978 million was attributable to tenant underreporting of income. Data from fiscal year 2004 study indicate a decline in gross improper payments to $1.2 billion, a reduction of 61 percent. Tenant underreporting of income error has declined to $266 million, 73 percent from the fiscal year 2000 reported numbers. EIV has steadily and consistently resulted in the reduction of improper payments, gaining HUD a "green" score under the President's Management Agenda scorecard, in 2005. Since EIV's development two years ago, the PIH team has continued to refine its effectiveness. Last year, HUD entered into an agreement with the Department of Health and Human Services to gain access to its National Directory of New Hires database. Adding this data to the EIV system gave PHAs a one-stop-shop avenue for income verification. HUD plans to expand the EIV system during FY 2007 for use by program administrators of the multifamily housing program. This increased expansion of the EIV system has the potential to eliminate the majority of the remaining estimated improper payments attributable to tenant underreporting of income.

HUD Launches Electronic Grant Applications System for Receipt and Distribution

HUD launched its Grants Interface Management System (GIMS), a HUD enterprise system for receipt and distribution Grant applications submitted electronically through Grants.gov, the federal portal for finding and applying for grants on-line. GIMS allows HUD to transfer applications received at Grants.gov to the HUD environment, distributes applications to program administrators in Headquarters and Field Offices who in turn distribute the applications to reviewers, and allows for matching faxes received via iFax to the received grant application. As part of the federal concept for build once, use many; HUD has shared GIMS technology with the Department of Transportation.

HUD Automates Business Process for Correspondence Tracking Department-wide

As part of the initiative to replace HUD's 25-year-old Automated Correspondence On-line Response Network (ACORN) system for correspondence and Freedom of Information Act (FOIA) tracking, management and reporting, the OCIO went live with the new Correspondence Tracking System (CTS) on April 3, 2006. CTS consolidate correspondence types and fully automate the business process for tracking, managing and reporting on all correspondence for all program areas across the Department. CTS is the first phase of a larger initiative to implement an enterprise automated HUD Electronic Records System (HERS). To date, the CTS phase has been implemented in each program area of Headquarters (HQ). These offices are now using CTS in place of ACORN for processing select correspondence. The Regional/Field implementation began on September 18th.



GOAL 2

Transform the information technology infrastructure to adapt to and adopt emerging technologies

DESCRIPTION

This goal seeks to increase the use of reusable components, through the use of HUD's IT Investment Management (ITIM) process, shared services and Service Oriented Architectures (SOA), Commercial off-the-shelf (COTS)/Government off-the-shelf (GOTS) products, and compliance with technical standards. To improve the execution of these initiatives, this goal emphasizes the need for improved program and project management.

OBJECTIVES

2.1 Upgrade to a business-driven, modernized, infrastructure by 4th quarter FY 2008

- 2.1.A Complete upgrade to desktop-to-desktop videoconferencing by 4th quarter FY 2008
- 2.1.B Implement Enterprise Portal tools by 3rd quarter 2007

2.2 Complete upgrade to modernized office automation by 4th quarter FY 2007

2.3 Ensure infrastructure is prepared for "Go Live" activities in accordance with agreed upon schedule

2.4 Provide oversight on HUD IT Services (HITS) contract to ensure Service Level Agreements (SLAs) are met

2.5 Ensure IT Infrastructure Library (ITIL) Standards are implemented by 4th quarter FY 2007 in at least two areas

MAJOR ACTIVITIES / TIMELINE

		FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
2.A	Retire legacy mainframe systems and reengineer HUD practices and systems onto current technology using Web 2.0 standards and capitalizing on common services			X			
2.B	Develop a plan for moving to an SOA core infrastructure; define SOA core infrastructure and services add SOA enforcement into existing governance roles	X					
2.C	Communicate Infrastructure projects at regularly scheduled Technology Investment Board Working Group (TIBWG) meetings	X	X	X	X	X	X
2.D	Work with projects to clarify infrastructure requirements during planning phase of investments	X	X	X	X	X	X
2.E	Identify business requirements, procure funding, issue statement of work, implement and provide training for desktop video conferencing						
2.F	Identify reusable services through segment architectures for both the enterprise and businesses – prioritized by business needs	X	X	X	X	X	X
2.G	Identify infrastructure requirements for “Go Lives” in advance, procure funding for “Go Lives” and incorporate “Go Lives” into Master Schedule quarterly	X	X	X	X	X	X
2.H	Implement Office Automation	X					
2.I	Renegotiate HITS contract SLAs to better meet business objectives and continue providing HITS contract oversight using Independent Verification & Validation (IV&V), surveys and metrics and facilitate development of cost-benefit alternatives analyses for HITS infrastructure investments	X	X	X	X	X	X

