

Appeals Case Management System (ACMS) Deliverable Acceptance

This attached form is the deliverable acceptance form for the Appeals Case Management System (ACMS) Project. The purpose of the form is to have a formal acceptance of contractor deliverables; to ensure deliverables are tracked and all events are recorded; and to ensure a copy of each deliverable and all supporting materials are filed in the project library. Deliverable management is necessary to ensure the state only accepts deliverables that meet contract requirements and contractors are only paid for acceptable deliverables.

The deliverable is submitted for acceptance after the deliverable has been reviewed and approved through various project staff, users and stakeholders to ensure their needs will be met. Thus when this process is invoked, the deliverable should be complete and ready for signature. Reviews of early drafts are encouraged to ensure a smooth and timely final approval review.

Appeals Case Management System (ACMS) Deliverable Acceptance Form Request for Acceptance

Date: 10/13/14
Submitted By: Rick Murphy
Submitted To: Manuel Romero; Melody Hayes
Project: ACMS

Deliverable Description: The ACMS Project Communications Plan describes planned project communication phases and how communication events will be planned, initiated and managed.


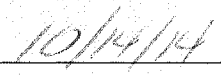


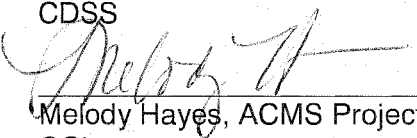
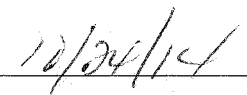
Title of Deliverable: ACMS Communications Management Plan Version 2.0, 10/13/14

Soft Copy Location: CDSS Common ACMS

Due Date: 10/13/14

Reviewers (note comments not resolved): None

Approval Signatures and Title:

Approval	Date
 Rick Murphy, ACMS Project Manager, OSI	 10/14/14
 Manuel Romero, Chief Administrative Law Judge, CDSS	 10-16-14
 Melody Hayes, ACMS Project Director, OSI	 10/24/14

Signature for Pending Acceptance

Signature _____ **Date** _____

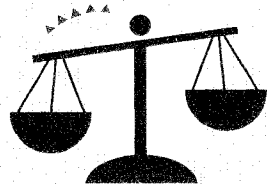
Name _____ **Title** _____

Rejection Comments:



Appeals Case Management System (ACMS)

Communications Management Plan



October 13, 2014
Final Version 2.0

Health and Human Services Agency, Office of Systems Integration

Communications Management Plan - Revision History

REVISION HISTORY			
REVISION/WORKSITE OR SHAREPOINT #	DATE OF RELEASE	OWNER	SUMMARY OF CHANGES
Version 1.1	May 30, 2014	OSI – Carlos Armenta	Initial DRAFT
Version 1.2	June 4, 2014	OSI – John DeVere	Formatting edits
Version 1.3	June 5, 2014	OSI – Bob Johnson	Added 2 additional stakeholders
Version 1.4	June 20, 2014	OSI – John DeVere	Addressed Project Manager feedback
Version 1.5	August 11, 2014	OSI – Carolyn Borden	Incorporated edits
Version 1.6	September 8, 2014	OSI – Carolyn Borden	Incorporated edits and transmitted for OSI review
Version 1.7	September 15, 2014	OSI – Carolyn Borden	Incorporated edits from Karen Fruchtenicht – for retransmittal for OSI review
Version 1.8	September 23, 2014	OSI – Carolyn Borden	Incorporated reviewer edits into final plan.
Version 1.9	October 2, 2014	OSI – Carolyn Borden	Incorporated CDSS and OCIO reviewer edits into final plan.
Version 1.10	October 6, 2014	OSI – Carolyn Borden	Incorporated OSI PM reviewer edits into final plan.
Version 1.11	October 9, 2014	OSI – Carolyn Borden	Incorporated edits from Judy Candlish
Version 1.12	October 10, 2014	OSI – Carolyn Borden	Incorporated edits from Brendon Barnett
Version 2.0	October 13, 2014	OSI – Carolyn Borden	Finalized plan.

Communications Management Plan - Approvals

NAME	ROLE	DATE
Rick Murphy	Project Manager	
Melody Hayes	Project Director	
Manuel Romero	Project Sponsor	

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1. INTRODUCTION

1.1 Purpose

The purpose of the Appeals Case Management System (ACMS) Project Communication Plan is to capture 'how' communications will be managed throughout the project life cycle. Communications are to focus on the specific needs of target audience groups. Without effective communication, the activities to select a vendor and efficiently design, develop, implement a system, and manage changes, will result in a mixed level of user acceptance. User acceptance could range from full support to potentially open resistance. With each communication, and as individuals understand and accept changes, the expected benefits of the new system can be realized by the organization.

The ACMS Project Communication Plan describes the planned and periodic communications occurring between all ACMS Project stakeholders such as the ACMS Project Team, project sponsors, Office of Systems Integration (OSI) executive management, control agencies, and interface partners and other stakeholders. This plan provides an overview of the purpose for communications planning, presents the project approach for communication, and shares scheduled written and oral communications. The Communication Plan is an integral part of the overall Project Management Plan.

1.2 Scope

This Plan supports the ACMS Project strategy to provide timely, realistic, and valuable messages to the intended audiences for each communication. Well-planned and ongoing communication helps prepare internal and external audiences for changes that will impact their organization and each individual touched by the change. Involving and educating various audiences on the ACMS Project current and planned activities, and the alignment of those activities with current operations and planned operational changes, will assist in their understanding and support of the project.

