

**DRAFT**

**Business Case Template**

# A Business Case for [Project Name/Acronym]

Document Control Number x.x  
Date xx/xx/xxxx

## 1.0 Project Overview

### 1.1 Project Description

*Provide, within the table below the information being requested.*

Name of Project	<i>Full Name and Acronym</i>
Project Proponent/Project Manager	<i>Name Title Office Phone</i>
Project Sponsor	<i>Name Title Office Phone</i>
Direct Beneficiaries	<i>Who will the system benefit most?</i>
Products	<i>What will be produced?</i>
Justification Statement	<i>Why is the system needed as compared to the no action alternative?</i>
Cost/Benefit	<i>Insert Cost / Benefit Ratio from Section 6.2.2</i>

### 1.2 Project Purpose

#### 1.2.1 Project Objectives

*Provide a short narrative description of the project, identify the project's business purpose, summarize the business case/benefits of the project.*

Attachment 2-2

### **1.2.2 Compliance with Laws**

*Determine whether the Government should be performing the function, if the private sector or another agency should support the function, and if the function needs to be or has been appropriately redesigned to improve its efficiency (Executive Order 13011-July 16, 1996).*

*If the project is successfully developed/acquired how will it support the BLM's strategic and program goals (required by the Clinger-Cohen of 1996)?*

*How is this project aligned with BLM's Annual Performance Plan prepared to support the Government Performance and Results Act of 1993?*

*Does this further the goals of the Paperwork Reduction Act of 1995?*

*Explain how the system will incorporate the requirements of the Americans with Disabilities Act?*

## **1.3 Summary of Project Management Information**

### **1.3.1 Project Overview**

*Describe the overall project strategy to complete the project. Describe how you intend to involve users, management, and technical specialists to guide the development of the project.*

### **1.3.2 Project Budget/Resources Overview**

*Describe the estimated project budget and resource needs.*

Attachment 2-3

## 2.0 System Boundaries

*This section explicitly defines the project boundaries.*

### 2.1 Scope of Project

*Clearly state what is within and outside the scope of the project. Specify the exact project scope in terms of:*

- *Primary function of the system*
- *Intended customers/users (types: internal, external, public, specialist, managers)*
- *Estimated total number of users*
- *Estimated number of concurrent users*
- *Estimated number and locations of sites (BLM offices) that will use the system*
- *Potential interfaces with other systems/processes*
- *Other existing or similar systems (IT Clearinghouse)*

### 2.2 Project Completion Criteria

*Describe entrance and exit criteria, milestones, approvals and deliverables that will indicate that the project has completed an identified milestone (section 1.3.1). Include all ITIB approvals and SCO coordination/review points. (See IT Investment Management Process guidelines). Approvals and dates of approvals will be added as the project proceeds.*

<b>Milestones ITIB Approvals / SCO reviews</b>	<b>Completion Criteria</b>	<b>Approved By</b>	<b>Date</b>

Attachment 2-4

## **3.0 Target Business Processes**

*This section describes the relationship of business processes, and their intended improvements.*

### **3.1 Supporting Documents**

*List any documents already produced that contain detailed material that does not need to be repeated here.*

### **3.2 Target Business Processes**

#### **3.2.1 Tie Business Processes to the Bureau Architecture**

*Identify the high level business processes (See Appendix 1), and describe the targeted business processes that the project is expected/intended to improve.*

*Describe the current business process: Who does it? How is it performed? How often is it performed?*

*Describe how the business processes tie to the BA. Map the business processes to the business processes within the BA.*

*Are the target business processes consistent with the Bureau Architecture?*

#### **3.2.2 Business Process Improvement**

*Describe the proposed change to the business process.*

*Describe how the business processes have been reviewed for re-engineering: Do they meet users' needs? Has the process been re-engineered to improve its effectiveness before automation? Have the re-engineered business processes been approved by the Washington program lead and accepted by the user community?*