2.J	Support implementation of Lotus Notes conversion migration	X					
2.K	Complete upgrades of Kiosk and Multi-Functional Devices in the Field	X					

KEY PERFORMANCE INDICATORS

- Enterprise Portal used by at least one application by 4th quarter FY 2007
- Office automation is fully implemented by 4th quarter FY 2007
- 100% of contract actions completed on time
- 100% "Go Lives" happen on schedule and within cost
- Infrastructure collaborates with 100% of program areas / project managers and developers to ensure project plans and architectures are agreed upon
- SLAs are updated to reflect customer service, security, joint and "go live" metrics
- At least two areas meet ITIL standards
- Customer surveys average at least 70% satisfaction

SUCCESS STORIES

Vision 2010 – Transforming the Way HUD Delivers Services

The OCIO developed a strategic roadmap called Vision 2010. Vision 2010 is a five-year plan to modernize HUD's business processes and information technology environment. Modernization includes building an agile and secure infrastructure and introducing shared tools to enhance our current applications and replace redundant or aging (25 to 30 year old) systems. Based upon business requirements, our vision provides simple, self-service technologies to access to relevant business information and services. Vision 2010 is recognized by the Office of Management and Budget (OMB) and by Congress as a mission critical program for HUD and the Department's roadmap for information technology planning, investment and maximizing delivery.

HUD's Enterprise Architecture Practice Receives Top Federal Ratings

HUD's Enterprise Architecture Practice was rated among the top two Federal EA programs following a recent survey and assessment by the Government Accountability Office (GAO), and was rated among the top four EA programs by the Office of Management and Budget (OMB) Federal Enterprise Architecture Program Management Office.

HITS Becomes the Standard for Government Infrastructure

In the spring of 2006, OMB created three new lines of business initiatives. These included geospatial, budget formulation and execution and infrastructure optimization initiatives. Based on the HITS model, OMB selected HUD to lead the infrastructure optimization initiative for the federal government. OMB recognized that HITS established the foundation of how infrastructure should be provided and how HUD as optimized delivery of services. HITS is viewed as a new way of doing business in government as this contract is enabling HUD to streamline costs.

GOAL 3

Develop a cadre of highly capable IT professionals with mission critical competencies needed to meet the Department's goals.

DESCRIPTION

Development of this goal was based on the integration of two strategic themes: IT Optimal Organization and the IT Workforce. A challenge shared by every Federal agency is that one of an aging workforce. By 2008, over 45% of the Federal IT workforce will be over the age of 50[1]. In recognition of this impending challenge, a strategic theme regarding the IT workforce was given high priority. Improving HUD's IT organizational structures will result in an IT community that is more agile and responsive to the dynamic needs of their customers.

OBJECTIVES

3.1 Transform the HUD technology workforce to support the business by 1st quarter FY 2009.

3.2 Establish clear roles and responsibilities for Office of the Chief Information Officer (OCIO) offices and program area IT units by end of 2nd quarter FY 2007.

3.3 Emphasize customer relationship management (CRM) by 4th quarter FY 2007.

[1] *Aging Federal IT Workforce: Trends and Solutions, INPUT, February 3, 2005.*

MAJOR ACTIVITIES / TIMELINE

		FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
3.A	Perform skill gap analysis (mapping to Vision 2010 business environment and mission critical competencies) and provide recommendations for attaining needed staff; evaluate feasibility and prioritize skills needed and develop associated action plan; support training plan based on skill gap analysis	X					
3.B	Develop reorganization plan of OCIO and submit to administration	X					
3.C	Develop and implement approved OCIO succession plan	X					
3.D	Develop templates and standards for evaluating performance	X					
3.E	Complete Performance Plans	X					
3.F	Establish Service Level Agreements; clarify and validate core functions, negotiate agreements with program areas and share SLAs with OCIO managers	X	X				
3.G	Establish Integrated Procurement Team (IPT) to establish resources for supporting CRM	X					
3.H	Develop plans for 1101's with GTM areas serving a dual function; define training and certification courses for GTMs	X					