This Communication Plan assists in prioritizing and coordinating communications to (1) be more effective, (2) reach the intended audience, and (3) engage and inform stakeholders on ACMS Project activities and impacts.

The ACMS Project Communication Plan identifies the following:

- Events which trigger specific communications.
- Audiences with whom to communicate.
- Questions, issues, and key messages to address in communications.
- Communication methods.
- Timeframes and frequency of communication.
- Individual(s) responsible for ensuring that communication occurs.

The ACMS Project Sponsors, managers, and team members have three primary communication responsibilities as the ACMS Project progresses. The first is to inform all project stakeholders of planned system replacement, project timelines and impact. The second is to update appropriate project participants of the project progress to complete activities to select a systems integration vendor, to complete system design, development, testing and pilot activities, planned implementation timelines and impacts, and any changes during system maintenance and operations. The third is to provide timely information when questions and issues begin to surface, and to reduce the distribution of inaccurate information. The Communication Plan will facilitate the fulfillment of these responsibilities.

1.3 References

1.3.1 Best Practices Website

For guidance on the OSI Communication Management, refer to the OSI Best Practices Website (BPWeb) (<http://www.bestpractices.osi.ca.gov>).

1.3.2 Project Centralized Document Repository

The ACMS Project will utilize a California Department of Social Services (CDSS) shared drive as the Project Centralized Document Repository.

The location of the Project Centralized Document Repository is:
\\cdss\common\ACMS

Communication items that will be stored in the centralized document repository include:

- Communication Management Plan
- Project Directory
- Frequently Asked Questions (FAQ's)
- Governance Management Plan
- Meeting Minutes and Agendas
- Memos
- Status Reports
- Templates

1.3.3 External References

Project Management Body of Knowledge (PMBOK) Guide, 5th Edition, Section on Project Communication Management.

1.4 Glossary and Acronyms

ACMS	Appeals Case Management System
AR	Authorized Representatives

2.1 Overall Project Communications Responsibilities

ACMS Project communications involves both internal and external stakeholders. Internal stakeholders include management and staff assigned to the project from OSI and CDSS and Steering Committee participants from the California Department of Health Care Services (CDHCS), Covered California (Covered CA), and County Welfare Directors Association (CWDA). External stakeholders include staff who provide subject matter expertise to support project activities and product development, system users, and any other individuals or organizations who have a vested interest in the ACMS solution.

ACMS Project internal stakeholders are tasked with communications development and management. Table 1 presents the ACMS Project high-level communications roles.

Table 1 High-Level Communications Roles

Point of Contact / Validates Communication Need	Message Development	Coordinate Message Review	Reviewers	Approval
ACMS Project Manager	All Internal Stakeholders may directly draft / contribute to messages	ACMS Project Manager	ACMS Program Manager ACMS Project Sponsor ACMS Project Director (externally facing communications)	ACMS Project Manager

Details on ACMS project structure, communication roles and responsibilities are as follows.

2.2 Project Structure

The ACMS Project is comprised of the following internal stakeholders: the ACMS Executive Steering Committee, CDSS Project Sponsor, OSI Project Director, OSI Project Manager, CDSS ACMS Program Manager, CDSS Information Systems Division staff, project Administrative Support staff, Program Support staff, Project Management support, Technical Solution and Fiscal Contract and Reporting staff, and the ACMS Vendor project team. Each stakeholder is directly responsible for project communications.

The project also includes advisory entities such as CDSS and OSI Legal, OSI Information Security Officer, OSI Acquisition and Contracting Services Division, and California Department of Technology IT Project Oversight and Consulting Division, and Statewide Technology Procurement Division.

The structure of the ACMS Project is depicted in Figure 1.

BPWeb	OSI Best Practices Website
CalHEERS	California Healthcare Eligibility, Enrollment, and Retention System
CalWORKS	California Work Opportunity and Responsibility to Kids
CBAS	Community-Based Adult Services
CDSS	California Department of Social Services
CWDA	County Welfare Directors Association
CDHCS	California Department of Health Care Services
CDOF	California Department of Finance
E-mail	Electronic Mail
FAQ	Frequently Asked Questions
IHSS	In Home Supportive Services
IPOC	Independent Project Oversight Consultant
ISD	Information Systems Division
IT	Information Technology
IV&V	Independent Verification and Validation
Medi-Cal	California Medical Assistance
OSI	California Office of Systems Integration
PMBOK	Project Management Body of Knowledge
POC	Point of Contact
RFP	Request for Proposal
SHD	State Hearings Division
SI	Systems Integrator
SSI	Supplemental Security Income
STPD	California State Technology Procurement Division
USPS	United States Postal Service

