Gate 2 Collaborative Review Guidelines

Gate 2: Alternatives Analysis	
The Collaborative Review is designed to review and discuss the feasibility of the selected alternative and determine how well the alternative addresses the business problem or opportunity. Additionally, this review will assess the suitability of the proposal and ensure that current business processes are documented, requirements are clearly stated, and a thorough analysis of alternative solutions was conducted. In the Gate 2 Collaborative Review, the Department of Technology seeks to discuss deficiencies, provide guidance and recommendations, and come to an agreement on risk mitigation strategies in order to direct the focus of the sponsor to matters that should be addressed before the next phase of the approval lifecycle. The Collaborative Review process, in some cases, may dictate going back and performing further analysis before proceeding further. The initial readiness for Stage 3 Procurement Analysis is also reviewed at this gate.	
Collaborative Review Participants	Agency/State Entity Representatives, including: • Business Sponsor • Key Stakeholders • Project Management Office • Chief Information Officer • Enterprise Architect • Information Security Officer • Budget Office • Procurement Office • Agency Information Officer Department of Technology and Critical Partners, including: • Information Technology Project Oversight and Consulting (ITPOC) Oversight Manager (Facilitator) • ITPOC Section Chief • ITPOC Branch Chief • State Enterprise Architect • State Information Security Office • Statewide Technology Procurement Division • Customer Delivery Division • Geospacial Information Systems • Department of Finance • Department of General Services

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Core Review Items	• Reconfirm underlying business understanding, precision of objectives, commitment of stakeholders, and how expected business outcomes will be measured.
	• Assess key elements in the Stage 2 Alternatives Analysis, including:
	• Articulation of the alternatives studied and the validity of the selected alternative
	• Validation of Financial Analysis Worksheets and associated cost estimates (including Independent Project Oversight Consulting and Statewide Technology Procurement Division costs)
	• Confirmation that the alternatives analysis and approach are logical, practical, and realistic
	• Validation that the selected alternative will best address the business problem and/or opportunities identified in Stage 1
	• Validation that the selected alternative will meet the solution requirements as defined in the Stage 2 Alternatives Analysis
	• Potential impact on current business process, model, and program delivery strategy
	• How business change will be decided upon and achieved
	• Extent of reuse of existing assets—systems, data, business rules, procedures, and program delivery infrastructures
	• Preliminary staffing considerations and stakeholder impact
	• Environment in which proposed project will be undertaken
	• Preview of preliminary complexity assessment for the selected alternative
	• Preview of how proposed project will be governed
	• Discussion on the initiation and/or development status of project management planning documents as appropriate at this stage:
	  o Scope Management Plan
	  o Human Resources Management Plan
	  o Procurement Management Plan
	  o Contract Management Plan
	  o Schedule Management Plan
	  o Cost Management Plan
	Note: The expected level of detail for the above items corresponds directly with the detail necessary to assess the feasibility of the approach. The focus is on whether the alternative selected best addresses the business problem and opportunity and if the approach to deliver the solution is reasonable.

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Objectives	• Approve further analysis of proposals with an articulated business case, demonstrated alternatives analysis, and sound procurement and staffing strategy • Gain confirmation that the selected alternative best meets the business goals and objectives stated in the business case • Guide Agencies/state entities with the knowledge gained through lessons learned from similar initiatives • Assist Agencies/state entities in leveraging other investments that already exist, are proposed, are under development, or planned • Provide guidance in choosing the appropriate procurement method and associated content • Communicate risk mitigation strategies for conducting Stage 3 Procurement Analysis • Communicate and confirm Project Oversight and State Technology Procurement Division role and associated costs. • Communicate conditions of approval, if approved
Inputs	The Department of Technology and Critical Partners will provide a completed Stage 2 Alternatives Analysis Evaluation Scorecard, which contains recommendations and risk mitigation strategies identified during the Gate 2 review. Conditions of approval and recommendations may include additional work and/or clarification required to obtain Stage 2 approval. In addition to the Evaluation Scorecard prepared by the Department of Technology, Agencies/state entities should be prepared to discuss and provide the following details related to the proposal: • An elaboration of the Agency/state entity's impacted business program(s) and system(s), solution requirements, alternatives analyzed, market research conducted and its outcome, and rationale of selected alternative. • Market research documentation and findings. • Approach used to determine how and why the selected alternative best meets the requirements set forth in the Stage 2 Alternatives Analysis. • Information on implementation approach, including high-level schedule, project organization and staff planning • Preliminary results from the California Project Management Methodology (CA-PMM) Complexity Assessment • Financial Analysis Worksheets (FAWs) • Organizational PMO maturity assessment.

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Exit Criteria	• Based on what is known at this stage, approval through all phases of project approval lifecycle is probable • If the Stage 2 Alternatives Analysis is approved to proceed, Agency/state entity and Department of Technology agree on a path forward for Stage 3 Procurement Analysis development, including deliverable requirements, risk mitigation strategies, etc.
Review Format	Collaborative Review meeting – Two-hour or up-to half-day workshop sessions typical depending on the projected items to be discussed
Outputs	Gate 2 Alternatives Analysis Evaluation Scorecard from the Department of Technology with one of the following: • Approved to proceed to Stage 3 Procurement Analysis • Approved to proceed to Stage 3 Procurement Analysis, with required conditions • Not approved to proceed to Stage 3 Procurement Analysis Meeting notes will document all discussions, decisions, and agreed upon action items and be shared with all stakeholders. Department of Technology will disseminate a formal written confirmation of disposition following the Collaborative Review meeting.