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**State of California**  
**Department of Technology**  
**Stage 1 Business Analysis**  
**General Instructions for InfoPath<sup>®</sup>**

**July 2013**

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## GENERAL INSTRUCTIONS FOR INFOPATH

Use this document in conjunction with Statewide Information Management Manual (SIMM) Section 19A for the preparation of your InfoPath submission of the Stage 1 Business Analysis.

### INTRODUCTION TO THE STAGE 1 BUSINESS ANALYSIS

#### Overview

The California Department of Technology (Department of Technology) is restructuring the Information Technology (IT) project approval process to improve the quality, value and likelihood of success for technology projects being undertaken by the State of California. Through SIMM Section 19, California is adopting a new Project Approval Lifecycle which introduces a Stage/Gate Model specifically tailored for IT projects. This is intended to ensure projects are undertaken with clear business objectives, accurate costs, and realistic schedules.

The Stage/Gate Model divides the Project Approval Lifecycle into stages, separated by gates. Each stage consists of a set of prescribed, cross-functional, and parallel activities to develop deliverables used as the inputs for the next gate. The gates provide a series of “go/no go” decision points that request only the necessary and known information needed to make sound decisions for that particular point in time. As additional information is collected and refined through the lifecycle, cost estimates, schedules and business objectives will be progressively evaluated to determine if the project is still practical and if the investment should continue.

The Project Approval Lifecycle is intended to:

- Improve efficiencies through performing systematic and strategic analysis without compromising due diligence in carrying out California’s IT policies and processes.
- Ensure each step and work product in the life cycle is operationally reusable in subsequent steps.
- Ensure decision points request only the necessary and appropriate level of detail of information needed to make a sound decision, estimate, or product for that particular stage.
- Ensure that a “no” or a “go back and re-think” decision is communicated sooner if the level of detail provided is inadequate.
- Ultimately result in more successful projects.

SIMM Section 19A, Stage 1 Business Analysis, is the first stage of the Project Approval Lifecycle and provides a basis for project management, program management, executive management, and state-level control agencies to understand and agree on business problems or opportunities, and the objectives to address them. The Stage 1 Business Analyses replace the former IT Concept Statement and is used to generate the annual Statewide IT Capital Plan (refer to SIMM 57), which represents the Executive Branch's plan for IT investments in support of the California IT Strategic Plan.

The Stage 1 Business Analysis instructions have been prepared to help State of California Agencies and state entities<sup>1</sup> meet the Department of Technology requirements for documentation of proposals for projects.

#### Clarifications

- ✓ Agencies / state entities are required to submit a Stage 1 Business Analysis for all proposals, regardless of delegated cost thresholds .
- ✓ Reporting requirements are determined during existing FSR process used today.
- ✓ Agencies and state entities are reminded that a Stage 1 Business Analysis must be approved by the Department of Technology prior to conducting a feasibility study.

### Stage 1 Business Analysis Reporting Requirements

The Department of Technology requires specific information from Agencies and state entities to carry out its responsibilities in approving the Stage 1 Business Analyses. To evaluate an Agency or state entity's Stage 1 Business Analysis, the Department of Technology needs to fully understand the business investment justification. Each proposal must provide sufficient detail to describe the business driver(s), statutes or legislation, program background and context, business problems or opportunities, and strategic business alignment.

The Stage 1 Business Analysis must be comprehensive and cannot rely on verbal or subsequent written responses to justify its responding to the Department of Technology staff's questions to provide needed justification for the submission. Submissions that are incomplete and fail to provide relevant information in written form may be returned without consideration at the discretion of the Department of Technology.

Agencies submitting IT proposals that meet one or more of the Department of Technology reporting criteria must follow the documentation requirements defined in the State Administrative Manual (SAM) and these instructions. Each Agency or state entity is responsible for ensuring its Stage 1 Business Analyses meet Department of Technology requirements. At its discretion, the Department of Technology may request additional information from the Agency or state entity.

Definitions for "proposal" versus "project" are provided next to provide clarification on how these words are used in the context of the Project Approval Lifecycle.

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<sup>1</sup>**State entity:** Includes every state office, officer, department, division, bureau, board, and commission, including Constitutional Officers. "State entity" does not include the University of California, California State University, the State Compensation Insurance Fund, the Legislature, or the Legislative Data Center in the Legislative Counsel Bureau.