#### **3.2.3 End Users/Customers/Sponsor**

*Identify the end users/customer/sponsor and summarize their involvement in the proposal. Who are they? What are their wants and needs relative to the proposal? How strong is user support for the project? What has their involvement been in the proposal development? What will it be in project development? What involvement has occurred with the Washington Office Program Leads and the respective Assistant Director(s)?*

Attachment 2-5

### **3.2.4 Other Business Areas/Programs**

*Identify additional BLM programs/activities that will be affected by this project. Does the project integrate work processes involving different BLM activities? If so, is this proposal supported and approved by the appropriate parties such as program leaders, Assistant Directors, etc.?*

## **3.3 Data Management**

### **3.3.1 High Level Data Groups**

*Identify each high level data group that this project is expected to use from the Bureau Architecture Data Groups in (See Appendix 2). If the data group is not in the BA, describe it and justify why it should be added to the BA. The justification should include a description of how this data helps the Bureau fulfill its mission.*

### **3.3.2 Data Sources**

*Identify the source of data to be used by this system (Collections and Billings System or Master Name are two of the possible sources for customer data). Describe the data conversion process.*

### **3.3.3 Data Sharing**

*Describe any data sharing that is to take place with internal or external customers/partners.*

### **3.3.4 Data Contacts**

*Identify the Center or State Data Administrator and data steward(s) involved. Describe their level of involvement.*

## **3.4 Maximizing the usefulness of the information within the System**

*Address how the system minimizes the burden on the public and preserves the integrity, availability, and confidentiality of the information throughout its life cycle.*

## **3.5 Coordination with State, Local and Tribal governments**

*Describe project coordination with State, Local and/or Tribal governments. Include coordination activities within schedule and estimated resources and cost.*

Attachment 2-6

### **3.6 System Accessibility**

*Describe how the project will provide full access to the system and information contained in the system to all Bureau employees and other federal employees under the requirements of the Rehabilitation Act of 1973 and for access to the system and information contained in the system for the public under the Americans with Disabilities Act of 1990.*

*Ensure that all accessibility design and testing activities and their associated costs are included within the total estimated cost of the project.*

Attachment 2-7

## 4.0 Target System Requirements

*This section contains a high-level functional description that describes the project in terms of the system functions required to support the business process changes described in Section 3.0.*

### 4.1 Supporting Documents

*List any supporting documents that may contain additional detailed information about the system requirements.*

### 4.2 Requirements Summary

<b>Functional Category (examples)</b>	<b>High-Level Functional Requirement</b>
Input	
Output	
Processing	
System Interfaces	
Human Factors and ADA	
Data Storage and Access	
Data Integrity	
Performance	
Security	
System Operations Support	
Training	

Attachment 2-8

## 5.0 Target System Architecture

*This section presents existing and proposed hardware/software system changes to support the system requirements described in Section 4.0. Provide as much information as possible.*

### 5.1 Supporting Documents

*List any documents containing detailed material, regarding the IT Architecture of the proposed system.*

### 5.2 Planned Architecture

#### 5.2.1 Operational Architecture

*If a system already exists, provide an Existing System Diagram (includes data storage and network devices) .*

*Provide a Proposed System Diagram.*

*Identify any components of the existing baseline IT Architecture that may have to be modified.*

<b>HW/SW Component</b>	<b>Characteristics</b>	<b>Location</b>	<b>Comments</b>

*Identify the number and type of software licenses anticipated. Address security considerations and planning.*

#### 5.2.1 Development Environment

*Identify any HW/SW components that you intend to use in the development of the project. Describe the development and test environment(s), and explain how they will be isolated from the operational environment.*

## 6.0 Master Plan and Schedule

### 6.1 Implementation Plan for Project

#### 6.1.1 Roles and Responsibilities

*Provide the number and approximate GS-level of Bureau employees and Contractors assigned to each of the following key project roles. List any additional personnel and their skill type(s) needed to complete the project. Mark N/A for those key project roles that are not envisioned as part of the project team.*