KEY PERFORMANCE INDICATORS

- 95% of major projects have qualified Project Managers
- 100% of HUD IT positions have documented skill requirements (filled and unfilled positions)
- 100% of training packages are aligned with identified SLAs centralizing business service functions
- Training modules exist for 90% of identified IT function categories
- The majority of HUD staff understand the roles and responsibilities of OCIO offices and program area IT units, as captured by a representatives survey
- Program Areas and CIO agree on 100% of SLAs and job descriptions for centralizing business service functions
- Customer surveys average at least 70% satisfaction

SUCCESS STORIES

OCIO Training Leaders in IT Project Management

The OCIO supported Program Management training throughout FY 2006 and FY 2007. Students who recently completed the Leadership and Communication Skills course offered by the OCIO Project Management Center of Excellence (PMCOE) enthusiastically commended the instructors and material. The PMCOE delivers Project Management training to more than sixty Project Managers representing IT projects not only within HUD Headquarters but also from major cities across the country. The HUD Chief Information Officer (CIO) also applauded these sessions after paying a visit to a class. All Program Areas are represented in each session of the training where the average size of the class has been twenty students.

The completion of this training brings the PMCOE one step closer to another one of its goals: Becoming the leader in IT for the Federal Government by developing a more effective IT Project Management Process. Faced with increased budget cuts, Project

Managers within HUD can use the training they receive to deliver on-schedule, on-cost projects that support the Department's strategic objectives. The PMCOE can implement and sustain a consistent, repeatable Project Management Methodology for the successful initiation, planning, execution, control and delivery of IT Projects. It is their intention to improve the competency of Project Managers, and other IPT members through assessment, training, coaching, mentoring and project performance measurement. Program Areas and sponsors need IT centric project management guidance and support that is in line with industry standards, current maturity models, and attuned to the unique challenges encountered by IT projects. HUD's CIO believes the application of sound IT project management practices is achieved through consistent and repeatable processes employed in the planning, management, budgeting, execution and review of IT projects to meet mission needs.

A total of seven courses are offered as part of its Masters Certificate in Project Management Program. The program trains HUD Project Managers to develop techniques and tools to manage each state of the project lifecycle, perform work with organizational and cost constraints, set goals tied directly to stakeholder needs, obtain the most from the project's integrated product team, and utilize state-of-the-art project management tools to get the work done on time and within budget. The training curriculum focuses on the knowledge and skills identified in the ANSI recognized Project Management Body of Knowledge (PMBOK Guide) version 2005.

The training of IT Project Managers supports the Federal Chief Information Officer's Council (CIOC), HUD's overall Human Capital Plan to close important IT skill gaps, and produces qualified project managers for HUD's IT initiatives.

GOAL 4

Provide secure, rapid and reliable data and information to our customers, citizens and business partners

DESCRIPTION

This goal provides for a particular focus on the needs of HUD's employees, business partners, and citizens. Strategic themes regarding security, privacy, and confidentiality, and improved access to information were integrated to develop this IT goal. The need to improve the quality of HUD data and information is crucial, as well as the infrastructure on which it resides. One of the targeted areas for improvement is the rollout of Office Automation to include applications and services for collaborating and communication that are easy to use, secure, flexible and economical. Additionally, completing the transitions to shared service solutions for administrative systems and modernizing HUD-wide business support systems are critical components of this Goal.

OBJECTIVES

4.1 Stay Green on 100% of Federal Information Security Management Act (FISMA) metrics and eliminate security findings on Inspector General (IG) reports.

4.2 Secure and refresh HUD's infrastructure by 3rd quarter 2008.

4.3 Refine the critical systems identification process and list and ensure controls for all major applications and general support systems are tested (to include common controls, system-specific controls and Contingency Plan / Disaster Recovery plans).

4.4 Maintain an enterprise security program that meets all security and privacy-related regulations, statutes, and Federal laws by 1st quarter FY 2007.