## Proposal versus Project Definitions

A proposal is defined as a request for a new project. A proposal is initially submitted as a Stage 1 Business Analysis which goes through due diligence to identify the program background, strategic alignment, business drivers, business problems, opportunities and measurable objectives. The Stage 1 Business Analysis captures the intent of the project giving the sponsor, project manager, customer, and stakeholders a starting point for initiating a project. For purposes of Stage 1/Gate 1, any references to proposal will indicate that this is a new endeavor being considered which requires approval by the Department of Technology prior to it becoming a project.

A project is defined as an endeavor with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables), undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. For purposes of this document, any references to project will indicate that all project lifecycle approvals including the necessary funding and procurements have been completed.

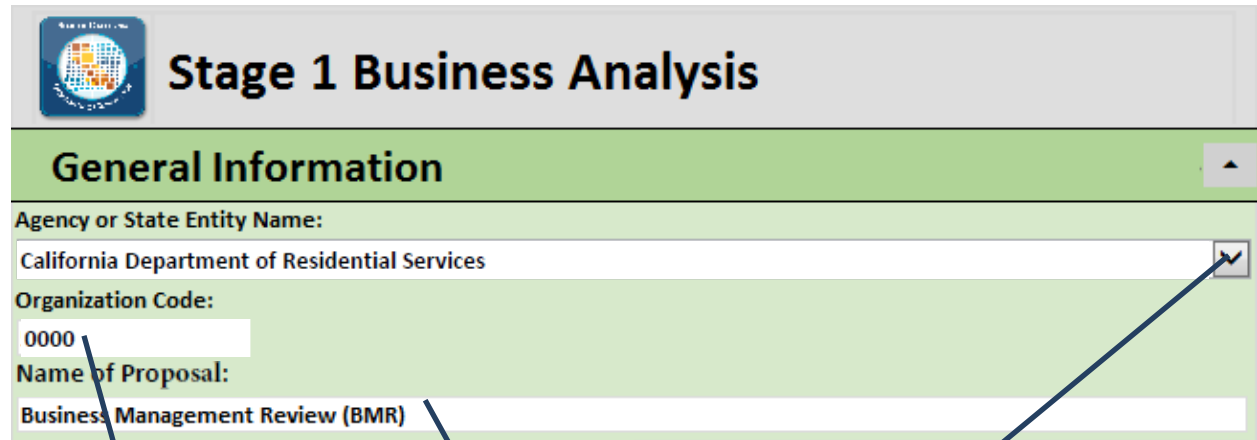
## Stage 1 Business Analysis Preparation Instructions

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## General Information

The following are the general instructions for the information to be provided in the Stage 1 Business Analysis specific to the InfoPath form.



**Stage 1 Business Analysis**

**General Information**

Agency or State Entity Name:  
California Department of Residential Services

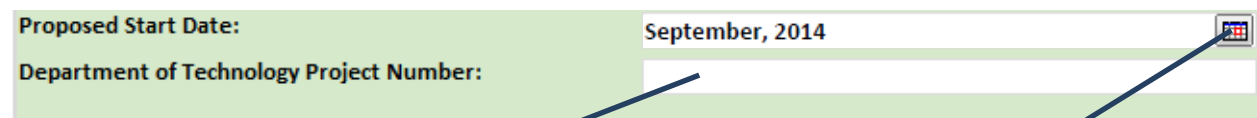
Organization Code:  
0000

Name of Proposal:  
Business Management Review (BMR)

**Organization Code:** Organization Code will be pre-populated once the Agency or State Entity Name is selected.

**Name of Proposal:** Enter the title of the proposal as determined by the Agency or state entity. The name should not reflect a system or type of IT solution.

**Agency or State Entity Name:** Click on the dropdown arrow to select the name of the Agency or state entity that prepared the Stage 1 Business Analysis and is responsible for the proposed project. If a Stage 1 Business Analysis represents a proposal in which multiple Agencies or state entities will have a role, one Agency or state entity should be designated as the owner.



Proposed Start Date: September, 2014

Department of Technology Project Number:

**Department of Technology Project Number:** If this is a brand new submission, this field should be left blank. The Department of Technology Project Number will be assigned by the Department of Technology after initial submission. If this is a resubmission, enter in the number assigned by the Department of Technology.