<b>Key Project Roles</b>	<b>Name</b>	<b>Level</b>
Project Manager		
Deputy Project Manager		
Lead User Representative(s)		
Contracts Liaison		
Software Engineer		
System Engineer		
QA Specialist		
CM Specialist		
Project Schedule Maintainer		
Documentation Specialist		
Security Specialist		

#### 6.1.2 High Level Project Schedule

*Provide as much information at the level necessary to communicate how the project is planned to be implemented in phases, with incremental deliverables. Identify proposed start and end dates for each major task/activity in Section 6.1.2.2.*

*Refer to the SCO's Best Management Practices on Developing and Maintaining a Project Schedule.*

Attachment 2-10

### 6.1.2.1 High Level Gantt Chart

*Develop a high level Gantt chart of planned activities and attach. (See Appendix 3)*

### 6.1.2.2 High Level Work Breakdown Structure

*Provide a high level WBS Table as an attachment. (See Appendix 4 )*

WBS	Activity Description	Complete Narrative of the task	Start	End

### 6.1.2.3 High Level Key Milestones and Products

*Provide a table or include milestones and deliverables within the Gantt chart - Milestones/Product Name, Delivery Dates, and any ITIB Approvals/Decisions or SCO coordination points.*

### 6.1.2.4 High Level Resource Requirements

*Estimate total life cycle costs by identifying all resource commitments and costs for labor (Bureau and contractor), hardware and software, travel, training and all costs associated with operations and maintenance.*

## 6.2 Project Investment Management

### 6.2.1 Cost / Benefit Analysis

*Complete a Cost / Benefit Analysis, identify all anticipated costs (including Bureau labor and travel), identify all anticipated benefits (tangible and intangible). Where A= estimated total cost of present business process and B= estimated cost of future/proposed business process and C= new benefits and D= estimated cost of the project (labor, travel, training, equipment (hw/sw), contractor costs) including all costs associated with operations and maintenance for 5 years post deployment.*

$$\frac{(B - A) + C}{D}$$

*Calculate the payback period (time for sum of benefits to equal the sum of the costs).*

Attachment 2-11

## **6.2.2 Cost / Benefit Assumptions**

*Describe any conditions and assumptions that explain and support the numbers presented in the Cost / Benefit calculations.*

## **6.3 Sensitivity Analysis**

*Discuss what happens if benefits are not as large as anticipated and/or costs increase from those estimated. At what point do the costs equal the benefits?*

## **6.4 Risk Identification and Management**

*Address how risk identification and management will be incorporated into the project plan. Refer to the SCO's Best Management Practices on Identifying and Managing Project Risks.*

### **6.4.1. Risk Identification Form**

*Identify and document each major risk by using (See Appendix 5). Complete one form for each identified risk.*

### **6.4.2. Risk Management Summary Spreadsheet**

*Summarize all identified risks (See Appendix 6).*

## **6.5 IT Investment Management Summary**

*Identify the funding needed to proceed to the next milestone described in Section 6.1.4. Refer to the SCO's Best Management Practices on Developing Project Briefings.*

*Specifically identify the following; 1) actual dollar amount of funding being requested, 2) what will be produced, 3) when it will be delivered and 4) when will the system be turned over to operations and maintenance, and 5) what organizational unit will perform operations and maintenance responsibilities.*

Attachment 2-12

# Appendix 1

## High Level Business Processes

Version 1.0 of the Bureau Architecture has been completed. The Bureau Architecture contains the following business process areas which are the same high-level work process categories used in the BLM's Cost Management (ABC) system:

- 1.0 Provide Customer Service
- 2.0 Assess Condition/Status
- 3.0 Perform Planning
- 4.0 Authorize Use
- 5.0 Implement BLM-initiated Actions
- 6.0 Perform Monitoring
- 7.0 Manage Compliance
- 8.0 Manage Work
- 9.0 Sustain Organization (partial)

