

IT INVESTMENT MANAGEMENT - SELECT PHASE (1.0)  
BUSINESS CASE DEVELOPMENT STAGE (1.3)

Number	Phase/Stage/Task	Process Description
1.3	Business Case Development Stage	<p><b>Entrance Criteria:</b> <i>To enter this stage the Project Manager must have an <b>Investment Proposal Decision Memorandum</b> and a unique project number or the Project Sponsor approval to proceed.</i></p> <p><b>Purpose:</b> <i>Before entering this stage, the Project Proponent, ADS IRM Advisor and the Business Process Owner must have received an <b>Investment Proposal Decision Memorandum</b> from the SCO.</i></p> <p><i>To organize the information necessary to make a funding decision in a consistent, structured format. In this stage, the project's strategic, technical and financial merits are documented. The Business Case must provide sufficient information for the SCO to coordinate the technical and business reviews to determine if there is a solid alignment with the Bureau's mission, business needs, and Bureau Architecture.</i></p> <p><i>In doing so, the SCO will facilitate the review and consolidate the comments, and evaluate the proposal against the project's benefits, costs, and risks. Based on the technical and business reviews and the SCO's recommendations, the ITIB will reject or approve the project, or approve the project but with certain stipulations. While they will approve the entire cost of the project, they will most likely only authorize a funding level that will take the project to the next Phase or Stage or some other specific predetermined milestone.</i></p> <p><i>At this stage, the Business Case is still a high level document. As more information becomes available, the Business Case will be expanded and updated in the Project Plan Development and Review Stage.</i></p> <p><i>Information from the approved Business Case will provide most of the information necessary to complete the 300B reporting requirements. Once the project completes the Acquisition Plan and Project Plan Development and Review Stage(s) the remaining required information will be available.</i></p> <p><b>Exit Criteria:</b> <i>Before exiting this stage the Project Manager and Sponsor must have a <b>Business Case Decision Memorandum</b>.</i></p>

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		<p><b>Deliverables:</b>  <i>A completed Business Case including a Benefit/Cost Analysis</i>  <i>An ITIB Record of Decision</i>  <i>A Business Case Decision Memorandum.</i></p> <p><b>Time Frames:</b></p> <p><b>Who's Involved:</b> <i>Project Proponent (optional), Project Manager, Project Sponsor, Assistant Director's IRM Advisor, Business Process Owner (BPO), System Coordination Office, Bureau Architecture Group (BAG), CIO and the ITIB.</i></p> <p><b>References:</b>  <i>IT Investment Management Process , Version Control Number 0.99, February 01, 2001</i></p> <p><i>WO Instruction Memo 2000-187 and 2000-187 Change 1, Information Technology Investment Process- Investment Proposal Development</i></p> <p>Clearinghouse web site : <a href="http://web.blm.gov/internal/wo-500/clearinghouse.htm">http://web.blm.gov/internal/wo-500/clearinghouse.htm</a></p> <p><i>SCO's web site for Best Management Practices (See Developing a Business Case.) (See Developing a Financial Analysis for a BLM IT Proposal) :</i>  <a href="http://web.blm.gov/internal/wo-500/xxxx.htm">http://web.blm.gov/internal/wo-500/xxxx.htm</a></p>
1.3.1	Project Manager obtains template for a Business Case (BC)	<p><b>Purpose:</b> <i>Using a standardized Business Case template will ensure that the Project Manager addresses all of the required information and puts it in a format where the business case can be more easily analyzed, compared and ranked against other investment proposals.</i></p> <p><i>A Business Case template can be found on the System Coordination Office's web site at : <a href="http://web.blm.gov/internal/wo-570/businesscase.xxx">http://web.blm.gov/internal/wo-570/businesscase.xxx</a></i></p> <p><b>Deliverables:</b></p> <p><b>Time Frames:</b> <i>Business driven</i></p> <p><b>Who's Involved:</b> <i>Project Manager and SCO</i></p>
1.3.2	Project Manager selects Business Case Development Team	<p><b>Purpose:</b> <i>The project manager is responsible for identifying and obtaining the resources (Business Case Development Team) to complete the Business Case.</i></p> <p><b>Deliverables:</b></p>