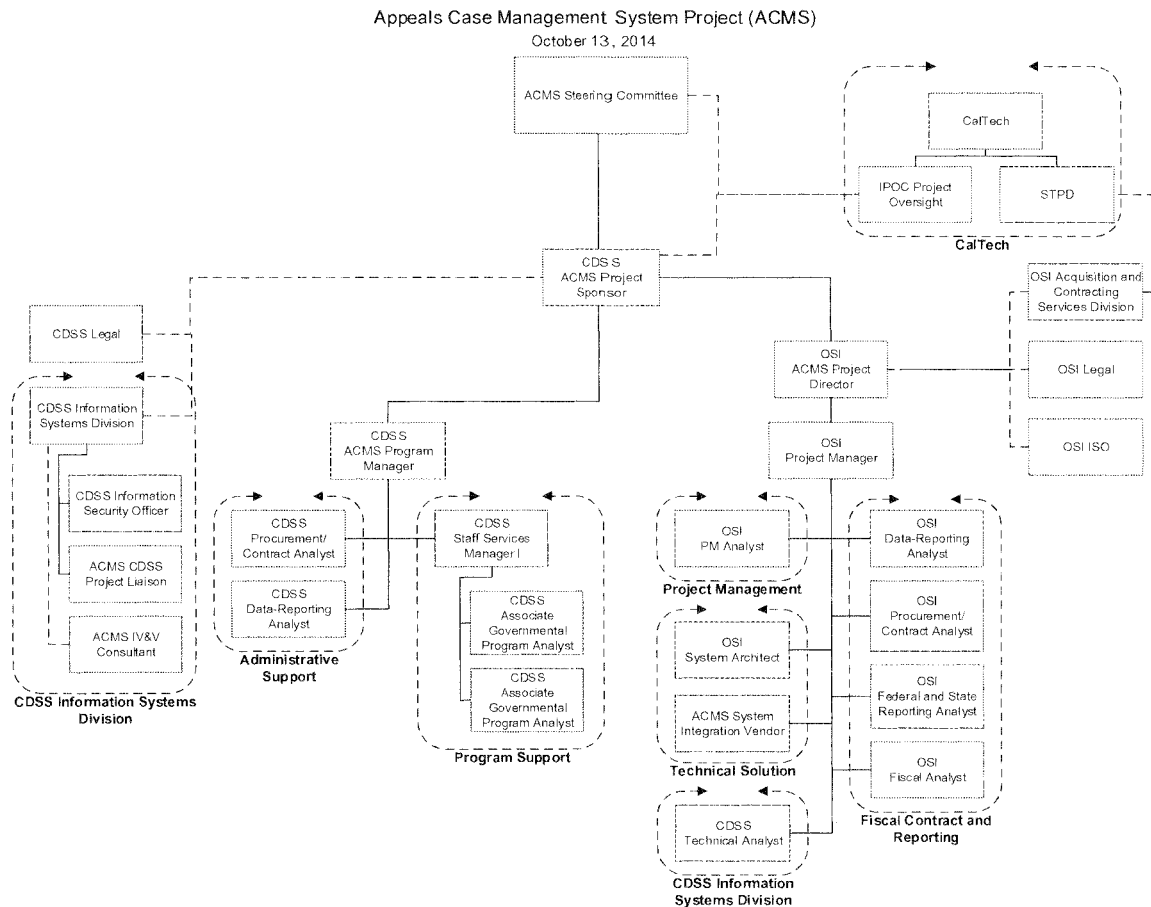
1.5 Document Maintenance

This document will be reviewed periodically and updated as needed, as the project proceeds through each phase of the system development life cycle.

This document contains a revision history log. When changes occur, the document's revision history log will reflect an updated version number as well as the date, the owner making the change, and change description.

2 PARTICIPANT ROLES AND RESPONSIBILITIES

The ACMS Project management, team members and participants are responsible for effective communication with all project stakeholders. This section briefly describes ACMS Project responsibilities for project communications in support of the Communications Management Plan. The ACMS Project Governance Plan provides greater detail on the project team members' roles and responsibilities.



2.2.1 ACMS Steering Committee

The ACMS Steering Committee will primarily communicate and provide direction through the OSI Project Manager. At times, the Steering Committee members will directly communicate with the OSI Project Director and CDSS ACMS Project Sponsor to obtain responses to inquiries. The Executive Steering Committee has the responsibility to ensure that the OSI Director and ACMS Project Sponsor are kept apprised of departmental changes impacting the ACMS project. Committee members also communicate project status to the stakeholder groups they represent.

The ACMS Steering Committee consists of three voting members:

- Chief Administrative Law Judge, State Hearings Division, CDSS
- Deputy Director, California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS) Program Management, OSI
- Director, Eligibility and Enrollment, Covered California

And the following participant members:

- Chief Information Officer, CDSS
- Chief, Policy Development Branch, CDHCS
- Chief Technology Officer, Covered CA
- Executive Director, CWDA
- Program Manager, State Hearings Division (SHD), CDSS
- Project Manager, ACMS Project, OSI

2.2.2 Project Sponsor

The CDSS ACMS Project Sponsor champions the project, project manager and project team and empowers the ACMS Project Manager with the appropriate authority to effectively manage the project. The Sponsor ensures sustained buy-in at all levels and ensures timely availability of appropriate resources. The Project Sponsor provides guidance and direction for key business strategies and resolves all policy issues. The Project Sponsor approves the project planning documents and deliverables.

The Project Sponsor will meet weekly with the ACMS Program Manager, OSI Project Manager, and other project team members as appropriate to review project progress and to provide needed guidance, resources, and funding support. The Project Sponsor communicates project progress as appropriate within other department meetings and within inter-agency forums. Working with the Project Director, the Project Sponsor reviews and approves the distribution of externally facing communications to external stakeholders and approving agencies/entities.

2.2.3 Project Director

The ACMS Project Director manages the project at the strategic level and, as the project's point person, manages resources and oversees finances to ensure that the project progresses on time and on budget. The Project Director reviews regular progress reports and makes staffing, financial, or other adjustments to align the development project with broader goals and timelines. The Director oversees the state team, state Project Manager, vendor staff, and provides direction to resolve issues that impact the project schedule or risk.

