Appeals Case Management System (ACMS)

Final Project Charter

October 1, 2014

Version 6.0

Project Charter - Revision History

REVISION HISTORY			
REVISION (WORKSITE OR SHAREPOINT #)	**DATE OF RELEASE**	**OWNER**	**SUMMARY OF CHANGES**
Version 1.1	30 May 2014	OSI – Keith Knight	Initial Working Draft
Version 1.2	30 May 2014	OSI – Judy Candlish	Transmitted for Review
Version 1.3	1 July 2014	OSI – Carolyn Borden	Incorporate Edits
Version 1.4	8 July 2014	OSI – Carolyn Borden	Incorporate Judy Candlish Edits
Version 1.5	14 July 2014	OSI – Carolyn Borden	Incorporate Marc Grijalva Edits
Version 1.6	31 July 2014	OSI – Pamela Aguilar	Incorporated Judy Candlish Edits
Version 1.7	3 August 2014	OSI – Carolyn Borden	Merge reviewer tracked changes – Marc Grijalva, Kären Cagle, Melody Hayes
Version 1.8	8 August 2014	OSI – Carolyn Borden	Incorporate final edits for transmittal for final review
Version 1.9	13 August 2014	OSI – Carolyn Borden, Chad Everett	Incorporate final reviewer edits. Included updated Organization Chart
Version 2.0	09 Sept 2014	OSI – Carolyn Borden	Merged edits from Denise Brown. Incorporated edits
Version 3.0	17 Sept 2014	OSI – Carolyn Borden	Incorporate changes and finalize Project Charter
Version 4.0	23 Sept 2014	OSI – Carolyn Borden	Incorporate changes and finalize Project Charter
Version 5.0	25 Sept 2014	OSI – Carolyn Borden	Incorporate changes and finalize Project Charter
Version 5.0	29 Sept 2014	OSI – Carolyn Borden	Incorporate OCIO changes and finalize Project Charter

Project Charter - Approvals

NAME	ROLE	DATE
Rick Murphy	ACMS Project Manager	
Marc Grijalva	ACMS Program Manager	

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1 INTRODUCTION

The Appeals Case Management System (ACMS) Project will build and implement a single case management system that will process appeals of applicants and recipients of public social services programs. This Project Charter formally establishes the ACMS Project. It provides the basic information to initiate the Project and to show how the Project was authorized and approved. The California Department of Social Services (CDSS) and the Office of Systems Integration (OSI) Project and Program Managers are hereby authorized to expend resources toward the completion of the Project's defined goals and objectives as described in the Feasibility Study Report (FSR). It additionally establishes and outlines the partnership between the CDSS and the OSI organizations. The CDSS State Hearing Division (SHD) is the state entity responsible for the ACMS Project. As the program sponsor, the CDSS SHD has overall responsibility for the ACMS Project, develops and resolves programs and policy issues, and provides program direction to the OSI. The OSI provides information technology and project and contract management expertise and is responsible for the acquisition, implementation, contract management, and day-to-day operations of the ACMS system and other ACMS-related contracted services which may be required.

This document is a means to share the Project vision with others and to achieve consensus between stakeholders. The Project Charter is owned by the sponsoring organization, the CDSS and maintained by the OSI ACMS Project Team.

1.1 Purpose

The primary goal of the ACMS Project is to provide an automated solution to support the current and foreseeable business management needs of CDSS hearings and appeals staff, while leveraging existing state systems and improving interoperability, where possible.

The ACMS Project automated system will:

- Replace the existing State Hearing System (SHS) currently used to manage state hearings at CDSS. The SHS consists of a mainframe application with 22 ad-hoc applications and numerous manual processes. The new system will be a modern, integrated system making use of current technologies and functionalities while providing a single workflow, including hearings and proposed decisions processes.
- Provide a single integrated case management system which can combine claims/appeals intake, scheduling, tracking, disposition, and reporting functionalities into a single automated business solution.
- Support federal Health Insurance Portability & Accountability Act (HIPAA) requirements.
- Support State of California multi-language requirements.
- Provide future system growth capabilities and interoperability with other statewide California Health and Human Services Agency (CHHSA) departments and applications such as: Statewide Automated Welfare System (SAWS) Consortia, Service Utilization and Review Guidance Evaluation

(SURGE) – Department of Health Care Services (DHCS), California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS), CHHSA and Child Welfare Services – New System Project (CWS-NS), counties, Covered California (Covered CA).

- Provide the public a portal allowing for on-line hearing requests and to check the status of existing hearings.