Number	Phase/Stage/Task	Process Description
		Time Frame:
		Who's involved:
1.3.3	Project Manager and Business Case Development Team develop draft Business Case	<p><b>Purpose:</b> <i>It is incumbent on the Project Manager to develop a Business Case that in fact makes a case for changing the way business is being conducted. As part of developing a business case the Project Manager must answer several questions as identified in OMB circulars; A-11, A-130 and A-94.</i></p> <p><i>The development of a business case includes identifying the scope of the project, identifying the high level requirements, mapping the business process to the Bureau Architecture, planning and developing a project schedule, incorporating risk management as part of the proposal and conducting a Benefit / Cost or Return of Investment analysis on the no action alternative, the preferred alternative, and at least one other alternative.</i></p> <p><i>The Business Case Development Team should have input and review on all aspects of IRM as well as the Business side.</i></p> <p><i>As part of developing the Business Case the Project Manager should brief the Sponsor on completion and seek preliminary concurrence on the Project's scope, schedule and budget prior to submitting it to the SCO for technical coordination and review.</i></p> <p><i>The System Coordination Office's website has additional guidance in the form of Best Management Practices on how to Prepare and Present a Business Case. This guidance can be found at : <a href="http://web.blm.gov/internal/wo-570/businesscase">http://web.blm.gov/internal/wo-570/businesscase</a>.xxx</i></p> <p><b>Deliverables:</b> <i>A draft Business Case that has the concurrence of the Project Manager and the Business Case Development Team.</i></p> <p><b>Time Frame:</b> <i>Business driven</i></p> <p><b>Who's Involved:</b> <i>The Project Manager identifies and staffs a Business Case Development Team. Team membership includes the Project Manager, System Coordination Office's POC, Business Process Owner, ADs IRM Advisor and other Support staff (as needed)</i></p>
1.3.3.1	Project Manager contacts SCO for guidance (optional)	<p><b>Purpose:</b> <i>If the Project Manager chooses, the SCO will provide guidance (not assistance) in the development of the Business Case. Interpretation of existing guidance, examples of Business Cases that have been approved by the ITIB, etc are all available on request. This could include a preliminary evaluation of the Business Case's completeness.</i></p>

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		Deliverables: Time Frames: <i>Business driven</i> Who's Involved: <i>Project Manager, SCO</i>
1.3.3.DM.1		Purpose: Deliverables: Time Frames: Who's Involved:
1.3.4	Project Manager submits draft BC to Sponsor	Purpose: <i>To officially transmit the Business Case to the Project Sponsor.</i> Deliverables: Time Frames: <i>Business driven</i> Who's Involved: <i>Project Manager</i>
1.3.5	Project Sponsor concurs with Project Scope, Schedule and Budget	Purpose: <i>This is to ensure that the Project Sponsor is in agreement with the Scope, Schedule and Budget prior to the Business Case submission to the SCO and subsequent Business, Technical, CIO and ITIB reviews.</i> Deliverables: Time Frames: <i>Business driven</i> Who's Involved: <i>Project Sponsor and Project Manager</i>
1.3.6	Project Manager submits final BC to the SCO, SCO posts BC to the web	Purpose: <i>When the Project Manager believes that the Business Case is ready for SCO review and technical coordination it is submitted to the SCO for review. An electronic version of the Business Case should be submitted via e-mail or regular mail and should include a letter of transmittal.</i> Deliverables: <i>A completed Business Case with a version control number and date.</i> Time Frames: <i>- 30 working days prior to the ITIB meeting</i> Who's Involved: <i>Project Manager and SCO point of contact</i>