*Note : These nine major categories do not correspond to the Bureau's organization chart or traditional BLM programs. Grouping processes logically in this way allows identifying functions shared across organizational and program boundaries, where economies of scale may be possible.*

*Note : These high-level business processes have been further broken out to the third level of detail, and in some cases beyond. Project business processes are to be mapped to the BA business processes at the most detailed level available.*

Attachment 2-13

# Appendix 2

## High Level Bureau Data Groups

<b>APPEAL</b>	All correspondence and documents generated by both the appellants and the BLM regarding legally contested decisions.
<b>ASSESSMENT</b>	The result of an analytic process. Does not include performance assessments, condition/status assessments.
<b>AUTHORIZATION</b>	The instruments that allow use to occur such as leases, grazing permits, mining claims, deeds, conveyances, etc. Includes terms & conditions, standards, and implicit authorizations.
<b>BUDGET</b>	Resource requests, financing, revenues and available funding such as appropriations.
<b>COMMENT</b>	Concerns, recommendations, issues, observations, etc. raised by the public regarding a BLM plan or proposed actions.
<b>COMPLIANCE</b>	Information on determinations of compliance with use terms, conditions and stipulations. Includes analysis of compliance (i.e. not under Assessment), also includes performance evaluation of customers (i.e. not under Results Evaluation).
<b>CONDITION</b>	Natural resource, social, economic, boundary and land tenure data used to compare landscape condition/status against identified standards and criteria and to define the current condition/status of the landscape. Includes analysis of resource data to derive Condition information.
<b>CONTRACT</b>	Leases, agreements, permits, etc., which legally obligate the BLM and at least one other party.
<b>CUSTOMER</b>	Individuals, corporations and groups which conduct business with the BLM or are involved in actions of the BLM.
<b>EMPLOYEE</b>	Employment information such as title, position, grade, etc., on someone who works for the BLM.