1.2 Acronyms

ACA	Federal Affordable Care Act
ACF	Administration for Children and Families
ACMS	SHD Appeals Case Management System
ALJ	Administrative Law Judge
AOC	California Administrative Office of the Court
APD	CDSS Adult Programs Division
APDU	Advanced Planning Document Update
AR's	Authorized Representatives
CA	California
CalHEERS	California Healthcare Eligibility, Enrollment, and Retention System
CalWORKs	California Work Opportunity & Responsibility to Kids
CBAS	Community-Based Adult Services
Covered CA	Covered California
CCB	Change Control Board
CDSS	California Department of Social Services
CEAF 2.0	California Enterprise Architecture Framework V2.0
CFSD	CDSS Children and Family Services Division
CHHSA	California Health and Human Services Agency
CMAS	California Multiple Award Schedules
CMS	United States Center for Medicare and Medicaid Services
COTS	Commercial Off-the-Shelf
CWDA	County Welfare Directors Association
CWDs	County Welfare Departments
CWS/CMS	CFSD – Child Welfare Services/Case Management System
CWS-NS	CFSD – Child Welfare Services – New System Project
DD&I	Design, Development & Implementation
DHCS	California Department of Health Care Services
DGS	California Department of General Services
DHSS	United States Department of Health and Human Services
DOF	California Department of Finance
FEA	Federal Enterprise Architecture
FNS	USDA Food and Nutrition Services
FSR	Feasibility Study Report
FY	Fiscal Year
HBEx	California “Health Benefit Exchange”
HHS	Health and Human Services
HIPAA	Health Insurance Portability & Accountability Act
HWDC	Health and Welfare Data Center
IAPD	Implementation Advanced Planning Document
IEEE	Institute of Electrical and Electronics Engineers
IHSS	California In Home Supportive Services Program
IPOC	Independent Project Oversight Consultant

ISD	Information Systems Division
IT	Information Technology
IVR	Interactive Voice Response
IV&V	Independent Verification and Validation
Medi-Cal	California Medical Assistance
M&O	Maintenance & Operations
MITA	Medicaid Information Technology Architecture
MOTS	Modified Off-the-Shelf
NIST	National Institute of Standards and Technology
OCM	Organizational Change Management
OHC	Office of HIPAA Compliance
OSI	CHHSA Office of Systems Integration
OTech	Office of Technology Services
POC	Point of Contact
PM	Project Manager
QA	Quality Assurance
RFP	Request for Proposal
SAM	California State Administrative Manual
SAN	Storage Area Network
SAWS	CDSS/CWD Statewide Automated Welfare Systems
SCC	Statewide Commodity Contracts
SIMM	Statewide Information Management Manual
SOA	Service-Oriented Architecture
SFL	Spring Finance Letter
SFT	Secure File Transfer System
SHD	CDSS State Hearings Division
SHS	SHD State Hearings System
SI	Systems Integrator
SMS	Systems Management Server
SPOC	Single Point of Contact
SPR	Special Project Report
SSA	United States Social Security Administration
SSI	Supplemental Security Income
SSP	California State Supplementary Payment Program
STPD	State Technology Procurement Division
SURGE	Service Utilization and Review Guidance Evaluation
TANF	Federal Temporary Assistance for Needy Families Program
UA	User Acceptance
USDA	United States Department of Agriculture
WTWD	CDSS Welfare to Work Division

2 BACKGROUND

2.1 Business Problem

California Welfare and Institutions Code section 10950 et seq. and the Federal Patient Protection and Affordable Care Act (ACA) of 2010 provide dissatisfied applicants or recipients of California public social services the right to request a state hearing and the opportunity to present his/her case directly to the CDSS. This work is processed and managed through CDSS's SHD. The SHD currently conducts its business through a combination of manual processes, a fragmented series of 22 databases, and a mainframe application that was originally built using 1970's technology collectively called the SHS. The mainframe application is hosted at the California Department of Technology – Office of Technology Services (OTech) and 22 ad-hoc applications are hosted at CDSS headquarters.

As of July 2013, the CDSS SHD was processing over 88,000 requests for hearings annually using this forty-year-old SHS system. Effective October 1, 2013, enrollment for Covered CA began. At that time, the SHD assumed responsibility via an executed interagency agreement for processing appeals for the expansion of Medi-CA and for health insurance programs offered through Covered CA. It is expected that the expansion of Medi-Cal offered under Covered Cal will increase the projected annual number of hearing requests by approximately 37,800 and the number of administrative hearings by approximately 9,500.

It has long been identified that the SHS no longer meets the business needs of the SHD. Since the initial business requirements were identified and implemented in the system, three decades of business changes have occurred; most notably additional reporting needs, user's needs, information security changes, and new information tracking requirements. Some of these requirements have been addressed through the development of ad-hoc, downstream applications. However, these applications have not been designed for long term sustainability and the design does not allow for responsive changes to business needs such as program expansions with the implementation of the ACA, nor does it satisfactorily address technological advances and information security concerns (such as HIPAA requirements).

2.2 Project Background

Recognizing the problems created by the use of an antiquated system, CDSS SHD directed the development of a FSR for development of a new system. The revised October 11, 2013 FSR, titled: State Hearing Appeals Case Management System (ACMS), was reviewed and subsequently approved by the California Department of Technology on January 10, 2014. Hence, the FSR identified the ACMS fundamental business needs and was the baseline documentation used to authorize and approve the Project. Although ACMS is a "stand-alone" project, it is recognized that compliance or demonstrated efforts to move toward compliance with the Medicaid Information Technology Architecture (MITA) and the California Enterprise Architecture Framework (CEAF 2.0) is needed. As a result, the Project is likely to involve coordination and collaboration with stakeholders from a number of state

agencies in order to identify solutions and/or services which can be used to simplify the creation of ACMS.

The expected business benefits from the ACMS include, but are not limited to the following:

- Decreased hearing delays and associated penalties.
- Reduced the staff workload related to phone calls from claimants for case status information.
- Provide better information to claimants:
    - Resulting in increase of prehearing resolution of disputes without need for hearing; and
    - Resulting in more efficient use of the hearing to focus on issues in dispute.