**Proposed Start Date:** Click on the calendar button to enter the proposed start date for the requested project; only the month and year will be displayed.

## Submittal Information

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**Submission Date:** Click on the calendar button to enter the date the Stage 1 Business Analysis is being submitted to the Department of Technology for review and decision.

**Contact First Name:** Enter the first name for Agency or state entity person that will be the primary point-of-contact for control agency questions and comments.

Submittal Information	
Submission Date: 9/5/2013	
Contact First Name: Heath	Contact Last Name: Williamson
Contact email: hwilliamson@dh.ca.gov	Contact Phone: (555) 555-5555

**Contact email:** Enter the email address of the contact provided above.

**Contact Phone:** Enter the ten-digit phone number of the contact provided above.

**Contact Last Name:** Enter the last name for Agency or state entity person that will be the primary point-of-contact for control agency questions and comments.

## Business Sponsor and Key Stakeholders

### Executive Sponsors

An “Executive Sponsor” maintains a leading and very active role in championing the project by promoting and marketing the project to stakeholders. An executive sponsor:

- Provides vision, guidance, and direction to the project.
- Determines appropriate levels of funding and resources.
- Ensures multi-divisional or multi-agency participation on the project where appropriate.
- Acts as an advocate for the project throughout its life.
- Monitors project progress, intervenes as needed, and resolves escalated issues.
- Oversees project budget, schedule, and scope.
- Communicates project status to the executive stakeholders, as appropriate and ensures sustained buy-in at all levels.

The screenshot shows a form titled "Business Sponsor and Key Stakeholders" with a sub-section "Executive Sponsors". It contains a table with the following data:

Title	First Name	Last Name	Business Program Area
Deputy Director	Georgia	Samson	Administrative Services Division

Below the table is an "Insert item" button with a small arrow icon. Callout boxes provide instructions for each field and the button:

- Title:** Enter the title for the Executive Sponsor(s).
- First Name:** Enter the first name for the Executive Sponsor(s).
- Last Name:** Enter the last name for the Executive Sponsor(s).
- Business Program Area:** Enter the name of the business program area represented by the Executive Sponsor(s).
- Click on the arrow to insert more Executive Sponsors.**

### Business Owners

A “Business Owner” maintains a leading and very active role from the perspective of the government program area that the proposed project enables, supports, and/or enhances. Business owners “partner” with technology project leaders to lead projects that serve “business drivers” (see Section 1.1 following) for the continued success of the business program(s). A business owner:

- Champions the project.
- Defines the expected business outcomes.
- Develops the business strategy.
- Describes and clarifies business processes and terminology.
- Reviews and approves the business requirements.



**Title:** Enter the title for the Business Owner(s).

**First Name:** Enter the first name for the Business Owner(s).

**Last Name:** Enter the last name for the Business Owner(s).

Business Owners			
Title	First Name	Last Name	Business Program Area
Deputy Director	Eva	Dollar	Financial Planning and Business Management
Assistant Deputy Director	Ken	Buyer	Procurement Office
Assistant Deputy Director	Kelly	Boss	Human Resource Management
<input type="button" value="Insert item"/>			

**Business Program Area:** Enter the name of the business program area represented by the Business Owner(s).

**Click on the arrow to insert more Business Owners.**

### Key Stakeholders

A “Key Stakeholder” has a vested interest in the outcome of the project and may have the ability to influence the project. Examples of key stakeholders are:

- Program executives and managers whose business area will be most affected by the proposed project.
- Information technology executives and managers who will have responsibility for implementing the proposed project.
- Legislators who may have supported legislation related to the proposed project.

**Title:** Enter the title for the Key Stakeholder(s).

**First Name:** Enter the first name for the Key Stakeholder(s).

**Last Name:** Enter the last name for the Key Stakeholder (s).

Key Stakeholders				
Title	First Name	Last Name	Business Program Area/Group	External
Deputy Director	Eva	Tennant	Boarding Division	<input type="checkbox"/>
Assistant Deputy Director	Chris	Homes	Residential Operations	<input type="checkbox"/>
Deputy Director	Don	Drives		<input type="checkbox"/>
Deputy Director	Kent	Eagle	California Department of Human Resources	<input checked="" type="checkbox"/>
Chief Procurement Officer	Jeff	Fleet	California Department of General Services	<input checked="" type="checkbox"/>
Program Budget Manager	Janice	Current	California Department of Finance	<input checked="" type="checkbox"/>
Project Director	Linda	Check	<u>FISC</u> al Project	<input checked="" type="checkbox"/>
Senior Consultant			Governor's Office	<input checked="" type="checkbox"/>
Legislator			Joint Legislative Budget Committee	<input checked="" type="checkbox"/>
<input type="checkbox"/> Insert item				