MAJOR ACTIVITIES / TIMELINE

		FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
4.A	Monitor FISMA compliance of program areas quarterly; address and close any OCIO recommendations for IT Computing Environment reportable conditions	X	X	X	X	X	X
4.B	Assist in performing Certifications & Accreditations (C&As) of operational general support systems and ensure Homeland Security Presidential Directive (HSPD0 12 components are included in tech refresh program	X	X	X	X	X	X
4.C	Perform semi-annual testing on disaster recovery facility; identify critical systems list	X	X	X	X	X	X
4.D	Complete data quality assessment of all systems supporting 2007 Annual Performance Plan (APP)	X					
4.E	Establish 4 sigma quality standard	X					

KEY PERFORMANCE INDICATORS

- IT Computing Environment, IT Security and other OCIO IT IG audit recommendations are reportable conditions and fully addressed and/or corrected by 4th quarter FY 2007, as required
- 100% of general support systems are certified and accredited
- HSPD 12 infrastructure initiated by 4th quarter FY 2007
- 100% of HUD's operational major applications, including contractor- operated systems are certified and accredited
- 100% of data quality assessments completed on time
- Testing of common technical controls completed and documented no later than March and September and testing of system-specific technical controls completed and documented no later than September

- Penetration testing of the network performed and documented annually
- Self-assessments that include testing of system-specific management and operational controls conducted on all major applications and general support systems no later than September
- Testing of disaster recovery plans and contingency plans for critical applications systems conducted semi-annually, and contingency plans for non-critical applications tested annually
- The critical systems identification process refined and critical systems list updated and maintained
- 100% of POA&M weaknesses categorized as "high" have been corrected in compliance with NIST standards
- 100% of program areas have appointed qualified Information Systems Security Officers (ISSOs) for their IT systems, and all ISSOs have received training specific to those duties
- 70% of architectural layers have security and privacy profiles created
- HUD achieved 100% on all FISMA metrics
- HUD reduced weaknesses on Plan of Action & Milestones (POA&Ms) by 75%
- 90% of HUD employees and contractors have completed IT security and awareness training, and 98% of personnel performing significant IT security-related duties have been provided specialized security training.
- Customer surveys average at least 70% satisfaction

SUCCESS STORIES

Forward Challenge 2006 – Increasing Emergency Readiness at HUD

In June 2006, HUD participated in the Department of Homeland Security National Continuity of Operations Plan (COOP) exercise called Forward Challenge. The objective of the exercise was to increase our readiness to respond to emergency situations that would require selected employees to relocate to alternate locations, and to ensure that the Department's core business processes remained operational during multiple threats to National Security. The HUD offices threatened in this simulated exercise were Portland,

Oregon; Denver, Colorado; as well as HUD Headquarters. During this exercise, the local COOP plans at these locations were activated. The OCIO Team coordinated and tested all IT hardware and software components the week prior to the exercise to ensure that nothing was overlooked.

In Richmond, the exercise scenario began with explosions at Metro Center and several bridges in the Metropolitan area, which activated the COOP. As planned, 44 COOP Emergency Relocation Group (CERG) members travelled to the Richmond Office to begin the exercise. Challenge Participants were able to access their email, the web and monitor/execute their core business operations from anywhere in the Office via a wireless network thanks to the excellent preparations ahead of time.

In Denver, the exercise scenario began with several explosions ripping through the downtown Denver Light-rail stations just blocks from the HUD office location. An hour later, a vehicle drove through the front entrance of the bank located on the main floor of the HUD location with explosive devices contained in the trunk of the vehicle. The CERG cascade was initiated and CERG members gathered at the Emergency Relocation Site per the Regional COOP. IT staff responded and immediately began support activities while the exercise continued at the HUD Office simulation site. During the exercise based on a Regional Director request, additional computers were made available to conduct essential functions. LAN, application and eMail access was successful through the HUDMobile.hud.gov web portal to all CERG members via dial-up and wireless aircards. Based on prior planning efforts, Region VIII Management had the capability to continue to perform necessary work functions through a Headquarters Citrix server while the Denver server was unavailable.