3 SYSTEM CONCEPT

3.1 Project Goal Statement

The primary goal of the ACMS Project is to provide an automated solution to support the current and foreseeable business management needs of CDSS hearings and appeals staff, while leveraging existing state systems and improving interoperability, where possible.

3.2 Project Objectives Statements and Performance Indicators

The key project objectives and corresponding performance indicators follow:

Table 1. Project Objectives and Performance Indicators

Business Objective	Recipient of Value	Metric	Baseline	Target	By Date	Methodology
Reduce the average life cycle of an open Appeals Case, from receipt of the Hearing Request to release of the decision, by 14%, from 105 days to 90 days after one year of implementation.	Public seeking health benefits hearings, CDSS Staff and all California (CA) taxpayers.	The average number of days that an Appeal Hearing takes to go from initial request by a recipient to a released final decision.	Currently the average time it takes for an appeals hearing requests to go from initial request to final released decision is 105 days.	One year after implementation of the ACMS the average life span of an appeals hearing will be 90 days, meeting the timeliness requirements of the King v. McMahon and Ball v. Swoap court orders.	10/2018	SHD will run monthly and quarterly performance reports providing a breakdown of closed cases and the average number of days the cases took to go from request intake to decision release.

Business Objective	Recipient of Value	Metric	Baseline	Target	By Date	Methodology
Ensure 100% of notifications to the public are available in English and 12 other languages by first month of implementation.	Public seeking health benefits hearings, CDSS, County Staff, Covered CA, and all CA taxpayers.	Upon successful implementation all system generated notifications will be available in the following 12 languages (in addition to English): 1. Chinese 2. Russian 3. Spanish 4. Vietnamese 5. Arabic 6. Armenian 7. Cambodian 8. Farsi 9. Hmong 10. Korean 11. Lao 12. Tagalong	Currently all of the letters and notifications in the current system are available in English and 1 of the aforementioned 12 languages, or 8%.	User Acceptance testing will not be allowed to close out until 100% of the notifications, letters, etc., have been successfully produced and validated within the UA testing environment.	8/2017	Quality Assurance will provide testing reports to validate accuracy and completeness of all notifications in English and the 12 additional languages. This validation will also take place during User Acceptance by executing Quality Assurance (QA) testing scripts previously validated.

Business Objective	Recipient of Value	Metric	Baseline	Target	By Date	Methodology
30 days after implementation the three sub-systems/functions identified as Sound Recording App, Audio Transfer & Upload Log Database, and 100% of the functionality associated with them, will be available in a single consolidated process within the ACMS reducing processing time by 66% and freeing staff to perform other necessary duties.	SHD Operations Support Staff and Associate Law Judges (ALJs)	The average time spent by SHD staff on the steps of generating, transferring, naming and maintaining an audio file for an appeals hearing. This will be accomplished by replacing the current 3-system 4-step process with a single step where all functionality is contained within the ACMS.	Currently the process of generating and maintaining an audio recording of an appeals case involves four primary steps/functions performed within three separate sub-systems. The average time spent by SHD staff on the steps of generating, transferring, naming and maintaining an audio file for an appeals hearing is 30 minutes per case. In Fiscal Year (FY) 2012/2013 SHD processed 18,001 decisions. At 15 minutes per decision this equates to 4,500 man hours.	One month after implementation the four-step, 3-system process will be replaced by a single function that will be initiated by the ALJ hearing the case. At the beginning of a hearing the ALJ will log onto the ACMS and open the case file, navigate to the Hear screen or tab and initiate the "Record Hearing" function. Reducing the man hours to 1,500 [(18.000*(5/60))=1,500] for time spent managing appeals case audio files and freeing staff to perform other duties.	11/2017	SHD will run monthly and quarterly performance reports providing a breakdown of the number of hearings held. As the functions of recording and managing the hearing recordings is a single process the number of hearings held will provide the metric to demonstrate the success of the objective.

Business Objective	Recipient of Value	Metric	Baseline	Target	By Date	Methodology
6 months after implementation, reduce the amount of time spent by SHD staff on a monthly basis specifically for the manual calculation and review of penalties due to untimely release of decisions from 65 hours to 20 hours, a decrease of 69%.	SHD Operations Support Staff and claimants receiving payment of penalties	The average time spent on a monthly basis in the collection of hearing data, review of case decisions, determination of penalty eligibility of a case, recalculation of case timelines & due dates and the calculation of penalties.	SHD staff currently only receives a monthly listing of appeals case decisions released for that time period. SHD staff must manually pull each closed case hard copy file and review the decisions to confirm if the written decision grant or denial was recorded correctly in Health Welfare Data Center, sort out the denials, sort out cases that are not eligible for penalties due to type of case being appealed, recalculate the case time lines to determine the correct number of days a case is late and calculate the penalties for each individual case. Currently SHD staff spend an average of 65 hours a month on this process.	6 months after implementation SHD will reduce the number of man hours spent on Penalty calculation and review by 69%, reducing time spent on this process from 65 hours to 20 hours per month. This will be accomplished through the refinement and expansion of the data being captured by the case management system, the enhancement of the system to correctly calculate timelines and increased reporting functionality. This will allow reporting to be accomplished in a timely manner while also freeing up staff to focus on other duties.	3/2018	SHD will track and report on staff hours spent on Penalty Calculations as well as turn-around time for release Penalty figures to executive staff on a monthly basis.