Attachment 2-14

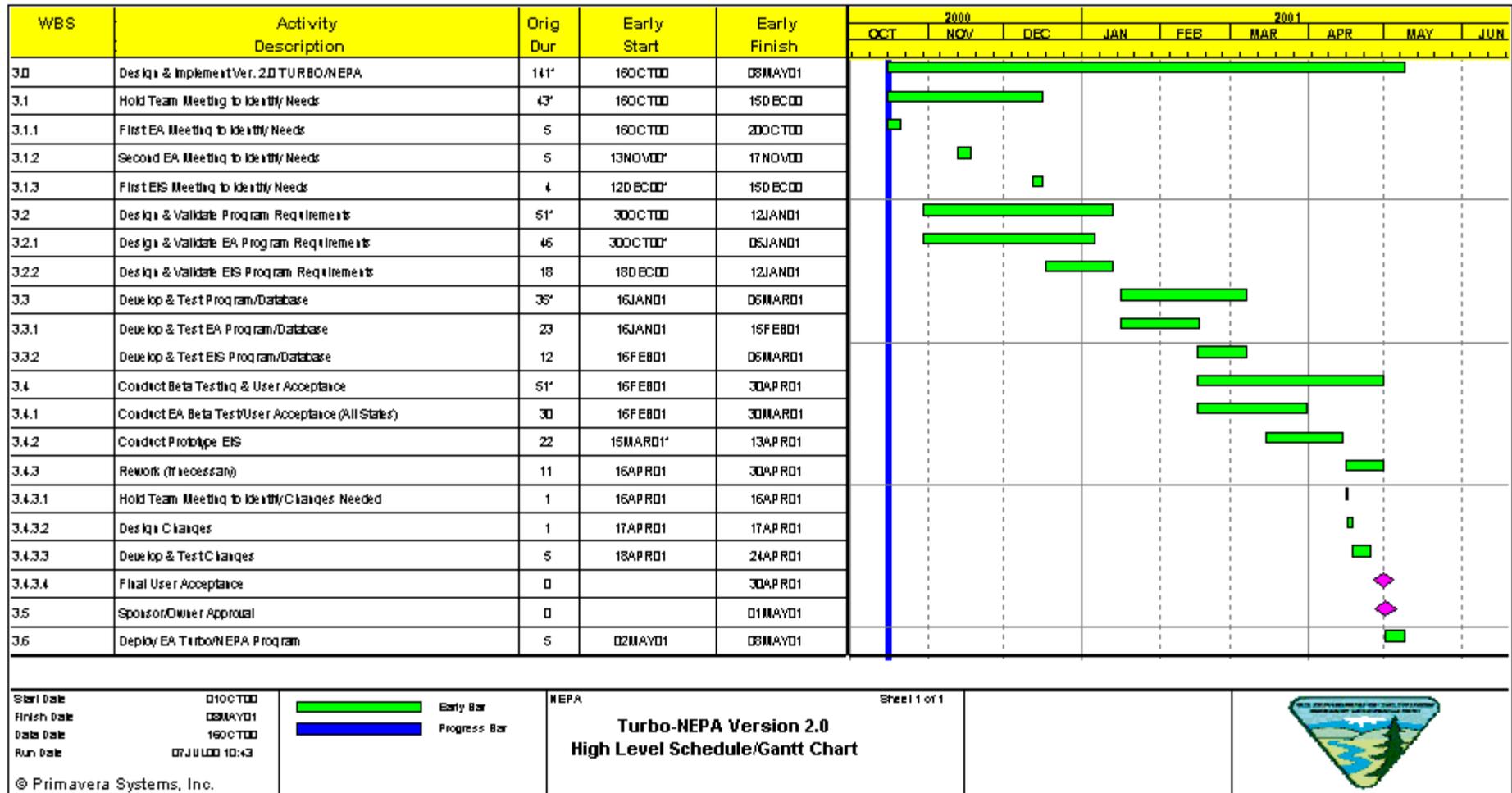
<b>ENFORCEMENT</b>	Information about the exercise of compliance authority, including fines, impoundment and cancellation of use contracts. This includes the identification and resolution of trespass cases. Includes determination of corrective action (i.e. not under Assessment).
<b>FACILITY</b>	Information on structures erected and maintained by the BLM and others, including buildings, fences, culverts, etc. Includes information on all facilities (BLM or customer owned) .
<b>GUIDANCE</b>	Policies, procedures, directives, manuals, handbooks, etc. Includes strategies and activity plans.
<b>INCOMING REQUEST</b>	Expressions of interest for use authorization as well as requests for general information or BLM-produced products.
<b>LAND STATUS</b>	Information on land ownership, sensitive or critical areas, lands available for disposal or use, etc. Includes determination of Land Status (i.e. not under Assessment).
<b>LAND USE PLAN</b>	Information on Resource Management Plans (RMPs) (does not include project plans, strategies, or work plans).
<b>MANDATE</b>	All imperatives placed on the BLM by law, regulatory bodies, executive orders, courts, etc.
<b>NEPA</b>	All correspondence and BLM-generated documents related to the NEPA process.
<b>NOTICE</b>	Formal communications both to and from the BLM such as sundry notices, demand letters and other legal documents.
<b>ORGANIZATION</b>	Information on the administrative and functional structure that sustains the enterprise.
<b>OUTGOING REQUEST</b>	Requests for information, models, protocols, permits, etc., initiated by the BLM, to the customer or other agencies or members of the public.
<b>PROJECT</b>	All actions undertaken on the ground except for the development and maintenance of facilities. Includes project plans. Also includes development and maintenance of BLM facilities.