**Business Program Area:** Enter the name of the business program area/group represented by the Key Stakeholder(s).

**Click on the arrow to insert more Key Stakeholders.**

**External:** Check the box to identify any Key Stakeholders who are external to the Agency or state entity.

## Business Analysis

### 1.1 Business Driver(s)

A “business driver” is a resource, process, or condition that is vital for the continued success and growth of the government program(s) that the proposed project will enable, support, and/or enhance. Potential business drivers have been placed into three general categories. Check all items that are applicable as business drivers of this proposed project:

- **Financial Benefit**

**Business Analysis**

**1.1 Business Drivers**

**Financial Benefit:**

- Increased Revenues
- Cost Savings
- Cost Avoidance

**Increased Revenues:** Revenue is defined as any addition to cash or other current assets that does not increase any liability or reserve and does not represent the reduction or recovery of an expenditure (e.g., reimbursements and /abatements). Revenues are a type of receipt generally derived from taxes, licenses, fees, or investment earnings. Revenues are deposited into a fund for future appropriation and are not available for expenditure until appropriated (Uniform Codes Manual). Also, “Any changes in the amounts of operating income received by state and local agencies as the result of an executive regulation... including taxes, state and/or federal assistance, fees, licenses, and so forth.” (SAM Section 6602). Check this box if the project will result in additional income to the State in the form of increased federal funding, state taxes, or fees.

**Cost Savings:** Cost Savings is defined as “Both actual budget reductions and the ‘freeing up’ of staff or other resources for reassignment to other areas of legitimate concern of the agency.” (SAM Section 6602). Check this box if the project will result in reduced expenses for the program or IT budget (e.g., in the form of reduced program, IT staff, equipment, or travel expenses).

**Cost Avoidance:** Cost Avoidance is defined as “Benefits that occur when future program needs are met at less cost than would otherwise have been required. Such program needs can include new program services, increased program service levels, or replacement of current systems.” Check this box if the project will result in the avoidance of a future planned increase in the program or IT budget.

- **Mandate(s)**

**State:** State Mandates could include executive orders or proclamations which would impact the business program and will be further identified in Section 1.2. See SAM Section 4819.37 for additional information on project reporting requirements related to mandates. Check this box if the project is required to implement new State legislation or changes to existing State regulations.

Mandate(s):  State  Federal

**Federal:** Federal Mandates could include new federal legislation or changes to existing federal regulations. Check this box if the project is required to implement new Federal legislation or changes to existing Federal regulations.

- **Improvement**

**Better services to citizens:** Better services to citizens could include improving the experience of people interacting with program operations such as replacing paper forms with internet forms or replacing paper listings of information with searchable databases. Check this box if the project will result in better services to citizens.

Improvement:  Better services to citizens  Efficiencies to program operations  Technology refresh

**Efficiencies to program operations:** Efficiencies to program operations could include making improvements to the business processes used to run program operations such as replacing paper-based reports with searchable databases. Check this box if the project will result in efficiencies to program operations.

**Technology Refresh:** Technology refresh could be the replacement of aging hardware or software that is unreliable or will no longer be supported by the manufacturer. Check this box if the project will result in a technology refresh.

## 1.2 Statutes or Legislation

Statutes or legislation could mandate new business solution(s) or change existing business solution(s). Identify by checking the appropriate box if the statute or legislation is new, if there are changes to existing legislation, or if this section is not applicable.

<b>New statutes or potential legislation:</b> Check this box if a new statute or potential legislation is being cited.	
<b>1.2 Statutes or Legislation</b>	
<b>Statutes or Legislation:</b>	<input type="checkbox"/> New statutes or potential legislation <input checked="" type="checkbox"/> Not Applicable <input type="checkbox"/> Changes to existing legislation
<b>Changes to existing legislation:</b> Check this box if existing legislation is being cited.	<b>Not Applicable:</b> Check this box if statutes or legislation is not applicable.