Business Objective	Recipient of Value	Metric	Baseline	Target	By Date	Methodology
6 months after implementation the three sub-systems/functions identified as Decision System, Decision Archive and Decision Release, and 100% of the functionality associated with them, will be available in single consolidated workflow process all within the ACMS reducing the average decision processing time by 33%.	SHD Operations Support Staff and ALJs	The average time spent by SHD staff on writing, reviewing and releasing final appeals case decisions.	Currently Hearing Decisions are written in a separate document writing system. A Word document is then emailed to the PALJ for review and release approval and subsequently to support staff for final cross-reference of case number(s) and case name(s) and formatting. The documents are then saved on the SHD server, printed by support staff for mailing to all parties, manually scanned and uploaded to the Secure File Transfer system (SFT), mailing labels are printed, and mailing packets are assembled and mailed. Based on SHD Operations Support standards, the process takes support staff an average of 30 minutes per case. This equates to approx.110 man hours per clerk per month.	6 months after implementation the 3 sub-systems will be replaced with a single workflow with all functionality contained within the ACMS. Average processing time will be reduced by 33% from 30 minutes per case to 20 minutes, netting out to 73.25 man hours per support clerk a month for the processing of Hearing decisions. Allowing staff to perform other duties.	3/2018	SHD will run an desk audit tracking duties and use of time for the ALJ Support Staff beginning 6 months after system implementation. This audit will provide new average processing times for decision processing and release tasks.

3.3 Preliminary Project Scope Statement

The ACMS Project current scope is to complete project deliverables, which result in the successful implementation of a new ACMS system to support stakeholders identified in Section 5.2:

- Design, develop, and implement an integrated and automated system that will combine intake, adjudicatory functions, scheduling, and reporting functions into a single workflow.

The project will research and identify possible transfer systems that may be evaluated as potential solutions. See Section 3.4 for key features of the ACMS system. In scope project activities include:

- Finalize and implement project management plans and implement project and contract management processes, to include quality management, requirements management, and project documentation review and control processes.
- Clarify, define, and document ACMS business and technical requirements in a format which will support the subsequent procurement strategy and plans including long-term interoperability.
- Secure project funding through the draft and approval of an ACMS Implementation Advance Planning Document (IAPD), a Budget Change Proposal, and Special Project Report (SPR). Update the state and federal documents throughout the project duration as needed.
- Develop ACMS solicitation documents, with evaluation criteria, to conduct procurement to acquire the products and services to support the requested system.
- Select and manage integration vendor activities to design, develop, test, pilot, and implement the ACMS system.
- Manage and oversee ACMS transition for maintenance and operations, and project closeout activities.

The OSI and CDSS will assure completion of the project scope through approval of the solicitation document, systems integration vendor contract, and system acceptance.

3.3.1 Future Opportunities:

It is anticipated that interfaces to the following state systems are needed in the future: SAWS, SURGE, and CalHEERS.

3.3.2 Out-of-Scope:

- The ACMS will have the capability to interface with state and federal systems, but the project does not include the development of system-to-system interfaces as noted in section 3.3.1 Future Opportunities.

3.3.3 Summary Milestones:

See Section 4.3 project milestones.

3.3.4 Project Funding:

The ACMS Project will be funded through a combination of federal and state funding. State funds will include the allocation of cost between benefiting projects or programs to include but not limited to California Work Opportunity & Responsibility to Kids (CalWORKS), CalFresh, California In Home Supportive Services Program (IHSS), California Medical Assistance (Medi-Cal), Magi Medi-Cal, Supplemental Security Income (SSI), and Covered CA. The OSI and the CDSS will request Center for Medicare and Medicaid Services (CMS) and USDA Food and Nutrition Services (FNS) approval of an IAPD and funding to support the Design, Development, and Implementation (DD&I) and up to two years of maintenance and operations (M&O) of the ACMS project. Funding for ongoing operations and maintenance will be requested in a subsequent Advance Planning Document Update (APDU). Current project funding is consistent with the FSR authorized budget approved on January 10, 2014, as well as additional project funding increased via a Spring Finance Letter (SFL) approved on May 9, 2014. Federal and state control agency documents to adjust funding will be submitted as necessary.