The Project Director ensures the ACMS Steering Committee is apprised of the project status. The Project Director is the point of contact for federal and state agencies, and the State Legislature to communicate information and status on project financing and program policy considerations.

As needed, the Project Director updates the CDSS and OSI Legal Counsel with information on the ACMS Project status. Working with the Project Sponsor, the Project Director reviews externally facing communications intended for external stakeholders and approving agencies/entities. In addition, the Project Director reviews communications for distribution to internal project stakeholders – project participants and system users – after these communications are vetted by the OSI Project Manager and ACMS Program Manager.

2.2.4 ACMS Project Manager

The ACMS Project Manager manages the activities associated with the project schedule, monitors and controls the project, and meets with the Project Team to discuss the project status, risks, issues, etc. The ACMS Project Manager oversees the development of work plans and project plans such as, but not limited to: the Governance Plan, Communications Plan, Risk Plan, Configuration Plan, and Cost Management Plan. The ACMS Project Manager provides direction to resolve issues and mitigate risks that impact the project schedule, scope, resources, cost, or quality. The ACMS Project Manager reports directly to the ACMS Project Director.

The ACMS Project Manager communicates project status and progress to the Project Sponsor, ACMS Steering Committee and all appropriate stakeholders. The ACMS Project Manager coordinates the development of appropriate communications for each project communication phase. The ACMS Project Manager serves as a liaison with the Department of Technology's IT Project Oversight and Consulting Division. The ACMS Project Manager ensures that all information related to the ACMS project is consistent, correct, accurate, and timely. The ACMS Project Manager ensures the proper reviews are obtained (e.g., from the Project Sponsor, Project Director, ACMS Program Manager) before approving the distribution of information to the various project stakeholders.

2.2.5 Project Management Team

The ACMS Project Management Team consists of the ACMS Project Manager, all staff reporting to the ACMS Project Manager, the ACMS Program Manager and project staff reporting the Program Manager. The Project Management Team communication roles follow.

The ACMS Program Manager, Program Manager staff, and Project Management Analyst provide information to update the Project Director, Project Sponsor, and ACMS Steering Committee on project progress. The ACMS Program Manager and staff, and Project Management Analyst coordinate to identify the need for and development of program-level communications on ACMS project progress or other information. The ACMS Program Manager coordinates with the ACMS Project Manager to ensure timely communications are drafted, include consistent messages, and the appropriate reviews occur before ACMS Project Manager approval for distribution.

2.2.6 Project Technical Solution, Fiscal Contract and Reporting

The ACMS Project Technical Solution, Fiscal Contract and Reporting management and staff includes: CDSS Information Security Officer, Information Systems Division (ISD) ACMS Project Liaison, Oversight Manager (ISD Technical Analyst), Systems Architect, Fiscal Analyst, Procurement Contract Analyst, Data/Reporting Analyst, and State/Federal Reporting Analyst.

The Information Security Officer is charged to protect the agency's information and information processing assets, manage vulnerabilities within the information processing infrastructure, manage threats and incidents impacting the agency's information resources, assure through policy the appropriate use of the agency's information resources, and educate project team members about their information security and privacy protection responsibilities.

The CDSS Oversight Manager obtains the Independent Verification and Validation (IV&V) contract resources, required for the project and manages the performance of the IV&V vendor procured for the project. This includes reviewing the results of the IV&V process to assure that it meets project needs and reviewing IV&V progress summaries as well as other project related documents. The Oversight Manager also assists in status reporting to stakeholders and control agencies. The Oversight Manager coordinates with the ISD ACMS Project Liaison to represent ISD project interests and project relevant information.

The Systems Architect ensures the ACMS Architecture fits within the State's overall architecture strategy and meets the needs of the State, counties, and other stakeholders. The Systems Architect leads the technical architecture activities and oversees the activities of the Systems Integrator (SI) to ensure the ACMS Architecture is defined, planned, developed, implemented, and maintained as defined in ACMS Project requirements, specifications, plans, and other documents.

The OSI Fiscal Analyst manages the budget development, and monitors and reports on project expenditures and revenues. The Fiscal Analyst assists with the development of and updates to project cost accounting documentation.

The Procurement and Contract Analyst participates in the development of plans, documents, and procedures on ACMS Project IT and non-IT procurements, contracts, and associated deliverables.

The Data/Reporting Analysts oversee the development of the ACMS solution data warehouse, business intelligence, and reports. The Data/Reporting Analysts write the requirements for the Systems Integrator Request for Proposal (RFP) and ensure the SI properly addresses these requirements during design, development, testing and implementation as part of the overall ACMS Solution.

The State/Federal Reporting Analyst leads the development, management and maintenance of the fiscal portions of the reporting and approval documents required of the project. Additionally, the Analyst participates in the development

of procurement-related documents, the associated solicitation process and finally managing the resulting contracts.

Each of these project roles will communicate project information, progress, issues and risks related to their project specialties. In addition and as needed, these project roles will directly contribute to the development of communications specific to their project specialties.