Lastly, in Portland, the exercise began with explosions in the Portland Metropolitan area. The CERG cascade was immediately activated and the designated CERG members relocated to the Emergency Relocations Site identified in their Office COOP Plan. The Region X IT Director provided on-site IT support as they activated their COOP as part of the exercise.

The exercise was a great success!

Great Strides Forward for Security Awareness, Training and Practice

The OCIO established and implemented a security awareness and training program that ensures that HUD employees and contractors are made aware of IT security issues annually; that new users are familiarized with IT security policies and practices; that users whose duties entail significant security responsibilities are provided specialized security training; and that executives are provided information necessary to effectively exercise their IT security responsibilities. In addition, 100 percent of major applications documented in the Inventory of Automated Systems have been certified and accredited.

HUD IT STRATEGIC PLAN PROCESS

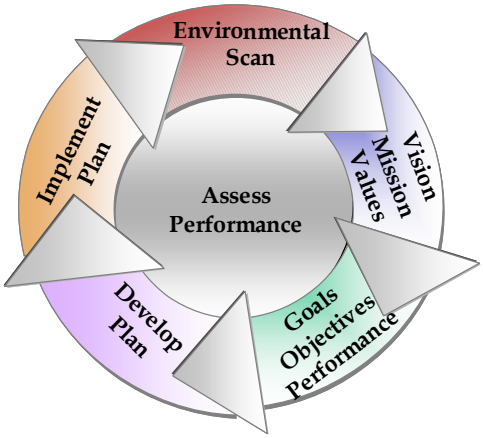
Several enhancements have been made to the HUD IT Strategic Plan (ITSP) process to provide a more customer-focused perspective. Enhancements include:

- **Increased alignment with Departmental strategies and priorities** - This IT Strategic Plan emphasizes alignment with the Department's mission and strategic goals as defined in the HUD Strategic Plan FY 2006 – FY 2011.
- **Increased IT stakeholder involvement.** - IT stakeholders were involved throughout the ITSP process. Further enhancement to the ITSP process is planned for the next iteration, which will directly involve both business and IT stakeholders. Annual environmental analysis identifies the need to revisit the strategy at the objective, goal, or vision and mission level. Not all revisions, for example if only at the objective level, constitute a completely new ITSP process with stakeholder involvement. Generally speaking, the next iteration of the ITSP process, including new business stakeholder input, occurs when the entire strategy is revisited, 3-5 years out. A business driver such as a new business strategic plan can prompt a new ITSP process. The December FY 2004 ITSP Process Guide contains details on targeted stakeholder groups.
- **Documented approach and guidance** - HUD's enhanced approach to IT strategic planning is documented in the HUD ITSP Process Guide. This guide will ensure HUD applies a consistent, industry best practice approach to the Department's future IT strategic planning efforts.

HUD's enhanced approach to IT strategic planning consists of six basic steps. This approach is depicted in HUD's ITSP Process Exhibit below. It is separated into two cycles: 1) the IT Strategy Development cycle, depicted in the outer ring of the exhibit, and 2) the Assessing Performance cycle, depicted in the inner ring of the exhibit below.

HUD's IT strategic planning components are manifested in two primary work products: the IT Strategic Plan and the Implementation Action Plan. The IT Strategic Plan encompasses a long-term (3-5 year) vision and strategy for IT at HUD and includes:

Exhibit 1: HUD's ITSP Process



- **Vision** – The ideal state for HUD IT
- **Mission** – The primary purpose of HUD IT
- **Values** – The underlying principles for accomplishing the mission
- **Goals** – Broad, long-term initiatives to achieve the vision
- **Objectives and Measures** – Short-term initiatives to realize goals and methods to measure progress and performance
- **Current IT Landscape** – HUD's current IT organization, management, systems, infrastructure, and other IT services.

The Implementation Action Plan (IAP) is a companion document that complements the IT Strategic Plan. It provides specific actions and timelines for achieving the goals and objectives over a 1-2 year timeframe, including:

- **Objectives** – Short-term initiatives that tie the implementation action plan to HUD's long-term IT strategy
- **Target Measures** – Specific methods to measure the progress and performance towards achieving each Objective
- **Actions** – Specific activities required to achieve the objectives
- **Milestones** – Events or products that mark significant progress or completion of actions
- **Schedule** – Time constraints for actions
- **Resources** – Staffing required to complete action

EXTERNAL DRIVERS

There are several external factors that drive HUD's strategic use of information technology. The following sections provide descriptions of these various external factors.