If applicable, provide the following information:

<b>Bill Number:</b> Provide Chapter and Statute information in the following format: <ul style="list-style-type: none"><li>○ Examples:<ul style="list-style-type: none"><li>▪ Chapter 404, Statutes of 2010 (AB 2408)</li><li>▪ SB 1592, 2012 (in process)</li></ul></li></ul>	
<b>Bill Number:</b>	
<b>Legal Code:</b>	
<b>Additional Information:</b>	
<b>Legal Code:</b> Cite the appropriate legal code (e.g. Government Code, Penal Code, etc...)	<b>Additional information:</b> Provide any clarifying information, including any privacy, confidentiality laws or regulations for consideration.

### 1.3 Program Background and Context

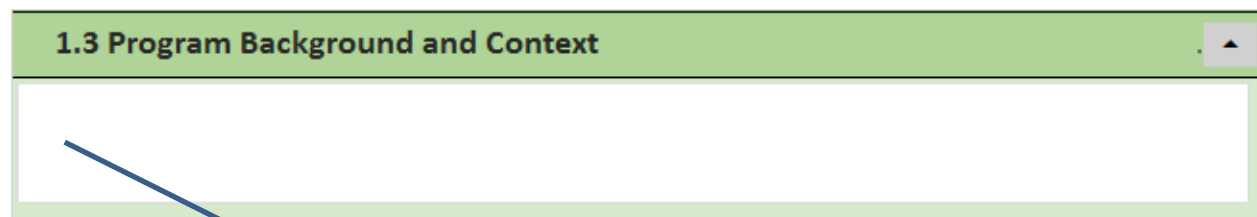
Provide a brief overview of the business program(s) within the Agency or state entity that is being, or will be, impacted by the problems or opportunities identified in Section 1.4. Briefly explain how this project fits within the programs. Explain how all internal and external Business Sponsors and Key Stakeholders participate in the business process.

Identify which specific part of the business was studied and will be affected by the proposal. The business description should be succinct and at the highest level possible to understand the business problems and not contain any business terminology and acronyms unless previously defined.

***This section should not provide a description of the Agency or state entity's mission or background. Do not discuss business programs that are not affected by the proposal, how the work is performed, business problems, potential solutions, existing technology, etc.***

This narrative should adhere to the following guidelines:

- The program background and context should set the scope of the study; everything that follows in the study must relate to and follow from the business description.
- List multiple business programs separately if they have problems, opportunities or objectives that are distinct. Include a description of impacted business program activities and services.
- The business program(s) identified should align with the Business Owner(s) and Key Stakeholder(s) identified in the Business Sponsor and Key Stakeholder section.



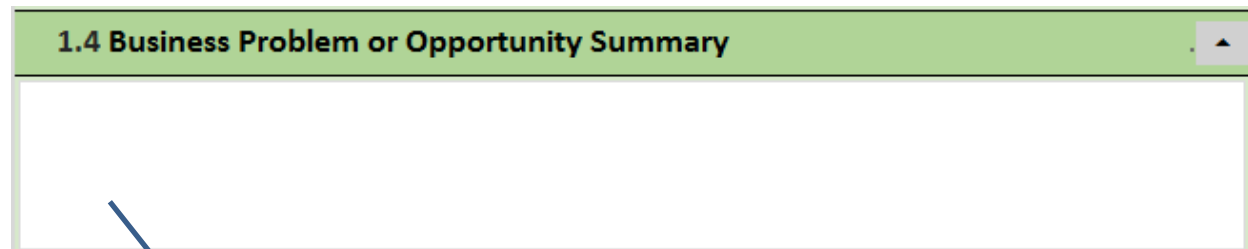
**Enter in the program background and context. The section will expand as text is filled in. Formatting (e.g. font size, font color, etc...) can also be done within this section.**

## 1.4 Business Problem or Opportunity Summary

Provide a brief narrative summary of the business problem or opportunity that is driving changes to the current state (environment, processes, etc.). This should be a brief narrative statement of the overall problem or opportunity. The individual problems or opportunities will be listed in Section 1.5.