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1.3.7	SCO coordinates the review and reviews the BC	<p><i>Purpose: The CIO and ITIB have requested that the SCO conduct the required coordination and analysis for every information technology investment. The SCO coordinates the technical and business review to ensure that the project has considered the Bureau Architecture, the Business Processes and Business Users, has mapped to the existing and proposed Target Architecture, addressed data and records management, considered Section 508 and has involved contracting and security management early on in the development of the project's implementation strategy.</i></p> <p><i>The SCO reviews the Business Case for completeness, reviews the project's schedule (work breakdown structure), milestones, and planned dates of deliverables, ensures that the business case answers or meets the criteria established by OMB in Circulars A-11, A-94, and A-130. The SCO also reviews in detail the Benefit/Cost analysis or Return on Investment and reviews the identified risks and the Project Manager's risk mitigation strategy.</i></p> <p><b>Deliverables:</b></p> <p><b>Time Frames:</b> -29 working days prior to the ITIB meeting, the SCO has 10 working days to review and coordinate the technical review of the Business Case.</p> <p><b>Who's Involved:</b> SCO, WO-550, WO-560, WO-880, Bureau Architecture Group/Architect, Business Subject Matter Experts, NIRM System Engineering, NBC Contracting, AD IRM Advisors, Assistant Directors, and State CIO Council, and Project Manager for approved ITIB projects (on-going).</p>
1.3.8	SCO develops findings and recommendations	<p><i>Purpose: The SCO findings and recommendation are developed to be presented to the Project Manager, Sponsor, CIO and the ITIB. They represent completed staff work on all aspects that the ITIB has directed the SCO to review and analyze.</i></p> <p><b>Deliverables:</b> A written document that is used to formally communicate the SCO's findings and recommendations to the Project Manager, Sponsor, CIO and ITIB.</p> <p><b>Time Frames:</b> -19 working days prior to the ITIB meeting, the SCO has 1 working day to develop their findings and recommendations.</p> <p><b>Who's Involved:</b> SCO Staff and Manager</p>

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1.3.9	SCO conducts BC closeout with Project Manager	<p>Purpose: <i>SCO's findings and recommendations are then presented to the Project Manager at a close-out, and if accepted and not modified by the Project Manager, submitted to the CIO for review prior to ITIB consideration. If the Project Manager disagrees with the findings they then have the opportunity to present additional information to change the SCO's findings and/or recommendations.</i></p> <p>Deliverables:</p> <p>Time Frames: <i>- 18 working days prior to the ITIB meeting, the SCO and Project Manager have 1 day to conduct the review close-out of SCO's findings and recommendations</i></p> <p>Who's Involved: <i>Project Manager, SCO</i></p>
1.3.9.1	SCO conducts BC closeout with Project Sponsor (optional)	<p>Purpose: <i>If requested the SCO will conduct a close-out of it's findings and recommendations with the Project Sponsor prior to formalizing it's findings and recommendations. The purpose is to allow the Sponsor to modify the Business Case or present additional information that may change the SCO's findings and recommendations.</i></p> <p>Deliverables:</p> <p>Time Frames: <i>- 18 working days prior to the ITIB meeting, the SCO and Project Manager have 1 day to conduct the review close-out</i></p> <p>Who's Involved: <i>Project Sponsor, SCO, ADs IRM Advisor</i></p>
1.3.10	Project Manager concurs with SCO findings and recommendations	<p>Purpose: <i>It is the Project Manager's call to determine, based on the SCO findings and recommendations, if the Business Case is ready for ITIB review. If the Project Manager determines that the Business Case is not ready for CIO and ITIB consideration, the Business Case would return to Step 1.3.4</i></p> <p>Deliverables:</p> <p>Time Frames: <i>- 18 working days prior to the ITIB meeting, the SCO and Project Manager have 1 day to conduct the review close-out</i></p> <p>Who's Involved: <i>Project Manager, SCO</i></p>
1.3.11	SCO forwards findings and recommendations	<p>Purpose: <i>Based on the close-out with the Project Manager, the SCO may or may not amend it's findings and recommendations. The final findings and recommendations are forwarded to the CIO for review.</i></p>

