

**A Proponent's Guide**

**for**

**Developing an IT Investment Proposal**

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Bureau of Land Management  
System Coordination Office  
WO-570D

Developing a IT Investment Proposal  
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Appendix 1: Draft Project Proponent's Guide for Developing an IT investment proposal

Reference Documentation:

The Managed Evolutionary Development Guidebook: Process Description and Application  
Revision June 1, 1993  
Mitre, McLean, Virginia

Patti A. Reynolds, The MITRE Corporation  
Elaine S. Ward, The MITRE Corporation  
Paul J. Gonzalez, The MITRE Corporation  
John Blyskal, Software Productivity Consortium  
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## **1.0 Purpose**

The System Coordination Office (SCO), WO-570D, has adopted guidelines and templates for developing IT investment proposals, business cases, and other life cycle deliverables. These guidelines will be used by individuals responsible for leading the development of an IT investment proposal.

This guide is part of the overall project management “best management practices” that have been developed by the SCO.

This document identifies the requirements for developing an IT investment proposal. Completed IT investment proposals are to be submitted to the SCO; the SCO staff are available to work with proponents to assist in developing this document.

## **2.0 Applicability**

These guidelines apply to all IT investment proposals.

## **3.0 Management Objectives**

The objectives of these guidelines are to describe and establish a standardized and repeatable process for developing IT investment proposals.

Once an IT investment proposal is approved by BLM’s Information Technology Investment Board (ITIB), these guidelines will provide project managers with uniform guidance, requirements, and specific instructions for developing business cases and project planning documents. These guidelines will change as experience is gained and the SCO project management guidelines undergo continuous improvement.

Project planning is necessary if proponents are to develop and implement successful systems. The level of effort to document objectives, requirements, scope, and implementation strategy, however, needs to be carefully weighed against performing the actual work to develop and implement the system.

## **4.0 Standardized Guidelines for Project Managers**

## 4.1 Background Information

The SCO has reviewed the Bureau's current draft of the Life Cycle Management guidelines, and has also reviewed and used the Managed Evolutionary Development (MED) process model. Based on experience, funding and staffing level, the SCO has determined that a modified approach to the project planning process is necessary.

The reasons behind developing a modified approach to project planning is that the Bureau:

- ☞ is faced with trying to develop projects within a rapidly evolving environment
- ☞ is often uncertain about the scope and requirements of the proposed projects
- ☞ is faced with the need to proceed to meet business requirements
- ☞ needs to better incorporate risk management into system development
- ☞ needs to demonstrate an orderly planning and decision process

The SCO staff will work with each Proponent/Project Manager to develop and maintain all project documents. All projects will use the standardized project document template.

## 4.2 Standardized Guidelines

The benefits of standardized project documents are numerous.

- ☞ Decision makers, sponsors, and users can easily find the same information in the same place when comparing two different projects.
- ☞ A standardized format helps to ensure consistent communication and analysis.

## 5.0 Roles and Responsibilities

***Proponent*** – Is responsible for coordinating and championing the development of the IT investment proposal. Once the IT investment proposal has been approved by the ITIB, the proponent may shift roles to the Business Process Owner, Project Manager, or Project Team member.

***Assistant Director's IRM Advisor*** – Is responsible for serving as the Assistant Director's primary point of contact for issues concerning the IT investment proposal.

***Business Process Owner (BPO)*** – Is responsible for ensuring that the business processes under development or enhancement are re-engineered prior to being automated.

***Project Manager (PM)*** – Is responsible for the successful management and completion of one or more projects approved by the ITIB. A trained Project Manager should be assigned once the ITIB has approved the IT investment proposal. It is the Project Manager's responsibility to develop all project planning documents and bring the project to a successful implementation.

***System Coordination Office (SCO)*** - Is responsible for screening all IT investment proposals to ensure they are in line with the Bureau's selection, control, and evaluation criteria. Ensures that IT investment proposals and business cases are consistent with the Bureau Architecture and facilitates the maintenance of the Bureau Architecture. Monitors project performance (cost, schedule, scope) during the Control phase. Maintains the Bureau's IT Clearinghouse and Metadata Repository and coordinates the development of Project Management.