This narrative summary should address the following questions:

- How was the problem or opportunity identified (e.g. logs/reports, deficiencies, backorders, assessment of penalties, excessive overtime costs, statutes or legislation, etc...)?
- What created the problem?
- What is the magnitude of the problem or opportunity?
- How do the business drivers selected in Section 1.1 relate to the business problem or opportunity?
- Why is this proposal important to consider at this time?
- Are there any security and/or privacy issues, such as confidentiality, integrity, and availability which should be considered?
- What are the effects and/or impact of the statutes or mandates, if identified in Section 1.2?



The screenshot shows a software interface with a green header bar containing the text "1.4 Business Problem or Opportunity Summary". Below the header is a large, empty white rectangular area, which is the text input field for the summary. A blue arrow points from a callout box below to the bottom-left corner of this input area.

**Enter in the business problem or opportunity summary. The section will expand as text is filled in. Formatting (e.g. font size, font color, etc...) can also be done within this section.**

## 1.5 Business Problem or Opportunity and Objectives Table

### 1.5 Business Problems or Opportunities and Objectives Table

#### ID Problems and Opportunities

1

Enter the ID number for each problem or opportunity as added.

**Problems and Opportunities:** List the negative impact(s) (problem) or the positive outcome(s) (opportunity) to all business programs. Include the impact of each problem or opportunity to the business program. Each problem or opportunity must be stated in business terms, aligned to at least one of the business drivers identified in Section 1.1, and must relate to a business program described in Section 1.3. Describe the effects and/or impact of the statutes or mandates, if identified in Section 1.2. The statements should not indicate that the completion of a new system will solve the problem or achieve the opportunity.

#### ID Objective

1.1

Enter the ID number as each objective is added for the particular problem or opportunity.

Follow a Work Breakdown Structure (WBS) format to relate the objectives back to the above problem or opportunity, e.g., 1, 1.1, 1.2, 1.3, etc.

**Objective:** List the business objective(s) and identify expected short-term and long-term objectives that the proposed project will address (what the project is seeking to achieve). Identify at least one objective for each individual business problem or opportunity. An ideal objective statement is “SMART” (“S” Specific, “M” Measurable, “A” Achievable, “R” Realistic, and “T” Time Bound). If an objective cannot be measured, it should at least be observable or verifiable. Identify the timeframe in which the objective will be achieved. Provide additional details as necessary.

It is essential that each objective:

- Relates to a problem or opportunity specified in the problem/opportunity statement.
- Is business based.
- Is stated in quantifiable terms and at a level which decision makers can determine value vs. investment.
- Is realistically achievable.
- Is not compounded, e.g., list one objective per line item. Do not combine more than one objective in an objective statement.



**Metric:** Describe the measurement(s) that will be used to confirm the attainment of the business objectives identified. Provide specific, measurable, and realistic means to measure the project against the objectives. Measurements should be developed with stakeholder involvement. These measurements will be used to collect data before, during, and following the project to support the achievement of the objectives as described in the Post Implementation Evaluation Report (PIER).

Metric	Baseline	Target	Measurement Method

**Baseline:** Provide the current value for the metric such as the current business program operations volume: people served, forms processed, etc.

**Target:** Provide the estimated target value that will result from the implementation of the project. This will be an increase or decrease from the baseline value.

**Measurement Method:** Provide the specific manner in which each metric will be measured. Describe how the metric will be tracked through the progression of the project. Examples include but are not limited to: existing data; relevant forms; surveys; focus groups, etc.

- ▾ Add Objective
- ▾ Add Business Problem or Opportunity

Click on the arrows to insert Objectives for the particular problem or opportunity or to add/remove a Business Problem or Opportunity.

**Good Example:**

<b>ID Problems and Opportunities</b>			
1	Efficiencies to program operations ( <b>business driver</b> ): Administrative Services Division ( <b>business program</b> ) manually processes and matches approximately 2,500 Residential Housing Unit (RHU) purchase orders (POs) annually which requires over 2,080 hours in overtime by staff ( <b>impact</b> ).		
<b>ID Objective</b>			
1.1	Reduce staff time necessary to reconcile the RHU Purchase Orders by 25 percent within 18 months of the completion of the BMR.		
<b>Metric</b>	<b>Baseline</b>	<b>Target</b>	<b>Measurement Method</b>
Average time to reconcile a single PO in minutes.	20 min	15 min	Existing PO tracking report.

**Poor Example:**

<b>ID Problems and Opportunities</b>			
1	Excessive customer's wait time at field offices.		
<b>ID Objective</b>			
1.1	Within 18 months of implementation of the system, reduce the field office wait time		
<b>Metric</b>	<b>Baseline</b>	<b>Target</b>	<b>Measurement Method</b>
Time customer is seen at a window	30 min	Reduced 50%	Anecdotal information from field offices

## 1.6 Strategic Business Alignment

1.6 Strategic Business Alignment	
Strategic Business Goals	Alignment
<input type="checkbox"/> Insert item	

**Strategic Business Goals:**  
Identify the Agency or state entity's strategic business goals associated with this proposal.

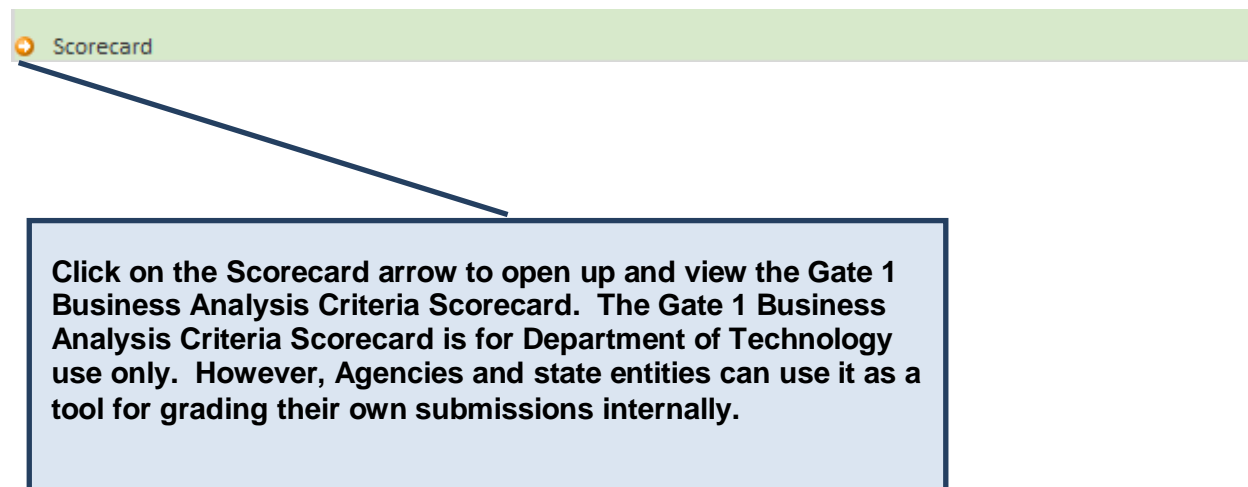
**Alignment:** Briefly describe how this proposal helps to achieve each goal. The alignment should demonstrate how the proposal fits within the Agency or state entity's broader strategic context and contributes towards the Agency or state entity's goals and objectives. Describe how each of the strategic business goals align with the business problems or opportunities described in Section 1.4.

**Click on the arrow to insert more Strategic Business Goals**

### **Gate 1 Business Analysis Criteria Scorecard**

The Gate 1 Business Analysis Criteria Scorecard is what the Department of Technology will use to communicate feedback on the Stage 1 Business Analysis submission to the Agencies and state entities. The Scorecard will be available to Agencies and state entities to view and to use as a tool for reviewing the quality of their own submissions internally prior to submission.

The Gate 1 Business Analysis Criteria Scorecard is located under SIMM Section 19A.



**Click on the Scorecard arrow to open up and view the Gate 1 Business Analysis Criteria Scorecard. The Gate 1 Business Analysis Criteria Scorecard is for Department of Technology use only. However, Agencies and state entities can use it as a tool for grading their own submissions internally.**

### **Gate 1 Business Analysis Evaluation Criteria**

The Department of Technology has developed evaluation criteria to guide the evaluation and final disposition of the Stage 1 Business Analysis submitted by Agencies or state entities. Agencies and state entities should use the evaluation criteria to assist them in the development of the Stage 1 Business Analysis.

The Gate 1 Business Analysis Evaluation Criteria is available for Agencies and state entities to use as a tool to help in the development of a successful Stage 1 Business Analysis.

The Gate 1 Business Analysis Evaluation Criteria is located under SIMM Section 19A.