2.2.7 ACMS System Integrator (SI) Vendor Project Team

The ACMS SI vendor Project Manager will be responsible for the project planning and the successful development, documentation, data conversion, implementation, and on-going operational support of ACMS. The vendor will also be responsible for developing, providing, and conducting training to the State for the ACMS project. The ACMS SI vendor Project Manager will deliver a system that meets all the functional requirements of the contract. The ACMS SI vendor shall deliver the system per the schedule that will be described in the State approved ACMS SI vendor Project Management Plan. The ACMS SI vendor Project Manager will oversee the other vendor personnel working on the solution, including any sub-vendors. The ACMS SI vendor Project Manager is responsible to report any issues impacting the project, provide recommendations to resolve issues, and assist the project team in successful implementation of the ACMS Project.

The SI vendor will be directly involved in communication planning, development and delivery. The ACMS SI vendor Project Manager must review and collaborate with the ACMS Project Manager to amend this Communications Plan as needed to accomplish planned project activities and related communications. The ACMS SI vendor Project Manager will report directly to the ACMS Project Manager and provide project information as defined within contractual obligations to the ACMS Project Manager. The ACMS SI vendor Project Manager will be responsible for collecting and gathering all ACMS related information as requested from the subcontractors under their current contract.

2.3 Audience for Communications

The ACMS Project targets four main groups as the audience for project communications:

- CDSS Executives – ACMS Project Executive Steering Committee and other appropriate managers.
- Project participants – staff from any entities who directly participate in and/or contribute to project activities and products.
- System users – members of the public or staff from any entities who will use the new system.
- External stakeholders – individuals or organizations that are not directly responsible for the delivery of the ACMS Project, may or may not use ACMS, but are affected by or have a vested interest in the ACMS solution.

- Approving agencies/entities – organizations that review and approve product products and approve project timelines, scope, and/or resources.

Each of these groups has distinct needs and information requirements related to the preparation for and the implementation of the ACMS. Table 2 includes, but is not limited to, the specific audiences targeted for communications.

Table 2. Audience for Communications

Audience	Department /Program / Entity
Project Participants	<p>CDSS</p> <ul style="list-style-type: none"> • Project Steering Committee • Project Sponsor • Program Manager • Legal • ISD • Information Security Officer • Fiscal Contract and Reporting staff • IV&V Consultant • Administrative Support staff • Program Support staff • SHD Subject Matter Experts <p>OSI</p> <ul style="list-style-type: none"> • Project Director • Project Manager • Legal • Information Security Officer • Fiscal Contract and Reporting staff • Administrative Support Staff • Acquisition and Contracting Services Division <p>Other Subject Matter Experts</p> <ul style="list-style-type: none"> • Covered CA • DHCS • CalHEERS • 58 County HHS Offices
System Users	<p>CDSS</p> <ul style="list-style-type: none"> • Adult Programs Division <ul style="list-style-type: none"> ◦ In Home Supportive Services (IHSS) <ul style="list-style-type: none"> ▪ Personal Care Services Program • Children and Family Services Division <ul style="list-style-type: none"> ◦ Adoption Assistance Program • Disability Determination Services Division <ul style="list-style-type: none"> ◦ Supplemental Security Income/State Supplementary Payment (SSI/SSP) Program <ul style="list-style-type: none"> ▪ Assistance Dog Special Allowance Program

Audience	Department /Program / Entity
	<ul style="list-style-type: none"> ▪ Social Security Disability ▪ Cash Assistance Program for Immigrants ▪ Interim Assistance for Supplemental Security Income (SSI) Applicants ▪ Special Circumstance Payment (State Supplemental Program) • Information Systems Division • State Hearings Division <ul style="list-style-type: none"> ○ Spokesperson for SHD Regional Offices ○ Spokesperson for the SHD Training, Quality and Special Projects • Welfare to Work Division <ul style="list-style-type: none"> ○ CalFresh <ul style="list-style-type: none"> ▪ California Food Assistance Program ○ California Work Opportunity and Responsibility to Kids (CalWORKs) <ul style="list-style-type: none"> ▪ Emergency Assistance ▪ CalLearn ○ Refugee Cash Assistance ○ Individual Repatriation Assistance Program Department of Aging <ul style="list-style-type: none"> • Multipurpose Senior Services Program Department of Health Care Services <ul style="list-style-type: none"> • California Medical Assistance (Medi-Cal) • Community- Based Adult Services (CBAS) • County Medical Services Program (CMSP) • 58 County HHS Offices Covered California <ul style="list-style-type: none"> • Research and Resolution • Appeals Unit • Service Center Representatives Other Users <ul style="list-style-type: none"> • Claimants • Authorized Representatives / Advocates

Audience	Department /Program / Entity
External Stakeholders	<ul style="list-style-type: none"> • Advocate Organizations • Authorized Representatives / Advocates • Centers for Medicare and Medicaid Services • Collaboration Agencies/Partners • County Point of Contact (CWDA POC's) • Covered California • DHCS • Family and Representatives of the recipients of social services • Health and Human Services programs • Inter-Agency Stakeholders • Non-Governmental Stakeholders • Recipients of public social services programs • SAWS Consortia (e.g., Leader, CalWIN, C-IV) • Unions • 58 County HHS Offices
Approving Agencies / Entities	<ul style="list-style-type: none"> • California Department of Finance • California Health and Human Services Agency • California Department of Technology • Department of Health Care Services • Federal Agencies (CMS, Administration for Children and Families (ACF), USDA Food and Nutrition Services (FNS)

3 COMMUNICATION PROCESS

There are four distinct phases to the ACMS project communications:

- (1) Project Initiation and Vendor Selection Process Communications - from the point of project pre-planning and kick-off activities to the systems integration contract award.
- (2) System Development - from the start of system planning and design activities through the completion of development, testing and pilot activities.
- (3) System Implementation – from the completion of implementation planning and pre-implementation activities to system implementation and related operational changes.
- (4) Transition to Maintenance and Operations (M&O) / Project Close Out

Tone and Style

The content of each communication message establishes the tone and organization priority for each project event and associated changes. The message content should include the following:

- Describe the event and create the communication message in terms the intended recipients can understand.
- Create examples that the recipient will find familiar - energize.
- Focus on the positive benefits and impacts of each change.