Government Performance Results Act (GPRA)

(Public Law 103-62) – Under GPRA, every major Federal agency must now ask itself some basic questions: What is our mission? What are our goals and how will we achieve them? How can we measure our performance? How will we use that information to make improvements? GPRA forces a shift in the focus of Federal agencies—away from such traditional concerns as staffing and activity levels and toward a single overriding issue: results. GPRA requires agencies to set goals, measure performance, and report on their accomplishments.

GAO Guidelines

GAO Guidelines require that all Agencies Agency must have documented processes to perform the following activities:

- Develop IT goals in support of agency needs;
- Measure progress against these goals;
- Assign roles and responsibilities for achieving these goals.

Government Paper Elimination Act (GPEA)

GPEA specifically instructs that by October 21, 2003, Federal agencies must perform the following activities:

- Give the public the option to submit information electronically;
- Maintain or disclose information to the public using electronic means; and
- Use electronic authentication methods to verify the identity of the sender and the integrity of electronic content.

The law directs agencies to engage in the "acquisition and use of information technology, including alternative information technologies that provide for electronic submission, maintenance, or disclosure of information as a substitute for paper, and for the use and acceptance of electronic signatures."

President's Management Agenda

The PMA was established in FY 2001 as a starting point for management reform. The agenda contains five government-wide and nine agency-specific goals to improve Federal management, listed below. HUD participates in the five government-wide and two agency-specific initiatives identified in Exhibit D-1 and reports its results in the PMA scorecard. These focus areas contributed to development of the HUD IT Strategic Plan.

Exhibit 2: HUD's PMA Initiatives

Government-Wide PMA Initiatives
▪ Strategic Management of Human Capital ▪ Competitive Sourcing ▪ Improved Financial Performance ▪ Expanded Electronic Government ▪ Budget and Performance Integration
Agency-Specific PMA Initiatives
▪ HUD Management and Performance o Improving Housing quality and Intermediary Performance o Reducing Overpaid Rental Assistance o Mitigating Federal Housing Authority (FHA) Risk o Improving the Consolidated Community Planning Process o Strengthening Acquisitions Management Information ▪ Faith-based and Community Initiative

Clinger Cohen Act of 1996

Formerly known as the Information Technology Management Reform Act (ITMRA), the Clinger-Cohen Act of 1996 provides the opportunity to significantly improve the way the Federal government acquires, manages, and uses information technology. Agencies now have the clear authority and responsibility to make measurable improvements in mission performance and service delivery to the public through the strategic application of information technology. HUD has met the specific mandates of the act to:

- Establish and fill a CIO position with defined duties and responsibilities;
- Design and implement capital planning and investment controls;
- Use information technology as a strategic enabler of agency and departmental missions and business objectives, implementing information technology-related actions to enhance performance and results-based management; and

- Develop, maintain, and facilitate the implementation of sound and integrated information technology architecture.

Section 508, Rehabilitation Act of 1973

As amended, Section 508 of the Rehabilitation Act of 1973 requires Federal agencies to ensure that their electronic and information technologies provide people with disabilities access to information and data comparable to that of people without disabilities. HUD's website (www.hud.gov) has incorporated many of the access provision guidelines developed by the Web Accessibility Initiative of the World Wide Web Consortium, such as verbal tags and frames enabling screen readers to "read" both text and graphical information. HUD has also included a "People with Disabilities" section on the website detailing Federal resources and Fair Housing Laws listing guidelines, contact points, and rights for citizens living with disabilities.

The Privacy Act of 1974

The Privacy Act of 1974 provides specific guidance to Federal agencies on the control and release of appropriate records. This act, known as a "code of fair information practices," attempts to regulate the collection, maintenance, use, and dissemination of personal information by Federal Executive branch agencies. HUD gathers information on employees, individuals applying for HUD programs, business partners, contractors and clients. HUD's Privacy Act Program follows the guidelines set in the Privacy Act of 1974. HUD has a designated Privacy Officer to answer citizens' requests for documentation and data available under the Privacy Act.