3.4 System Features

The system concept is to provide an integrated system to manage appeal cases for the SHD. The specifics of a preferred architecture or architectures to be used will not be determined until the identified transfer systems evaluation and Request for Proposal (RFP) is complete. The major features of ACMS can be characterized as follows:

- Provide an automated business solution to manage state-wide appeal cases.
- Provide a business solution which combines and integrates appeal case intake, scheduling, tracking, disposition, and reporting functionalities.
- Consolidate the existing functions of the mainframe case management system and 22 ad hoc applications into one comprehensive business case management solution.
- Improve efficiencies through the automation of data intake and automated verification.
- Provide enhanced management reporting functions.
- Provide an Appeals Case Decision Writing Module.
- Provide a web-based public portal.
- Provide a web-based County user Dashboard.
- Provide a system that supports the unique case calendaring and scheduling.
- Provide a system that meets HIPAA compliance requirements.
- Support the state language requirements resulting from the California law suit "*Be Vu et al" versus "Mitchell and Bolton*".
- Provide a system which is compliant with the following Information Technology (IT) security requirements:
    - National Institute of Standards and Technology (NIST) SP800-53
    - Welfare and Institutions Code sections 9401, 14100.2, and 10850
    - Civil Code sections 56.10a and 1798.24

  - HIPAA
  - Title 45, Parts 160 and 164 as applicable
  - State Administrative Manual (SAM) Section 5300 et seq.
- Provide a system which is compliant with the following IT standards:
  - MITA, version 3.0.
  - CEAF, version 2.0.
  - Federal Enterprise Architecture (FEA), version 2.0.
- Provide a solution which will record, file, and easily locate and replay recordings of hearings.
- Provide a solution which has an "Interactive Voice Response" system (IVR) with 24/7 telephone access to benefit applicants/recipients, Authorized Representatives (ARs), and other stakeholders consistent with the federal ACA "No Wrong Door" policy.
- Provide the ability to manage letters and notifications to all interested parties for both content and substance.
- Provide electronic document management and a case document archive.
- Incorporate business requirements of partners (CDSS, County Welfare Departments (CWDs), DHCS and Covered CA) to support future interface connections to SAWS, SURGE, and CalHEERS.

3.5 Critical Success Indicators

The critical "success indicators" when met will confirm the ACMS project success. Project objectives and corresponding indicators follow:

- Objective 1: Reduce the average life cycle of an open appeals case from receipt of the hearing request to release of the decision by 14% and from 105 days to 90 days within one year after implementation.
  - Target Indicator: One year after implementation of the ACMS the average life span of an appeals hearing will be 90 days, meeting the timeliness requirements of the King v. McMahon and Ball v. Swoap court orders.
- Objective 2: Provide the capability to produce 100% of notifications to the public in English and the twelve additional languages (Chinese, Russian, Spanish, Vietnamese, Arabic, Armenian, Cambodian, Farsi, Hmong, Korean, Lao, and Tagalog) required by the *Be Vu et al v. Mitchell and Bolton* lawsuit, within the first month of implementation.
  - Target Indicator: User Acceptance testing will not be allowed to close out until 100% of the notifications, letters, etc., have been successfully produced and validated within the User Acceptance (UA) testing environment.
- Objective 3: Within 30 days after implementation, the solution will provide 100% of the existing functionality from the three existing sub-systems - Sound Recording Application", "Audio Transfer", and "Auto Upload Log Database".
  - Target Indicator: One month after implementation the four-step, 3-system process will be replaced by a single function that will be initiated by the ALJ hearing the case. At the beginning of a hearing the

ALJ will log onto the ACMS and open the case file, navigate to the Hear screen or tab and initiate the "Record Hearing" function. Reducing the man hours to 1,500 [(18.000*(5/60)) =1,500] for time spent managing appeals case audio files and freeing staff to perform other duties.

- Objective 4: The amount of time spent by the SHD staff on a monthly basis specifically for the manual calculation and review of penalties due to untimely release of decisions will be reduced from 65 hours to 20 hours, a decrease of 69%, within six months after implementation.
    - Target Indicator: 6 months after implementation SHD will reduce the number of man hours spent on Penalty calculation and review by 69%, reducing time spent on this process from 65 hours to 20 hours per month. This will be accomplished through the refinement and expansion of the data being captured by the case management system, the enhancement of the system to correctly calculate timelines and increased reporting functionality. This will allow reporting to be accomplished in a timely manner while also freeing up staff to focus on other duties.
- Objective 5: The three existing sub-system functions identified as “Decision System”, “Decision Archive” and “Decision Release” will be integrated into a single ACMS business solution. The solution will provide 100% of the existing functionality and be made available in ACMS, within 30 days after implementation.
    - Target Indicator: 6 months after implementation the 3 sub-systems will be replaced with a single workflow with all functionality contained within the ACMS. Average processing time will be reduced by 33% from 30 minutes per case to 20 minutes, netting out to 73.25 man hours per support clerk a month for the processing of Hearing decisions. Allowing staff to perform other duties.

3.6 Project Complexity Assessment

The CDSS and the Department of Technology each completed a complexity assessment for the ACMS project. Both assessments designated the project as a Zone II, III medium complexity project. CDSS and the Department of Technology met and determined that the project required a greater project manager skill set and staffed the ACMS project accordingly. The CDSS independent ACMS Project complexity assessment follows.