Attachment 2-15

<b>PUBLIC</b>	Information on individual organizations and groups that are external to BLM (other than CUSTOMER).
<b>QUESTIONNAIRE</b>	Instruments for gathering performance results both within and external to the BLM.
<b>RESOURCE</b>	Information on both renewable and non-renewable resources.
<b>RESPONSE IN</b>	Information, permits, etc. provided to BLM as requested by BLM. Includes communications solicited by the BLM.
<b>RESPONSE OUT</b>	Information, approvals, denials of use authorization request, BLM materials, etc., provided to customers or the public as requested. Includes communications to other agencies, customers and the public, which require some response.
<b>RESULTS EVALUATION</b>	The analysis and evaluation of performance results, effectiveness results and organization and individual performance accomplishments. Does not include performance evaluation of customers.
<b>STRATEGY</b>	Goals, objectives, long-term performance objectives, expected outcomes, effectiveness measures and how to achieve them.
<b>USE</b>	Information on the legal enjoyment of property or resource. Includes all uses (legal & illegal), includes proposed & planned, as well as actual. Does not include allowed which is under authorization.
<b>WORK LOAD</b>	Demand work, workload needs, BLM-initiated work tasks, un-achievable priority tasks, etc.
<b>WORK PLAN</b>	Organizational and individual task assignments, performance goals, funding and FTE allocations.

Attachment 2-16

## Appendix 3 High Level Gantt Chart



# Appendix 4

## High Level Work Breakdown Structure

(Shaded areas only)

WBS No.	Level	Name of Work Process
3.0	1	Perform Planning
3.1	2	Develop, Amend or Revise Plan
3.1.1	3	Determine Scope
3.1.2	3	Compile Planning Data
3.1.3	3	Develop Plan Alternatives
3.1.4	3	Conduct Planning Analysis
3.1.5	3	Prepare Proposed Plan
3.1.6	3	Approve Plan
3.2	2	Implement BLM Plan
3.2.1	3	Define Proposal
3.2.2	3	Determine Conformance with Existing Planning Base
3.2.3	3	Determine Level of NEPA Documentation Needed
3.2.4	3	Conduct NEPA Analysis
3.3	2	Evaluate Plan
3.3.1	3	Compile Changing Conditions
3.3.2	3	Analyze Changing Conditions
3.3.3	3	Determine Existing Plan Adequacy
3.4	2	Maintain BLM Plan
3.5	2	Modify BLM Plan
3.5.1	3	Determine Scope of Modifications
3.5.2	3	Determine Whether to Amend or Revise Plan

Attachment 2-18

## Appendix 5

RISK IDENTIFICATION FORM		
<b>Project Name:</b>	<b>Module:</b>	<b>Project Focus Area:</b>
<b>Probability of Occurrence:</b> <i>(high, medium, low)</i>	<b>Schedule Impact:</b> <i>(schedule loss by x weeks )</i>	<b>Overall Risk Rating:</b> <i>(high, medium, low)</i>
<b>Risk Statement (explanation):</b> <i>(describe the range of possible outcomes, expected timing, frequency)</i>		
<b>Risk Mitigation Measures:</b> <i>(tie mitigation to the project schedule, identify each by it's Activity Id #)</i>		
<b>Risk Mitigation Strategy:</b> <i>(avoid, mitigate, or accept) (circle one)</i>		
<b>Identified by :</b>	<b>Date Identified:</b>	<b>Assigned to:</b>

Attachment 2-19

# Appendix 6

<b>Risk Management Summary Spreadsheet</b>				
<b>Priority</b>	<b>Risk Statement</b> <i>[from Appendix 1]</i>	<b>Project Phase:</b>	<b>Assigned to:</b> <i>[name of team member]</i>	<b>Overall Risk Rating :</b> <i>[ high, medium, low]</i>
<b>1</b>				<i>Risk (new)                      Date : xx/xx/xx</i> <i>Risk increasing                Date : xx/xx/xx</i> <i>Risk static                        Date : xx/xx/xx</i> <i>Risk static                        Date : xx/xx/xx</i> <i>Risk decreasing                Date : xx/xx/xx</i> <i>Risk eliminated                Date : xx/xx/xx</i>
<b>2</b>				
<b>3</b>				
<b>4</b>				
<b>5</b>				
<b>6</b>				
<b>7</b>				
<b>8</b>				
<b>9</b>				
<b>10</b>				

Attachment 2-20