– Upon conclusion of implementation, activities include any system enhancements, user support, and the evaluation of the performance and effectiveness of the new system and processes.

Each communication phase requires a unique approach and unique, timely communication messages to be effective, as detailed below.

3.1 Project Initiation and Vendor Selection Process Communications

ACMS Project Initiation and Vendor Selection Process communications focus on awareness of and education on the ACMS project activities. The communications approach during this phase informs and educates all project participants, system users, external stakeholders, and approving agencies/entities. Communications share CDSS project objectives; anticipated benefits and impacts; clarify project roles and responsibilities and new resources; and share information and project detail necessary to obtain project approvals.

Communications also focus on the enrollment of appropriate management and staff to provide input on project products and system requirements.

Communications to appropriate audiences during this phase will focus on the following messages:

- Description of the ACMS Project.
- Explanation of the new system and related process changes.
- Outline of project timelines and activities.
- Description of features and benefits.
- Request for staff assignments to participate in system design activities.
- Responses to FAQs.

The ACMS Project Initiation and Vendor Selection Process Communications phase also establishes project communication roles and responsibilities. All communications rely on a properly functioning infrastructure and electronic network, including the Internet/intranet, telephones, and e-mail.

The ACMS Project Initiation and Vendor Selection Process Communications phase activities are to:

- Identify communication roles and responsibilities.
- Establish communication infrastructure (people, equipment, and access).
- Identify specific approval events which trigger communications.
- Facilitate decisions related to communication planning (e.g., methods).
- Establish implementation planning communication requirements.
- Establish any communication constraints related to union negotiation requirements.
- Specify target audience groups for specific communications.

- Develop content for messages.
- Create and deliver appropriate communications and obtain feedback on the effectiveness and adequacy of communication.

3.2 System Development Communications

ACMS Project System Development communications focus on communications related to project progress as well as communications to enroll participation in system design and development activities.

Communications to appropriate audiences during this phase will focus on the following messages:

- Progress against approved project timelines.
- Announcements regarding accomplishment of key project milestones.
- Request for staff resources to participate in system design activities (e.g., detailed requirements, process redesign, use case development, and data definition).
- Request for staff resources to participate in system test activities.
- Request for pilot participants; communication of pilot timelines, evaluation criteria, pilot evaluation results.
- Responses to FAQs.

3.3 System Implementation Communications

ACMS Project System Implementation communications provide timely and detailed information related to implementation planning, the completion of pre-implementation activities, and the system implementation. Communication on implementation progress will ensure system user knowledge and acceptance of the new system. Follow-on communications to reinforce this acceptance are equally important.

Communications to appropriate audiences during this phase will focus on the following messages:

- Notifications regarding the publication of system training manuals and other reference materials.
- Notification of available resources for user assistance.
- Identify and notify specific audiences of training opportunities.
- Identify individuals/units that merit special recognition for project efforts.
- Publication of business process and policy changes as appropriate for customers.
- Celebrate system implementation and customer success stories.

- Collect feedback on customer, employee and other stakeholder satisfaction.

The focus of this phase is to communicate preparations for the successful implementation of the new service delivery model and to share information to reinforce the positive impact of the changes resulting from the implementation.

3.4 Transition to M&O / Project Closeout Communications

ACMS Project Transition to M&O / Project Closeout communications provide timely and detailed information related to any system enhancements, change to user support, and the evaluation of system performance against project objectives. Communication on maintenance and operations activities will continue to reinforce the acceptance of new system and process changes.

Communications to appropriate audiences during this phase will focus on the following messages:

- Notifications of system changes or enhancements and related process changes.
- Notifications regarding the publication of updated system training manuals and other reference materials.
- Notification of any changes to available resources for user assistance.
- Identify and notify specific audiences of training opportunities on system changes or enhancements, or for new user training.
- Collect feedback on customer, employee and other stakeholder satisfaction.
- Share evaluation results for system performance/satisfaction against project objectives.

A high-level explanation of and specific timing for each communication is documented in Appendix A: ACMS Communications.

3.5 Branding

Branding provides a unique "tag line" as an identity for a product or service. The brand becomes an integral part of each message related to that product or service—to inspire internal and external audiences and create a desire to connect with the change.

This Communication Plan includes activities to create an ACMS Project "brand" that will present a clear and consistent high-level message which conveys the positive aspects of the new system. Project communications will include a consistent visual image and messaging through content that promotes the value of the system development effort and future use.

3.6 Communication Methods

The ACMS Project will select from a variety of effective formal and informal communication mechanisms to deliver ACMS project messages. Each method is designed to either involve or inform the targeted audience groups. Table 3 presents planned ACMS Project communication methods.

Table 3. ACMS Project Communication Methods

Communications Methods	
<ul style="list-style-type: none">• Internal Announcements• Memos• Executive announcements• Manager question & answer sessions• Group discussions• One-on-one meetings• Intranet updates• Leadership meetings	<ul style="list-style-type: none">• Groups discussions• Video newsletter• Teleconferencing• Public forums• Video conferencing• PowerPoint presentations• Emails• Message

3.7 Formal

The ACMS Project will engage in various types of formal communication. The general types and their purpose are described below.