CA-PMM

Project Name: ACMS - Appeals Case Management Systems

Technology Agency Project #: Pending

Department: Social Services

Revision Date: 7/15/13

Complexity Assessment

Business Complexity

Instructions: On a scale of .5 - low to 4-high (0 = N/A), rate each applicable attribute and compute the Business Complexity by dividing the total by the number of items rated above zero. *[Notes: Business and technical complexity will be computed automatically in this worksheet, using the ratings you enter. Move your pointer over each attribute cell, marked with a red triangle, to see a definition of the attribute.]*

Low Complexity 0 1 2	Business Attribute 3	High Complexity 4	Rating
Static	**Business rules**	Changing	3
Static	**Current Business Systems**	Changing	3
Known and Followed	**Decision Making Process**	Not Known	1
Low	**Financial Risk to State**	High	2
Local	**Geography**	State Wide	4
Clear and Stable	**High Level Requirements**	Vague	1.5
Few & Routine	**Interaction with Other Departments and Entities**	Many and New	2.5
None	**Impact to Business Process**	High	3
Few & Straight Forward	**Issues**	Multiple & Contentious	2
High	**Level of Authority**	Low	3
Clear	**Objectives**	Vague	1
Established	**Policies**	Non-existent	1
Minimal	**Politics**	High	3.5
Familiar	**Target Users**	Unfamiliar	1
Experienced	**Project Manager's Experience**	Inexperienced	2
Experienced	**Team**	Inexperienced	2.5
Loose	**Time Scale**	Tight	3.5
Low	**Visibility**	High	3.5
		Total:	43
		Complexity:	2.4

Figure 1. Business Complexity Assessment

CA-PMM

Project Name: ACMS - Appeals Case Management Systems

Technology Agency Project #: Pending

Department: Social Services

Revision Date: 7/15/13

Complexity Assessment

Technical Complexity

Instructions: On a scale of 0-low to 4-high, rate each applicable attribute and compute the Technical Complexity by dividing the total by the number of items rated above zero. Use the definitions in the student notebook for clarity.

Low Complexity 0 1 2	Technical Attribute 3	High Complexity 4	Rating
Local	Communications	State wide	4
Established	Delivery Mechanism	New	4
Local	Geography	State wide	4
Proven	Hardware	New	1
Stand-alone	Level Of Integration	Tightly Integrated	3.5
Proven/Stable	Networks (L/W)	New	1
In place	New Technology Architecture	Not in place	1.5
9-5, Mon-Fri	Operations	24-hour, 7-day	4
Expert	PM Technical Experience	Novice	2.5
Established and in use	Scope Management Process	None	1
Light	Security	Tight	3.5
Proven	Software	New	3.5
Established and In Use	Standards And Methods	None	1
Experienced	Team	Inexperienced	1.5
High	Tolerance To Fault	Low	3.5
Low	Transaction Volume	High	3.5
		Total:	43
		Complexity:	2.7