to CIO

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		<p><b>Deliverables:</b> <i>SCO has developed a standardized format to present it's findings and recommendations to the CIO and ITIB.</i></p> <p><b>Time Frames:</b> <i>-17 working days prior to the ITIB meeting, the SCO has 1 working day to forward their findings and recommendations to the CIO.</i></p> <p><b>Who's Involved:</b> <i>SCO</i></p>
1.3.12	CIO confirms that BC is ready for ITIB review	<p><b>Purpose:</b> <i>The CIO by his/her review performs a form of quality assurance that the Business Case is ready for ITIB consideration.</i></p> <p><b>Deliverables:</b></p> <p><b>Time Frames:</b> <i>-16 working days prior to the ITIB meeting, the CIO has 5 working days to review the BC to determine if it ready for ITIB review</i></p> <p><b>Who's Involved:</b> <i>CIO</i></p>
1.3.13	ITIB Executive Secretary obtains SCO findings and recommendations , assembles ITIB Briefing Package, and sends to ITIB	<p><b>Purpose:</b> <i>The ITIB Secretary is the official point of contact for all correspondence with the ITIB. The SCO will provide the Executive Secretary with it's findings and recommendations and a reminder of the web address for the Business Case. ITIB members have asked that only a complete briefing package be sent to them for review. The ITIB Executive Secretary will hold all ITIB correspondence until the briefing package is complete.</i></p> <p><b>Deliverables:</b> <i>ITIB briefing package, which includes the agenda and SCO's findings and recommendations</i></p> <p><b>Time Frames:</b> <i>-11 working days prior to the ITIB meeting, the Executive Secretary has 1 working day to gather and prepare the ITIB briefing package.</i></p> <p><b>Who's Involved:</b> <i>ITIB Executive Secretary</i></p>
1.3.14	ITIB Members review BC and SCO findings and recommendations prior to Meeting	<p><b>Purpose:</b> <i>In order to be prepared to discuss the merits of the Business Case and to make an informed decision, the ITIB members must review information about each investment prior to the actual meeting. This may include additional staff work by members of the ITIB staff.</i></p> <p><b>Deliverables:</b> <i>ITIB briefing package, which includes the agenda and SCO's findings and recommendations</i></p>

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		<p><i>Time Frames: -10 working days prior to the ITIB meeting, the ITIB has requested 10 working days to review the Business Case prior to the meeting</i></p> <p><i>Who's Involved: ITIB membership, ADS IRM Advisor and various staff</i></p>
1.3.14.1	SCO briefs Sponsor on Findings and recommendations prior to ITIB meeting (optional)	<p><i>Purpose: At the Sponsor or ITIB members request, the SCO will conduct a briefing to discuss it's findings and recommendations on each Business Case prior to the actual ITIB meeting. These briefings may occur in person or via a conference call.</i></p> <p><i>Deliverables: Oral presentation/meeting between the SCO staff and each of the ITIB members.</i></p> <p><i>Time Frames: -1 working day prior to the ITIB meeting, the SCO will brief the Sponsor a minimum of 1 working day prior to the ITIB meeting at their request</i></p> <p><i>Who's Involved: SCO, ITIB members, Project Sponsor, ADs IRM Advisor</i></p>
1.3.15	ITIB Executive Secretary develops draft Record of Decision	<p><i>Purpose: To prepare a draft Record of Decision so that the Board's decision can be formalized and recorded as an official document.</i></p> <p><i>Deliverables: A formal record of decision</i></p> <p><i>Time Frames: -1 working day prior to the ITIB meeting, the Executive Secretary will develop a draft Record of Decision.</i></p> <p><i>Who's Involved: ITIB Secretary and the SCO</i></p>
1.3.16	ITIB Approves BC	<p><i>Purpose: It is optional for the Project Proponent, Project Manager or Project Sponsor to make a formal (in person) presentation to the ITIB. The ITIB may make their decision solely on the Business Case and SCO findings and recommendations. This is a formal go/no-go decision point where the ITIB decides to fund the development of an Acquisition Plan and Project Plan based on the Business Case. A formal record of decision is made and recorded. This also demonstrates that the Bureau has a functioning IT Investment Board that is responsible for selecting, controlling and evaluating IT investments, as required by law. If stipulations are added to the draft Record of Decision, the Executive Secretary makes the necessary changes and presents a revised draft Record of Decision at the meeting.</i></p> <p><i>Deliverables: A formal record of decision</i></p>