3.7.1 Status Meetings

There are four basic types of status meetings for the ACMS Project:

1. Status meetings internal to the ACMS Project Team to discuss assignments, activities, and to share information.
2. Status meetings and reports between the ACMS Project Team and the Vendor Project Team.
3. Status meetings and reports between the ACMS Project Managers and the ACMS Steering Committee.
4. Status meetings and project reports to external entities, such as control agencies and CDSS executives.

Refer to Appendix A for type and frequency of the various status meetings.

3.7.2 Status Reports

A variety of status reports will be produced during the project. The status reports will be produced on regular intervals to provide stakeholders project information on the status and progress of the ACMS project. At a minimum the reports will contain:

- Project Status on major activities
- Project Schedule
- Status of Issues or Risks

- Status of Action Items, if applicable
- Future or planned activities

The intent of the status reports is to inform stakeholders of the project's progress and keep them actively involved in the project. The information provided will include enough detail to allow stakeholders to oversee the project and make informed project decisions.

3.7.3 Letters and Memorandums

Letters and memorandums are formal written communications that will be used to:

- Receive State guidance
- Document key project decisions
- Document key information or facts as a matter of record
- Request support from other OSI Projects or other Agencies
- Communicate formal acceptance of project products
- Relay information as required by the OSI policies and procedures

The use of letters and memorandums will be used throughout the duration of the project and will be kept at a minimum to avoid delays in dissemination of information and direction. Wherever possible email, telephonic, or face-to-face communication will be used, followed with a formal letter or memorandum as required. This will accelerate the communication process and avoid delays due to lengthy coordination processes to receive the signatures.

3.8 External Communication

This section describes the OSI policy regarding inquiries from news and print media and other public records requests.

3.8.1 News and Print Media

Project staff are not allowed to communicate with the media and should immediately notify the ACMS Project Manager of a media request. If a news or print media requests an interview or information, the ACMS Project Manager will follow the communication protocol defined within the project Interagency Agreement.

3.8.2 Public Inquiries and Public Records Requests

A public records request should be made in writing, unless the request involves records that are maintained by the project for the purpose of immediate public inspection, and should sufficiently describe records so that project personnel can identify, locate, and retrieve the records.

Public records maintained by the project will be available for inspection by members of the public during the regular business hours of the project. Requests for inspection or copying of public records should be directed to the ACMS

Project Manager, and should be specific, focused and not interfere with the ordinary business operations of the project. The operational functions of the project will not be suspended to permit inspection of records during periods in which project personnel in the performance of their duties reasonably require such records. If the request requires review of numerous records, a mutually agreeable time should be established for the inspection of the records.

Occasionally, the project may receive requests from the public for information (e.g., statistics, reports, program information). If the project receives any of these requests, the requestor should be directed to the Project Manager, who will refer the individual to the appropriate agency or department.

The project may refuse to disclose any records that are exempt from disclosure under the Public Records Act. (Refer to Government Code Section 6254.)

Physical inspection of the records shall be permitted within the project's offices and under the conditions determined by the department. Upon either the completion of the inspection or the oral request of project personnel, the person conducting the inspection shall relinquish physical possession of the records. Persons inspecting project records shall not destroy, mutilate, deface, alter, or remove any such records from the project. The project reserves the right to have project personnel present during the inspection of records in order to prevent the loss or destruction of records.

Upon any request for a copy of records, other than records the project has determined to be exempt from disclosure under the Public Records Act, project personnel shall provide copies of the records to any person upon payment of a fee covering costs of duplication.

4 COMMUNICATION MANAGEMENT

4.1 Communication Protocol

Communication protocols are necessary to properly manage the amount and type of information that will be communicated. Communication protocols are advantageous for a variety of reasons, including to better manage and control the flow of project-related information, to minimize misinformation and maximize the sharing of accurate information across the appropriate communication channels, and to provide structure to the formal and informal communications that are shared with external stakeholders.

The scope of information shall be limited to that within the individual's project domain. All communication related to project-wide status is directed to the Project Manager, unless otherwise advised. Due to the broad scope of this project, only those individuals at the project management level will be able to provide a comprehensive and accurate status update on the project as a whole. It is therefore imperative that all other project team members limit their project-related communications, both formal and informal, to information within their individual project domain or job functions.

Project information that needs to be disseminated widely to user staff is disseminated through the individual designated as the primary user contact, or user project manager. It is then expected that the individual will disseminate information appropriately to other affected user personnel.

4.1.1 Electronic Mail

Electronic mail (E-mail) is used as a means for informal, ad hoc communication between project team members and stakeholders. Outgoing e-mail is not to be used as official correspondence. E-mail may be used to alert the recipient that a correspondence is forthcoming, but should not be used as a means of official correspondence itself. When an official document is sent via email, a follow-up document with an original signature should be sent via United States Postal Service (USPS). Official outgoing correspondence will always be in the form of a letter, memorandum or document.

Appropriate uses of e-mail include scheduling meetings, forwarding documents or other information, and general questions and answers. Incoming e-mail should not be used as official correspondence; however, if the e-mail contains pertinent or historical information, the e-mail should be given a document tracking number and archived in the project document management tool.

4.1.2 Communication Distribution

Various methods will be used to distribute project information and communicate with project stakeholders. The primary method to distribute information will be through the email system established at OSI. Whenever possible, to expedite the dissemination of information, documents will be distributed via email.

Hardcopy information will be distributed through the normal mail system. For information that requires an expedient or next day delivery, Federal Express or overnight mail will be used. Another method of distributing information will be the facsimile machine. Facsimiles will be used for hardcopy documents that require immediate distribution and are relatively limited in the number of pages.

Teleconferencing will be used to the maximum extent possible to communicate to stakeholders in out-of-town locations. This will help to reduce the amount of travel required and provide for an effective method of communication.

Whatever method is used to distribute information or communicate, the proper precautions and procedures must be followed to ensure safe and protected delivery of information. For example all electronic files received or sent through email must be virus check/scanned prior to opening or sending the file. Any confidential information must be sent through the proper procedures as established by the OSI policies. The standard order of precedence would be State policies and procedures, OSI policies and procedures, and ACMS project policies and procedures – in that order.

4.2 Communication Tracking and Storage

Please refer to the Configuration Management Plan, regarding the document management procedures for communication and document naming, tracking, review, storage, retention, and change control.

Written communications received or generated by the project are retained and stored in the project's library and/or document management tool, depending on the format in which they were received. Project e-mail that document decisions or have pertinent value to the project are stored in the project's library and/or document management tool and retained for historical purposes.

4.3 Communication Changes

Changes to the communication process may be proposed by any recipient or communication creator. The Project Manager must approve the change for it to be approved. Often a draft version will be used to generate discussion with the communication stakeholders prior to making the change official.

Changes to communication format or content are handled through the normal document change control process. Changes to content must be approved by the respective project lead or manager (depending on the content), and then are disseminated with an explanation of the change. Appropriate revision and version markings are included with the updated version.

APPENDICES

Appendix A: ACMS COMMUNICATIONS

The following chart describes the planned communications that ACMS Project staff is responsible for or participate in. Add additional meetings as appropriate. Other impromptu meetings occur as needed to resolve issues or problems that arise within the department and with external agencies.

Definitions:

- Weekly – One occurrence each week
- Bi-Weekly – One occurrence every other week
- Monthly – One occurrence each month
- Bi-Monthly – One occurrence every other month
- Quarterly – One occurrence every three months
- Semi-Annually – One occurrence every six months
- Annually – One occurrence each year

ACMS COMMUNICATIONS						
TYPE OF INFORMATION	PREPARED BY/ CHAIRED BY	DISTRIBUTION LIST/ PARTICIPANTS	PURPOSE OF COMMUNICATION	FREQUENCY	TRANSMITTAL METHOD	NOTES
ACMS Weekly Team Meeting	Rick Murphy / Ellen Tsuruda	Project Team, State Project Mgr, Project Analyst	Discuss status, schedule, accomplishments, planned activities, deliverables, action items, risks, issues and concerns related to the Project	Weekly, 1 hour	Oral presentation, discussions	
ACMS Project Management Status Meeting	Rick Murphy / Ellen Tsuruda	Project Manager, State Project Mgr, Project Analyst, Program Manager, Manager/Business Analysts	Discuss status, schedule, accomplishments, planned activities, deliverables, risks, issues and concerns related to the Project	Weekly, 1 hour	Oral presentation, discussions	Teleconference meeting

ACMS COMMUNICATIONS						
TYPE OF INFORMATION	PREPARED BY/ CHAIR BY	DISTRIBUTION LIST/ PARTICIPANTS	PURPOSE OF COMMUNICATION	FREQUENCY	TRANSMITTAL METHOD	NOTES
ACMS Project Director Status Meeting	Melody Hayes	State Project Mgr, OSI Deputy Director	Discuss status, schedule, accomplishments, planned activities, deliverables, risks, issues and concerns related to the Project	Weekly, 1 hour	Oral presentation, discussions	
ACMS Project Executive Steering Committee Status Meeting	Melody Hayes	State Project Mgr, Executive Steering Committee	Discuss status, schedule, accomplishments, planned activities, deliverables, risks, issues and concerns related to the Project	Monthly, 1 hour	Oral presentation, discussions	
ACMS Project OSI Director Status Meeting	Melody Hayes	State Project Director, OSI Deputy Director, OSI Director	Discuss status, schedule, accomplishments, planned activities, deliverables, risks, issues and concerns related to the Project	Monthly, 1 hour	Oral presentation, discussions	
ACMS Project Status Meeting	Rick Murphy	State Project Mgr, Executive Steering Committee, all stakeholders, project participants	Discuss status, schedule, accomplishments, planned activities, deliverables, risks, issues and concerns related to the Project	Bi-Monthly, 1 hour	Oral and PowerPoint presentation, discussions	

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Appendix B: ACMS PROJECT DIRECTORY

Executive Stakeholders

Last Name	First Name	Title/Function	Organization	Email	Phone	Cell
Romero	Manuel	Deputy Director, State Hearings Division - Project Program Sponsor	CDSS	Manuel.romero@dss.ca.gov	(916) 657-3550	
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Hayes	Melody	Deputy Director, CalHEERS Program Management / Quality Assurance	OSI	Melody.hayes@osi.ca.gov	(916) 999-3213	

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ACMS Project Team

ACMS Project Team						
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ACMS Workgroup Team

ACMS Workgroup Team						
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ACMS Workgroup Team

ACMS Workgroup Team						
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