Figure 2. Technical Complexity Assessment

CA-PMM

Project Name: ACMS - Appeals Case Management Systems

Technology Agency Project #: Pending

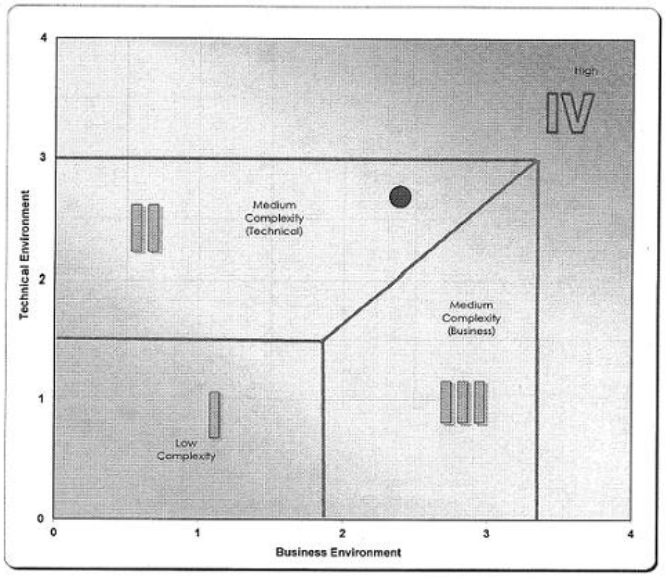
Department: Social Services

Revision Date: 7/15/13

Complexity Assessment

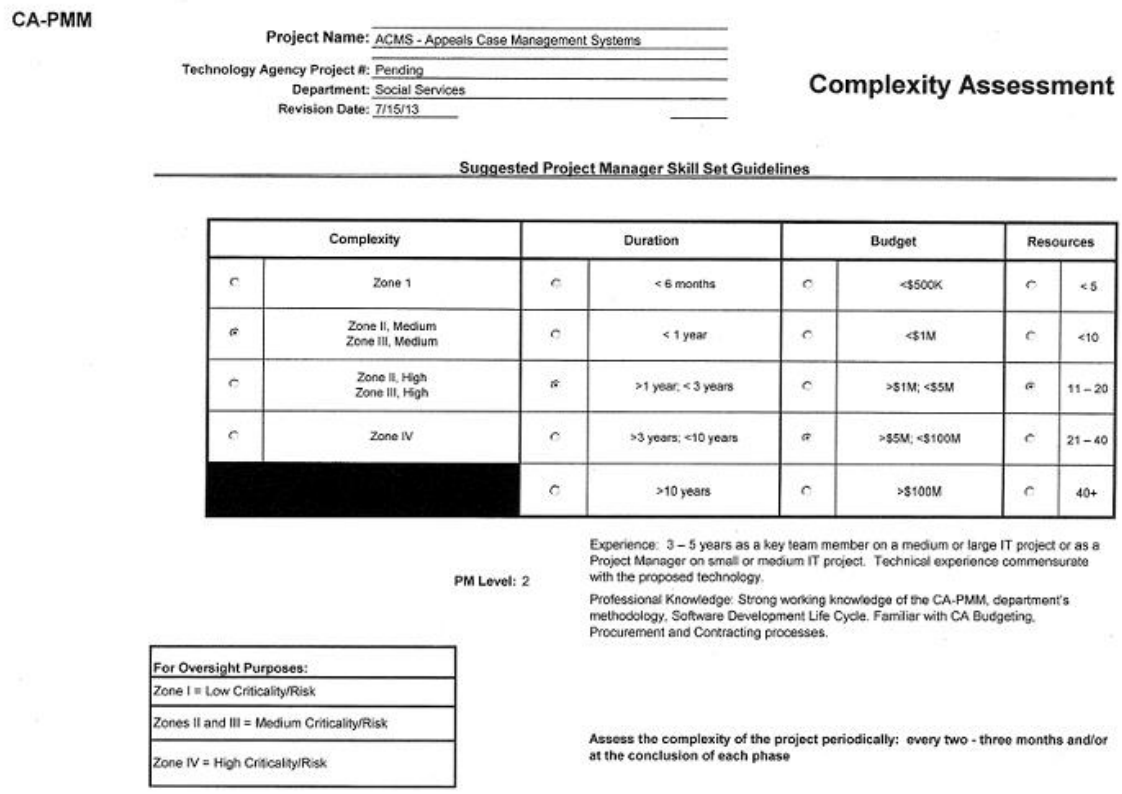
Complexity Diagram

Instructions: Plot your project in the appropriate complexity zone.
[Note: Your project will be plotted automatically in this worksheet, using the values computed in the previous tables.]



Scores		
	Business Complexity	2.4
	Technical Complexity	2.7

Figure 3. Complexity Assessment Diagram



CA-PMM

Project Name: ACMS - Appeals Case Management Systems

Technology Agency Project #: Pending

Department: Social Services

Revision Date: 7/15/13

Complexity Assessment

Suggested Project Manager Skill Set Guidelines

Complexity		Duration		Budget		Resources	
○	Zone 1	○	< 6 months	○	<$500K	○	< 5
◉	Zone II, Medium Zone III, Medium	○	< 1 year	○	<$1M	○	<10
○	Zone II, High Zone III, High	◉	>1 year; < 3 years	○	>$1M; <$5M	◉	11 – 20
○	Zone IV	○	>3 years; <10 years	◉	>$5M; <$100M	○	21 – 40
		○	>10 years	○	>$100M	○	40+

PM Level: 2

Experience: 3 – 5 years as a key team member on a medium or large IT project or as a Project Manager on small or medium IT project. Technical experience commensurate with the proposed technology.

Professional Knowledge: Strong working knowledge of the CA-PMM, department's methodology, Software Development Life Cycle. Familiar with CA Budgeting, Procurement and Contracting processes.

For Oversight Purposes:
Zone I = Low Criticality/Risk
Zones II and III = Medium Criticality/Risk
Zone IV = High Criticality/Risk

Assess the complexity of the project periodically: every two - three months and/or at the conclusion of each phase

Figure 4. Suggested Project Manager Skill Set Guidelines

4 PROJECT APPROACH

4.1 Acquisition Approach

During the planning phase, the project team will define and document business and technical requirements, develop the initial project plans, develop an acquisition strategy, research and identify transfer systems to evaluate as potential solutions, and develop a procurement package with evaluation/award criteria. The “acquisition approach” is unknown at this time. However, numerous options will be considered. The OSI will provide services as CDSS’s legal agent for the Project and under the procurement authority of the Exchange.

Upon completion of Planning activities, OSI will develop a solicitation document and response evaluation criteria which will result in the procurement of the ACMS system(s). OSI will provide project and contract management services for the new system. OSI will collaborate with CDSS and the Department of Technology State Technology Procurement Division (STPD) to develop the solicitation document for the ACMS system.

- The ACMS system could result in the acquisition of multiple separate sub-systems and then the integration of those functions into one system. Some components of the system could be a transfer system, Commercial Off-the-Shelf (COTS), Modified Off-the-Shelf (MOTS), or new development (in house or vendor selected) while other functions could be provided by OTech.
- The integrator of multiple sub-systems will be determined once there is more insight into the sub-systems CDSS plans to procure.
- Elements of the project could be conducted in-house while others could be provided from vendor(s).
- The project will include a traditional, non-delegated procurement.
- The ACMS Steering Committee will be the final decision maker to award the contract. OSI will be the signatory agency.
- CDSS will make the final decision to accept ACMS.
- As project costs are projected to exceed $5 million, federal approvals and certifications will be required.

4.2 Key Project Work Products

4.2.1 Project Management:

Project Planning activities include defining and documenting business and technical requirements, developing initial project plans, developing an acquisition strategy, identifying and evaluating transfer systems, and developing an associated procurement package with evaluation/award criteria. The significant deliverables, products and work products for Planning activities were listed in Paragraph 3.3 above (Project Scope). The project team will conduct the procurement, select a vendor, and award a contract once all the federal and state approvals have been received.

4.2.2 Procurement:

The key work products of procurement, design, development, and implementation are dependent on the decisions made during the completion of project management and requirements documentation. At this time, the solution could be COTS, MOTS, Cloud, an existing leveraged system, an existing modified transfer system, or some combination of each. The key products will vary and are not known at this time.