Electronic Signature in Global National Commerce Act (ESIGN)

The Electronic Signatures in Global National Commerce Act of 2000 (ESIGN) declares the validity of electronic signatures for interstate and international commerce; prohibits denying the legal effect of certain electronic documents and transactions signed by an electronic signature; clarifies broad circumstances in which an electronic record satisfies any statute or regulation that mandates a record in writing; requires inquiries into domestic and foreign impediments to commerce in electronic signature products and services; and embraces all technologies. The Act is also known as the "Millennium Digital Commerce Act" and the "E-SIGN Bill".

E-Government Act of 2002

The E-Government Act of 2002 aims to enhance the management and promotion of Electronic Government services and processes by establishing a Federal Chief Information Officer within the Office of Management and Budget. By establishing a broad framework of measures that require using Internet-based information technology, citizen access to government information and services is enhanced. This Act extends and consolidates previous acts such as GPEA.

Federal Enterprise Architecture (FEA)

The FEA is a business and performance-based framework to support cross-agency collaboration, transformation, and government-wide improvement. It provides OMB and the Federal agencies with a new way of describing, analyzing, and improving the Federal Government and its ability to serve the citizen. The FEA is being constructed through a collection of interrelated "reference models" designed to facilitate cross-agency analysis and the identification of duplicative investments, gaps, and opportunities for collaboration within and across Federal Agencies.

Paperwork Reduction Act of 1980

The Paperwork Reduction Act intends to have Federal agencies become more responsible and publicly accountable for reducing the burden of Federal paperwork on the public, and for other purposes. The Act requires Federal agencies to establish a process, independent of program responsibility, to evaluate proposed collections of information and manage information resources to reduce information collection burdens on the public. Furthermore, agencies must ensure that the public has timely and equitable access to information products and services

Federal Funding Accountability & Transparency Act of 2006

The Federal Funding Accountability and Transparency Act of 2006 requires all organizations that receive federal funds provide full disclosure of the use of those funds on a website maintained by the Office of Management and Budget beginning in FY 2007.

ACRONYM LIST

Acronym	Definition
ACORN	Automated Correspondence On-line Response Network
APP	Annual Performance Plan
C&A	Certification and Accreditation
CERG	COOP Emergency Relocation Group
CIO	Chief Information Officer
CIOC	Chief Information Officer's Council
COOP	Continuity of Operations Plan
COTS	Commercial off-the-shelf
CPD	Community and Planning Development
CRM	Customer Relationship Management
CTS	Correspondence Tracking System
DME	Development Modernization and Enhancement
EA	Enterprise Architecture
EIV	Enterprise Income Verification System
EPM	Enterprise Program Management
ERM	Enterprise Records Management
FISMA	Federal Information Security Management Act of 2002
FOIA	Freedom of Information Act
FY	Fiscal Year
GAO	Government Accountability Office
GIMS	Grants Interface Management System
GOTS	Government off-the-shelf
GTM / GTR	Government Technical Manager / Government Technical Representative
HCV	Housing Choice Vouchers Program (formerly known as Section 8)
HERS	HUD Electronic Records System
HIFMIP	HUD Integrated Financial Management Improvement Project
HIHRTS	HUD Integrated Human Resource and Training System
HITS	HUD IT Services
HQ	Headquarters
HSPD	Homeland Security Presidential Directive
HUD	Housing and Urban Development
IAP	Implementation Action Plan
IDIS	Integrated Disbursement and Information System

Acronym	Definition
IG	Inspector General
IPT	Integrated Procuremement Team
ISSO	Information Systems Security Officer
IT	Information Technology
ITIL	Information Technology Infrastructure Library
ITIM	Information Technology Investment Management
ITSP	Information Technology Strategic Planning
IV&V	Independent Verification & Validation
LOB	Lines of Business
OCIO	Office of the Chief Information Officer
OMB	Office of Management and Budget
PHAs	Public Housing Agencies
PIH	Public and Indian Housing
PMA	President's Management Agenda
PMBOK	Project Management Body of Knowledge
PMCOE	Project Management Center of Excellence
POA&M	Plan of Action & Milestones
SDM	System Development Methodology
SFI	Single Family Integration
SOA	Service Oriented Architecture
SLAs	Service Level Agreements
TIBWG	Technology Investment Board Working Group