***IT Investment Board (ITIB)*** - Is the governing board for executive input, recommendations, and decisions on Bureauwide Information Technology (IT) investments and provides support to the Director, Deputy Directors, and Assistant Director for Information Resources Management. The ITIB serves as the capital planning board for selecting, controlling, managing, and evaluating information systems (software) and technology (hardware) investments.

***Sponsor*** - A Field, Center, or Washington Office manager who authorizes the development of an IT investment proposal and/or business case. Once the IT investment proposal has been approved by the ITIB, it is the Sponsor's responsibility to assign a trained/qualified project manager, and funding and project codes for developing a business case. The Project Sponsor shifts roles to become the System Owner when a business case has been approved by the ITIB.

***System Owner*** - Responsible for selecting a Project Manager, approving all documentation and business requirements, acceptance, training, and maintenance.

**[*Proposal Name*]**  
**IT Investment Proposal**  
**Version x.x**  
**Submission Date xxx**

**1.0 IT Investment Proposal Information**

IT Investment Proposal Name	
Proponent (Name)	
Business Process Owner (Name)	
AD's IRM Advisors (Name)	
Sponsor (Name, Title, Program/Office)	

**2.0 IT investment proposal (Project Boundaries)**

*Provide a brief description of the project and why it is being proposed. Describe the project's concept, what is in and outside of the project scope, and summarize functional requirements.*

*Explain qualitative benefits versus the status quo of not doing this project.*

**3.0 Alignment to BLM's Core Functions (Target Business Processes)**

*Describe how the IT investment proposal aligns with the Bureau's core functions. Describe how the IT investment proposal ties to the Strategic Plan and the Annual Performance Plan.*

*Describe why BLM is required to do the business processes identified in the IT investment proposal. Identify if there are other agencies or private sector sources that can more efficiently support this function.*

*Describe how the work processes will be simplified or otherwise redesigned to improve effectiveness, and reduce costs.*

Identify which of the following nine high-level business processes the proposal supports:

- 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 \_\_\_\_\_

Conduct a review of BLM's IT Clearinghouse for other systems or sources that might meet this need. Enter the proposal in the IT Clearinghouse database.

Describe the extent of user involvement; describe who has been involved and how have they been involved. Describe how users will be involved in future development.

Describe the extent of involvement by the sponsor. Document how other management officials (State Director, National Program Lead, etc.) have been involved.

#### **4.0 Target System Requirements**

*N/A - This information is required in the Business Case.*

#### **5.0 Target System Architecture**

*N/A - This information is required in the Business Case.*

## 6.0 Cost, Schedule, and Funding Needed to Develop a Business Case

*Plan the work necessary to complete a Business Case for this project. Include work needed to determine user requirements, conduct trade studies, etc., in order to present viable alternatives for the project in a Business Case.*

<i>List Major Activities/Milestones:</i>		
<i>Activity/Milestone</i>	<i>Planned Start Date</i>	<i>Planned Complete Date</i>
<i>Required Resources (who will be involved):</i>		
<i>Name</i>	<i>Grade/Step</i>	
<i>Is funding available to develop a Business Case? Yes ___ No ___</i>	<i>If Yes, identify source:</i>	
<i>If No, estimate required funding:</i>		
<i>Estimated BLM labor costs:</i>		
<i>Estimated contract costs:</i>		
<i>Estimated travel costs:</i>		
<i>Total Funding Required for Developing a Business Case:</i>		
<i>Estimated Date to Brief Sponsor:</i>		
<i>Estimated Date for Business Case Submission to SCO:</i>		
<i>Target Date for ITIB Decision:</i>		

*The SCO staff is available to assist in the development the above information.*

*Describe how you foresee using contractors in the planning/implementation of this project. If contracting will be part of this project, describe the results of the coordination with the appropriate contracting office.*

Provide a “best estimate” of total life cycle costs (include 5-year operations and maintenance costs) and an enter an estimated delivery date for a final product.

<i>Total Life Cycle Costs:</i>		
<i>&lt; \$500,000 _____</i>	<i>\$500,000 &lt; \$5,000,000 _____</i>	<i>&gt; \$5,000,000 _____ (Provide rough estimate)</i>
<i>Estimated Delivery Date:</i>	_____	

Address the risks of a “no-action alternative” and identify any other known risks.