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		<p><i>Time Frames: the ITIB conducts regularly scheduled meetings, meeting dates need to be established for their next two meetings so that Project Proponents, Managers and Sponsor can plan their work</i></p> <p><i>Who's Involved: ITIB members, CIO, and the ITIB Executive Secretary, SCO and IMG.</i></p>
1.3.16.1	SCO notifies the Project Manager and Sponsor of ITIB Rejection of Business Case	<p><i>Purpose: Should the ITIB reject the BC, as documented in the formal record of decision, the SCO will notify the Project Manager and Sponsor of the ITIB's decision.</i></p> <p><i>Deliverables:</i></p> <p><i>Time Frames: Within 1 working day</i></p> <p><i>Who's Involved: SCO and the Project Manager and Sponsor.</i></p>
1.3.16.2	SCO updates IT Clearinghouse	
1.3.17	ITIB Chair signs Record of Decision (ROD)	<p><i>Purpose: Serves as the official record of decision on all ITIB investments/projects.</i></p> <p><i>Deliverables:</i></p> <p><i>Time Frames: The ITIB chair will sign the Record of Decision at the ITIB meeting</i></p> <p><i>Who's Involved: ITIB Chair and Executive Secretary</i></p>
1.3.18	ITIB Executive Secretary sends copies to the Project Sponsor, Project Manager, IMG and SCO.	<p><i>Purpose: Minutes of the meeting are taken and all decisions of record are recorded to demonstrate that the Board, organizational executives and line managers know the decisions of the ITIB.</i></p> <p><i>Deliverables: Minutes of the meetings are to be produced and distributed within two weeks of the meeting.</i></p> <p><i>Time Frames: +5 days after the ITIB meeting the Executive Secretary will formally notify the Project Sponsor, Project Manager, IMG, and the SCO</i></p> <p><i>Who's Involved: Project Sponsor, Project Manager, SCO and IMG.</i></p>

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1.3.19	Project Manager forwards Record of Decision to Budget Strategy Team requesting identification of funding	Purpose: <i>Until the ITCAF is operational all ITIB approved projects will need to go to the Budget Strategy Team for identification of funding source. To expedite the process for obtaining a project number the responsibility for obtaining a number has been given to the Project Manager.</i>
		Deliverables: <i>The Budget Strategy Team will identify the funding source(s) for the project.</i>
		Time Frames: <i>Business driven</i>
		Who's Involved: <i>Budget Strategy Team, CIO, and Project Sponsor</i>
1.3.20	Budget Strategy Team identifies funding source	Purpose:
		Deliverables:
		Time Frames: <i>Business driven</i>
		Who's Involved: <i>Budget Strategy Team</i>
1.3.21	Budget Strategy Team notifies Project Manager, Project Sponsor, IMG and SCO of project funding sources (subactivity code or codes)	Purpose: <i>In order for the ITIB to full fill it's responsibility for IT Project Oversight, each IT investment must be tracked against an approved baseline (Scope, Schedule and Budget), by identifying the funding source(s) and the amount, the Project Manager, SCO, and the IMG will be able to track the expenditures against the approved funding.</i>
		Deliverables:
		Time Frames: <i>Business driven</i>
		Who's Involved: <i>Budget Strategy Team, Project Sponsor and Manager, SCO and IMG.</i>
1.3.22	SCO notifies Project Sponsor and Project Manger of ITIB decision, issues <b>Business Case Decision Memorandum</b>	Purpose: <i>Before exiting the Business Case Development Stage, the Project Manager and Sponsor must have a <b>Business Case Decision Memorandum</b>. This serves as formal permission from the ITIB to proceed to the next Stage.</i>
		Deliverables: <i>An <b>Business Case Decision Memorandum</b>.</i>
		Time Frames: <i>Within 3 working days from issuance of the minutes of the ITIB meeting (including the Record of Decision) the SCO will issue an ITIB Decision Memorandum to the Project Manager and Sponsor.</i>

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		Who's Involved: <i>ITIB Executive Secretary, SCO and the Project Manager and Sponsor.</i>
1.3.23	ITIB prioritizes and manages Project against the IT Capital Asset Fund	Purpose:
		Deliverables:
		Time Frames:
		Who's Involved: