*For instructions on using this template, please see Notes to Author/Template Instructions on page 20. Notes on accessibility: This template has been tested and is best accessible with JAWS 11.0 or higher. For questions about using this template, please contact* [*CMS IT Governance*](mailto:IT_Governance@cms.hhs.gov)*. To request changes to the template, please submit an* [*XLC Process Change Request*](https://www.cms.gov/Research-Statistics-Data-and-Systems/CMS-Information-Technology/XLC/Downloads/XLCProcessChangeRequestCR.docx) *(CR).*

|  | Centers for Medicare & Medicaid Services  CMS eXpedited Life Cycle (XLC) |
| --- | --- |

<Project Name / Acronym>

Business Case

Version X.X

MM/DD/YYYY

**Document Number:** <document’s configuration item control number>

**Contract Number:** <current contract number of company maintaining document>

Table of Contents

[Table of Contents ii](#_Toc437435013)

[List of Figures iii](#_Toc437435014)

[List of Tables iii](#_Toc437435015)

[1. Executive Summary 1](#_Toc437435016)

[2. General Project Information 2](#_Toc437435017)

[3. Project Description 2](#_Toc437435018)

[3.1 Business Need 2](#_Toc437435019)

[3.2 Goals/Scope 2](#_Toc437435020)

[3.3 Stakeholders 2](#_Toc437435021)

[3.4 Cloud Services 2](#_Toc437435022)

[3.5 Risks/Issues 2](#_Toc437435023)

[4. Performance Measures 3](#_Toc437435024)

[4.1 Alignment to CMS Strategic Action Plan 3](#_Toc437435025)

[4.2 Performance Reference Model 3](#_Toc437435026)

[5. High-Level Business Impact 4](#_Toc437435027)

[6. Alternatives and Analysis 4](#_Toc437435028)

[6.1 Alternative A 5](#_Toc437435029)

[6.2 Alternative B 6](#_Toc437435030)

[6.3 Alternative C 6](#_Toc437435031)

[6.4 Alternative D 6](#_Toc437435032)

[7. Preferred Solution 6](#_Toc437435033)

[7.1 Financial Considerations 6](#_Toc437435034)

[7.2 Preliminary Acquisition Strategy/Plan 6](#_Toc437435035)

[7.3 Preliminary Work Breakdown Structure 6](#_Toc437435036)

[7.4 Assumptions and Constraints 6](#_Toc437435037)

[Appendix A: FEA Reference Model 7](#_Toc437435038)

[Appendix B: Record of Changes 17](#_Toc437435039)

[Appendix C: Acronyms 18](#_Toc437435040)

[Appendix D: Glossary 19](#_Toc437435041)

[Appendix E: Referenced Documents 20](#_Toc437435042)

[Appendix F: Approvals 21](#_Toc437435043)

[Appendix G: Notes to the Author / Template Instructions 22](#_Toc437435044)

[Appendix H: XLC Template Revision History 23](#_Toc437435045)

[Appendix I: Additional Appendices 24](#_Toc437435046)

List of Figures

**No table of figures entries found.**

List of Tables

[Table 1: Project Information 2](#_Toc437251555)

[Table 2: Performance Goals and Measures 2](#_Toc437251556)

[Table 3: Alternatives Analysis Example 3](#_Toc437251557)

[Table 4: FEA Reference Model 5](#_Toc437251558)

[Table 5: Record of Changes 15](#_Toc437251559)

[Table 6: Acronyms 16](#_Toc437251560)

[Table 7: Glossary 17](#_Toc437251561)

[Table 8: Referenced Documents 18](#_Toc437251562)

[Table 9: XLC Template Revision History 21](#_Toc437251563)

# Executive Summary

Instructions: Provide a synopsis of the key points of this Business Case document. Outline for the reader what the investment/project (hereafter referred to as “project”) is about, what benefits it will provide, how it aligns with the goals and objectives of the organization, etc. Avoid ambiguous acronyms, terminology, concepts, etc.

This Business Case assists CMS stakeholders in making decisions regarding the viability of a proposed investment in the <Project Name / Acronym>.

# General Project Information

Table : Project Information

|  |  |
| --- | --- |
| Project Name | *Enter a name for the proposed project* |
| Requested By | *Enter full name* |
| Business Owner | *Enter Business Owner/Manager supporting this document* |
| Contact Info. | *Enter email address and phone number of primary contact* |
| Desired Start Date | *Enter a desired start date for the requested project* |

# Project Description

## Business Need

Instructions: Provide a detailed explanation of the business need/issue/problem that the requested project will address, including any legislative mandates, regulations, etc. Include any expected benefits from the investment of organizational resources into the project. Please be sure to indicate clearly relevant deadlines (e.g., statutory deadlines that CMS must meet).

## Goals/Scope

Instructions: Enter a detailed description of the purpose, goals, and scope of the proposed project. Detail expected short-term, long-term, and operational goals and objectives.

Enter a detailed explanation of how the proposed project aligns with, or advances, organizational goals and objectives, and avoids duplication of any enterprise architecture components.

## Stakeholders

Instructions: Identify the entities, components, and people that have an interest or influence on the project or will be impacted by its outcome.

## Cloud Services

Instructions: Indicate whether you are planning to use cloud services now or in the future.

## Risks/Issues

Instructions: Enter basic business and technical risks/issues of executing and/or not executing the project. OMB risk areas include: schedule, initial costs, life cycle costs, technical obsolescence, feasibility, reliability of systems, dependencies/interoperability, surety considerations, future procurements, project management, overall project failure, organizational/change management, business, data/information, technology, strategic, security, privacy, project resources.

# Performance Measures

Instructions: Develop a set of performance measures for the investment that align to the Agency’s mission and describe associated performance measures (indicators). The measures are the internal and external performance benefits this investment is expected to deliver to the Agency (e.g., improve efficiency by 60 percent). The goals must be clearly measurable investment outcomes, and if applicable, investment outputs.

## Alignment to CMS Strategic Action Plan

Instructions: Include text here to describe how the investment aligns to the CMS Strategic Action Plan. For example, “This investment supports the strategic action plan objectives of Accurate and Predictable payments by: (1) xxxx and (2) yyyy.”

## Performance Reference Model

*Instructions: Provide Performance Goals and Measures that will be used to assess the degree of success for this project. The Measurement Area, Measurement Category and Measurement Indicator should be based upon the Federal Enterprise Architecture (FEA) Performance Reference Model (PRM), more information for which can be found within the FEA Consolidated Reference Model (CRM) document located here:*

[*https://www.whitehouse.gov/omb/offices/e-gov/fea*](https://www.whitehouse.gov/omb/offices/e-gov/fea)

*Please reference* ***Appendix A*** *as an aid to help establish and document performance goals and measures.*

*Note: There may be multiple measurement categories, measurement groups, and/or indicators for each measurement area. You may provide a separate spreadsheet containing this information, if desired.*

***Measurement Area***

*The high-level organizing framework of the PRM capturing aspects of performance at the output levels. This layer is directly linked to the performance objectives established at the agency and program levels.*

***Measurement Category***

*Collections within each measurement area describing the attribute or characteristic to be measured.*

***Measurement Group***

*Further refinement of categories into specific types of measurement indicators. For the Mission and Business Results measurement Area, these groupings align to the Sub-functions of the BRM.*

***Measurement Indicator***

*A defined indicator that provides a way to measure performance. Note: Project teams should define measurement indicators based on the stated business need.*

***Target***

*The parameters that comprise the Measurement Indicator that may be documented as a performance requirement or derived from a high-level requirement.*

***Surveillance Method***

*Indicate how this measurement will be recorded.*

Table : Performance Goals and Measures

| Measurement Area | Measurement Category | Measurement Group | Measurement Indicator | Target | Surveillance Method | Fiscal Year for Anticipated Benefit |
| --- | --- | --- | --- | --- | --- | --- |
| Mission and Business Results |  |  |  |  |  |  |
| Customer Results |  |  |  |  |  |  |
| Process and Activities |  |  |  |  |  |  |
| Technology |  |  |  |  |  |  |

# High-Level Business Impact

Instructions: Outline, at a high-level, what business functions/processes may be impacted, and how, by the project for it to be successfully implemented. Describe plans for addressing ongoing operations, future growth, and how this will be addressed and managed.

Consider not only the requirements for additional hardware, software, building materials, and space but also where financial funding for these things will come from, additional resource requirements, staffing, training, other expenditures, etc. Also describe how investment performance will be measured. Identify specific performance indicators that may be used to measure investment outcomes and its progress in addressing the particular business need.

# Alternatives and Analysis

Instructions: The Alternatives and Analysis section should identify options and alternatives to the proposed project and the strategy used to identify and define them. Further analysis of these potential options should be performed to identify a preferred solution. Include a description of the approaches for the identification of alternatives and an outline/description of each alternative considered. Include at least three viable alternatives: keeping things “as-is” or reuse existing people, equipment, or processes; and at least two additional alternatives. Identify one as the preferred solution.

Some examples of alternatives to consider may include:

* Buy vs. build vs. lease vs. reuse of existing system
* Outsource vs. in-house development
* Commercial off the shelf (COTS) vs. Government off the shelf (GOTS)
* Mainframe vs. server-based vs. clustering
* Unix vs. Linux vs. Windows

One approach to presenting the alternatives analysis is illustrated in **Error! Reference source not found.** on page **Error! Bookmark not defined.**. The content of such a section may vary between projects based on the type of alternatives being analyzed and the approach taken.

## Alternative A

Instructions: Include a detailed alternative analysis that contains information such as:

* Cost/benefit analysis
* Initial and ongoing costs
* Payback period
* Return on investment (ROI)
* Other financial consideration
* Security considerations
* Etc.

Table : Alternatives Analysis Example

| Alternative Analysis | Initial Investment | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| --- | --- | --- | --- | --- | --- | --- |
| Cost of Alternative (A) | ($1,000,000) | ($1,250,000) | ($750,000) | ($500,000) | ($250,000) | ($250,000) |
| Organizational Cost Savings | $0 | $250,000 | $500,000 | $750,000 | $1,000,000 | $1,000,000 |
| Stakeholder Benefit | $0 | $100,000 | $200,000 | $300,000 | $400,000 | $500,000 |
| Net Benefit | ($1,000,000) | ($900,000) | ($50,000) | $550,000 | $1,150,000 | $1,250,000 |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| Discount Rate | 5.00% |  |  |  |  |  |
| Payback Period (years) | 4.20 |  |  |  |  |  |
| Net Present Value | $498,132 |  |  |  |  |  |
| Internal Rate of Return | 12% |  |  |  |  |  |
| Total Return on Investment | 180.00% |  |  |  |  |  |

## Alternative B

Instructions: Include a detailed alternative analysis that contains information such as that outlined in Alternative A

## Alternative C

Instructions: Include a detailed alternative analysis that contains information such as that outlined in Alternative A

## Alternative D

Instructions: Include a detailed alternative analysis that contains information such as that outlined in Alternative A

# Preferred Solution

## Financial Considerations

Instructions: Identify funding sources for all project component costs for the preferred solution. This should include consideration of items such as capital costs, operating costs, total cost of ownership, impact on other projects, funding requirements, etc.

## Preliminary Acquisition Strategy/Plan

Instructions: Identify acquisition sources for the preferred solution that includes all project supplies, services, and commercial items.

## Preliminary Work Breakdown Structure

Instructions: Include a Work Breakdown Structure (WBS) for the preferred solution. The WBS organizes and defines 100% of the scope of project work to be accomplished and displays it in a way that relates work elements to each other and to the project’s goals.

## Assumptions and Constraints

Instructions: Include a detailed explanation of any assumptions and/or constraints applied to the information documented within this business case.

1. FEA Reference Model

Instructions: This is a temporary appendix to delete before finalizing the Business Case. The intent of the table below is to support identification of performance measures required in Section 4.2 above (Performance Reference Model). Use this appendix to identify the relevant measurement areas, categories, and groupings for the investment and document them in the table in Section 4.2.

Table : FEA Reference Model

| Measurement Area | Measurement Category | Measurement Grouping | Measurement Types |
| --- | --- | --- | --- |
| *Mission and Business Results* | *Services for Citizens* | *Health* | *Access to Care*  *Population Health Management and Consumer Safety*  *Health Care Administration*  *Health Care Delivery Services*  *Healthcare Research and Practitioner Education* |
|  | *Support Delivery of Services* | *Controls and Oversight* | *Corrective Action*  *Program Evaluation*  *Program Monitoring* |
|  |  | *Regulatory Development* | *Policy and Guidance Development*  *Public Comment Tracking*  *Regulatory Creation*  *Rule Publication* |
|  |  | *Internal Risk Management and Mitigation* | *Contingency Planning*  *Continuity of Operations*  *Service Recovery* |
|  |  | *Public Affairs* | *Customer Services*  *Office Information Dissemination*  *Product Outreach*  *Public Relations* |
|  |  | *Planning and Budgeting* | *Budget Formulation*  *Capital Planning*  *Enterprise Architecture*  *Strategic Planning*  *Budget Execution*  *Workforce Planning*  *Management Improvement*  *Budget and Performance Integration*  *Tax and Fiscal Policy* |
|  |  | *Legislative Relations* | *Legislation Tracking*  *Legislation Testimony*  *Proposal Development*  *Congressional Liaison Operations* |
|  | *Management of Government Resources* | *Human Resource Management* | *HR Strategy*  *Staff Acquisition*  *Organization and Position Management*  *Compensation Management*  *Benefits Management*  *Employee Performance Management*  *Employee Relations*  *Labor Relations*  *Separation Management*  *Human Resources Development* |
|  |  | *Administrative Management* | *Facilities, Fleet, & Equipment Management*  *Help Desk Services*  *Security Management*  *Travel*  *Workplace Policy Development & Management* |
|  |  | *Financial Management* | *Accounting*  *Funds Control*  *Payments*  *Collections & Receivables*  *Asset & Liability Management*  *Reporting & Information*  *Cost Accounting / Performance Measurement* |
|  |  | *Information & Technology Management* | *Systems Development*  *Lifecycle/Change Management*  *System Maintenance*  *IT Infrastructure Maintenance*  *Information Security*  *Record Retention*  *Information Management*  *Information Sharing*  *System and Network Monitoring* |
| *Customer Results* | *Customer Benefit* | *Customer Satisfaction* | *Customer Feedback Analysis*  *Customer Satisfaction*  *Documentation*  *Help Desk Services*  *Multi-Lingual Support* |
|  |  | *Customer Retention* | *Turnover rates*  *Retention Factors*  *Feedback Analysis* |
|  |  | *Customer Complaints* | *Complaint Policies and Processes*  *Help Desk*  *Retention Factors*  *Follow ups*  *Customer Relations Policies*  *Customer Outreach* |
|  |  | *Customer Impact or Burden* | *Customer Service*  *Business Processes*  *Customer Feedback*  *System Recovery*  *Data Management* |
|  |  | *Customer Training* | *Online Help*  *Online Tutorials*  *Self-Service* |
|  | *Service Coverage* | *New Customer and Market Penetration* | *Reservations/Registration*  *Market Analysis*  *Customer Feedback* |
|  |  | *Frequency and Depth* | *Customer Analytics*  *Sales and Marketing*  *Surveys* |
|  |  | *Service Efficiency* | *Customer Relations*  *Customer Feedback*  *Service Level Agreements*  *Action Plans* |
|  | *Timeliness and Responsiveness* | *Response Time* | *Scheduling*  *Alerts and Notifications*  *Follow ups*  *System Efficiency* |
|  |  | *Delivery Time* | *System Efficiency*  *Customer Analytics*  *Service Level Agreement*  *Contractor Relations*  *Scheduling* |
|  | *Service Quality* | *Accuracy of Service or Product Delivered* | *Data Management*  *Quality Management*  *System Management*  *Application Management* |
|  | *Service Accessibility* | *Access* | *Service Level Agreements*  *Business Policy*  *Network Management*  *Communications Channels*  *Threaded Discussions* |
|  |  | *Service Availability* | *Service Level Agreements*  *Support Agreements*  *Customer Requirements*  *Scheduling* |
|  |  | *Automation* | *System Efficiency*  *Customer Analytics*  *Service Level Agreement*  *Contractor Relations* |
|  |  | *Integration* | *Data Management*  *Quality Management*  *System Management*  *Application Management* |
| *Process and Activities* | *Financial* | *Financial Management* | *Accounting*  *Funds Control*  *Payments*  *Collections & Receivables*  *Asset & Liability Management*  *Reporting & Information*  *Cost Accounting / Performance Measurement*  *Internal Controls* |
|  |  | *Costs* | *Accounting*  *Funds Control*  *Payments*  *Budgets*  *Contracting* |
|  |  | *Planning* | *Mission*  *System Requirements*  *Acquisition Strategy*  *Project Schedule*  *Risk Management*  *System Maintenance* |
|  |  | *Savings and Cost Avoidance* | *Alternatives Identification*  *Economies of Scale*  *Cost Benefit Analysis*  *Project Scheduling* |
|  | *Productivity* | *Productivity* | *Process Tracking*  *Case Management*  *Data Exchange*  *Network Management*  *Infrastructure* |
|  |  | *Efficiency* | *Governance / Policy Management*  *Strategic Planning*  *Performance Management*  *Loading and Archiving*  *Personnel Training* |
|  | *Cycle Time and Timeliness* | *Cycle Time* | *Schedule Management*  *Business Processes*  *Customer Relations*  *Service Level Agreements* |
|  |  | *Timeliness* | *Time Reporting*  *Problem Management*  *Case Management*  *Data Management and Recovery*  *Business Logic*  *Database Connectivity*  *Reporting and Analysis* |
|  | *Quality* | *Errors* | *Quality Measures*  *Performance Management*  *Risk Management*  *Problem Management* |
|  |  | *Complaints* | *Case Management*  *Service Level Agreements*  *Customer Relations*  *Communications Standards*  *Support Services* |
|  | *Security and Privacy* | *Security* | *HIPAA Rules*  *Data Management*  *Issues Management*  *Supporting Security Services*  *Configuration Management*  *Identification and Authentication*  *Cryptography* |
|  |  | *Privacy* | *HIPAA Awareness*  *CMS Policies*  *Data Warehouse*  *Certificates/ Digital Signatures* |
|  | *Management and Innovation* | *Participation* | *Benefit Management*  *License Management*  *Personnel Administration*  *Education/ Training*  *Skills Management* |
|  |  | *Policies* | *Management Improvements*  *Government Mandates*  *Business Requirements*  *Employee Relations*  *Business Drivers*  *Customer Support*  *Budgets*  *Processes and Procedures* |
|  |  | *Compliance* | *Government Regulation*  *Government Standards*  *Compliance Testing* |
|  |  | *Risk* | *Contingency Planning*  *Continuity of Operations*  *Service Recovery* |
|  |  | *Knowledge Management* | *Data Warehouse*  *Data Mart*  *Data Cleansing*  *Data Integration*  *Data Exchange*  *Information Security*  *Middleware*  *COTS* |
| *Technology* | *Technology Costs* | *Overall Costs* | *Accounting*  *Funds Control*  *Payments*  *Budgets*  *Contracting*  *Return On Investment*  *Payback Period*  *Breakeven Analysis* |
|  |  | *Licensing Costs* | *Procurement*  *Alternative Analysis*  *Cost Benefit* |
|  |  | *Support Costs* | *Acquisition Management*  *Baseline Budget*  *Expense Management*  *Change Management*  *Scheduling*  *Cost Benefit Analysis* |
|  |  | *Operation and Maintenance Costs* | *Short Term Project Costs*  *Long Term Project Costs*  *Return on Investment*  *Present Values* |
|  |  | *Training and User Costs* | *Skills Management*  *Workforce Acquisition/Optimization*  *Team Management*  *Contingent Workforce Management*  *Budgeting* |
|  | *Quality Assurance* | *Functionality* | *Quality Management*  *Problem Management*  *Release Management*  *Instrumentation and Testing* |
|  |  | *IT Composition* | *Infrastructure*  *System Design*  *Data Management* |
|  |  | *Standards Compliance and Deviations* | *Government Regulations*  *Problem Management*  *Industry Standards*  *Service Level Agreements* |
|  | *Efficiency* | *System Response Time* | *System Configuration*  *Bandwidth*  *Infrastructure*  *Hardware/Software*  *Middleware*  *System Monitoring*  *Networks* |
|  |  | *Interoperability* | *Legacy Integration*  *Enterprise Application Integration*  *Data Integration*  *Data Transformation*  *Data Format/Classification*  *Instrumentation and Testing*  *Software Development* |
|  |  | *Accessibility* | *Service Levels*  *Performance Standards*  *User Requirements*  *Security Management* |
|  |  | *Load Levels* | *Performance Requirements*  *Bandwidth*  *System Communications*  *Data Sharing*  *System Load Analysis* |
|  |  | *Technology Improvements* | *Service Platform*  *Hardware/ Infrastructure*  *Acquisitions*  *Legacy Integration*  *Enterprise Application Integration*  *Software Engineering*  *Skill Management*  *Training*  *Testing* |
|  | *Information and Data* | *External Data Sharing* | *Data Warehouse*  *Scheduling*  *Data Integration*  *System Management*  *Release Management*  *Data Recovery* |
|  |  | *Data Standardization* | *Data Exchange*  *Data Security*  *Network Management*  *Configuration Management*  *Application Design*  *System Requirements* |
|  |  | *Internal Data Sharing* | *Data Exchange*  *Data Security*  *Network Management*  *Configuration Management* |
|  |  | *Data Reliability and Quality* | *Data Warehouse*  *Error Management*  *Auditing*  *Security Management* |
|  |  | *Data Storage* | *Capacity Requirements*  *Data Management*  *Loading and Archiving* |
|  | *Reliability and Availability* | *Availability* | *System Backups*  *Service Level Agreements*  *Performance Standards*  *Availability Standards* |
|  |  | *Reliability* | *Quality Management*  *Error Management*  *Performance Standards*  *Contingency Management*  *Risks*  *System Resource Monitoring*  *Remote System Controls* |
|  | *Effectiveness* | *User Satisfaction* | *Customer Feedback Analysis*  *Customer Satisfaction*  *Documentation*  *Help Desk Services*  *Problem Management*  *Response Time* |
|  |  | *User Requirements* | *Project Planning*  *User Inputs*  *Legacy Evaluation*  *System Improvements*  *Software Engineering*  *System Maintenance* |
|  |  | *IT Contribution to Process, Customer, or Mission* | *System Performance*  *Quality Levels*  *Performance Thresholds*  *Service Levels*  *Performance Indicators*  *Customer Satisfaction*  *Data Management*  *Business Logic*  *System Improvements*  *Infrastructure Improvements* |

1. Record of Changes

*Instructions: Provide information on how the development and distribution of the Business Case Template will be controlled and tracked. Use the table below to provide the version number, the date of the version, the author/owner of the version, and a brief description of the reason for creating the revised version.*

Table : Record of Changes

| Version  Number | Date | Author/Owner | Description of Change |
| --- | --- | --- | --- |
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1. Acronyms

Instructions: Provide a list of acronyms and associated literal translations used within the document. List the acronyms in alphabetical order using a tabular format as depicted below.

Table : Acronyms

| Acronym | Literal Translation |
| --- | --- |
| **COTS** | Commercial Off-The-Shelf |
| **FEA** | Federal Enterprise Architecture |
| **GOTS** | Government Off-The-Shelf |
| **ROI** | Return On Investment |
| **WBS** | Work Breakdown Structure |
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1. Glossary

Instructions: Provide clear and concise definitions for terms used in this document that may be unfamiliar to readers of the document. Terms are to be listed in alphabetical order.

Table : Glossary

| Term | Definition |
| --- | --- |
| **Performance Reference Model (PRM)** | The Performance Reference Model (PRM) is a framework for performance measurement providing common output measurements throughout the federal government. |
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1. Referenced Documents

Instructions: Summarize the relationship of this document to other relevant documents. Provide identifying information for all documents used to arrive at and/or referenced within this document (e.g., related and/or companion documents, prerequisite documents, relevant technical documentation, etc.).

Table : Referenced Documents

| Document Name | Document Location and/or URL | Issuance Date |
| --- | --- | --- |
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1. Approvals

The undersigned acknowledge that they have reviewed the ***Error! Unknown document property name.*** Business Case Template and agree with the information presented within this document. Changes to this Business Case Templatewill be coordinated with, and approved by, the undersigned, or their designated representatives.

*Instructions: List the individuals whose signatures are desired. Examples of such individuals are Business Owner, Project Manager (if identified), and any appropriate stakeholders. Add additional lines for signature as necessary.*

|  |  |  |  |
| --- | --- | --- | --- |
| Signature: |  | Date: |  |
| Print Name: |  |  |  |
| Title: |  |  |  |
| Role: |  |  |  |

|  |  |  |  |
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| Print Name: |  |  |  |
| Title: |  |  |  |
| Role: |  |  |  |

1. Notes to the Author / Template Instructions

This document is a template for creating a Business Case Template for a given investment or project. The final document should be delivered in an electronically searchable format. The Business Case Template should stand on its own with all elements explained and acronyms spelled out for reader/reviewers, including reviewers outside CMS who may not be familiar with CMS projects and investments.

This template includes instructions, boilerplate text, and fields. The developer should note that:

* *Each section provides instructions or describes the intent, assumptions, and context for content included in that section. Instructional text appears in blue italicized font throughout this template.*
* *Instructional text in each section should be replaced with information specific to the particular investment.*
* *Some text and tables are provided as boilerplate examples of wording and formats that may be used or modified as appropriate.*

When using this template, follow these steps:

1. *Table captions and descriptions are to be placed centered, above the table.*
2. *Modify any boilerplate text, as appropriate, to your specific investment.*
3. *Do not delete any headings. If the heading is not applicable to the investment, enter “Not Applicable” under the heading.*
4. *All documents must be compliant with Section 508 requirements.*
5. *Figure captions and descriptions are to be placed centered, below the figure. All figures must have an associated tag providing appropriate alternative text for Section 508 compliance.*
6. *Delete this “Notes to the Author / Template Instructions” page and all instructions to the author before finalizing the initial draft of the document.*
7. XLC Template Revision History

The following table records information regarding changes made to the XLC template over time. This table is for use by the XLC Steering Committee only. To provide information about the controlling and tracking of the Business Case Template artifact, please refer to page 15 (Record of Changes).

Table : XLC Template Revision History

| Version  Number | Date | Author/Owner | Description of Change |
| --- | --- | --- | --- |
| 1.0 | 12/30/2009 | CMS/OIS/DITG | Baseline version of template. |
| 2.0 | 05/15/2011 | Celia Shaunessy, CMS/OIS/DITG | Reformatted using XLC template. |
| 2.1 | 08/06/2014 | Celia Shaunessy, CMS/OIS/DITG | Changes made per [CR 14-012](https://share.cms.gov/office/ois/Services/XLCSC/XLCDocs/14-012_GeneralUpdates.docx). |
| 2.2 | 02/02/2015 | Surya Potu,  CMS/OEI/DPPIG | Updated CMS logo |
| 2.3 | 06/22/2016 | Manoj Nagelia  CMS/CCSQ/ISG/DQSGED | Section 4.2 – Updated the table and instructions per [CR 16-006](https://www.cms.gov/Research-Statistics-Data-and-Systems/CMS-Information-Technology/XLC/Downloads/Change-Requests-Copies/CR16-006.pdf). |
| 2.4 | 12/13/2017 | Surya Potu  CMS/OIT/ICPG/DIIMP | Section 4.2 – Updated the link to FEA Consolidated Reference Model |
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1. Additional Appendices

Instructions: Utilize additional appendices to facilitate ease of use and maintenance of the document.