4.2.3 Requirements Traceability Matrix

A Requirements Traceability Matrix will be used to document and track the project requirements from inception through to testing to verify that the requirement has been fulfilled. Requirements are added and modified throughout the project so it is imperative that solid records are kept.

4.3 Project Milestones

The following milestones are planned for the ACMS Project.

4.3.1 Project Milestones:

- Project Initiation July 2014
- Interagency Agreement: CDSS and OSI August 2014

- IAPD Submitted for Approval August 2014
- Submit Project Management Plans to The Department of Technology October 2014
- Business and Usability Requirements Report October 2014
- RFP Release January 2014
- Award Contract June 2015
- System Planning September 2015
- System Design October 2015
- System Development March 2017
- System Implementation October 2017
- Project Close-Out October 2018

Project milestones are based upon the organization's need to implement a new ACMS system as soon as possible and reflect deadline requirements to obtain project approvals to include contract award and funding.

If project milestones are not met, the project faces the potential risk of loss of federal funding as well as increases in project cost.

Possible project trade-offs to mitigate missed deadlines are discussed in Section 4.4.3.

4.4 Assumptions and Constraints

4.4.1 Assumptions:

- The required resources from the SHD, CDSS Information Systems Division (ISD), Covered CA, DHCS, and other key stakeholders will be assigned and available to support the ACMS Project (per schedule).
- PM vendor and state OSI/CDSS project staff are anticipated to be onboard by October 2014.
- Software purchases will be identified during the RFP selection process and may include software related to a MOTs or Service-Oriented Architecture (SOA) solution.
- Hardware purchases are anticipated to include but may not be limited to blade servers, load balancers, storage area network (SAN), routers, switches and other network connectivity appliances.
- The new system may include the purchase of Tenant Managed Services or cloud hosting services, yet to be determined.
- Other purchases assumed for this project include the solicitation and selection of an Independent Verification and Validation (IV&V) consultant.
- All control agency documents will be submitted on time and approved.
- All requirements in the conditional approval letter for Project will be met.

- The milestone schedule reflected herein assumes procurement of a new solution using an accelerated procurement cycle.

4.4.2 Constraints:

- Current project funding for the project is limited to the FSR budgeted amount and the SFL as approved. Once the final solution has been determined, Federal and state documents will be submitted if needed to secure necessary approvals for appropriate funding levels.
- The business needs require a timely solution; therefore the project schedule is constrained.

4.4.3 Triple Constraint Flexibility Matrix

- Resource funding is considered the least flexible as the budget is limited to the approved FSR and SFL.
- Schedule is somewhat flexible because of the business needs.
- Scope is considered the most flexible at this time, because specific features and potential leveraged systems versus new or COTS applications have not yet been evaluated.

Table 2. Triple Constraint Flexibility Matrix

Flexibility	Least	Somewhat	Most
Resources	X		
Schedule		X	
Scope			X

4.4.4 Project Priorities

The project sponsor will determine project priorities between schedule, scope, budget and quality if there are changes to any of these project components.

4.4.5 Runaway Triggers and Shutdown Conditions

The program and project team will develop exit from and entrance to criteria for each phase of the project. These criteria will be assessed prior to moving into a new project phase.

Shutdown conditions are defined as the conditions under which a project becomes no longer viable and further investment is no longer warranted. The Project Sponsor will determine if the project in no longer viable.

4.5 Project Impacts

Project impacts include business impacts, organizational change impacts, technology impacts, IT support impacts, and customer impacts. The respective areas are discussed in the subsections that follow:

4.5.1 Business Impacts include the following:

The ACMS will effectively streamline SHD's business processes through:

- An automated business solution, using new technologies, which updates three decades of business changes, adds automated business reporting,

operational metrics, management dashboards, automated scheduling and the long list of improvements found in the FSR, will markedly improve the ability of SHD to perform its work.

- An automated web-based business solution will allow the public, authorized representatives, and County and Program staff to access the system remotely with the ability to file new hearing requests, update and edit case information, and to monitor the status of existing cases.
- The addition of an IVR system that will improve accessibility for all stakeholders and users to do the following:
  - Check on the status of their cases
  - Automate calling to claimants prior to a case hearing
  - Attach recordings of phone and remote hearings directly to a case file
  - Update case information, request postponements, and request withdrawals
- An automated scheduling system that will allow the SHD to automate and streamline its scheduling/calendaring processes. The current SHS limitations require manual processes which do not provide the flexibility needed to efficiently schedule appeal hearings.
- An integrated hearing "recording system" that will enhance SHD's current business processes by providing a single, automated, and integrated business solution that integrates the current three business functions referred to as: "Sound Recording Application", "Audio Transfer", and "Upload Log Database".

These process improvements will require changes to existing processes/tasks and will require new job skills and training. The ACMS project team comprised of the sponsoring and performing organization will update process documentation and will work with the Systems Integrator (SI) vendor to develop and provide training to staff on the new system and processes.

4.5.2 Organizational Change Impacts:

Organizational Change Impacts include the following:

- Improvements in the SHD's business processes introduced by ACMS will cause changes not only in the way of doing business but are also likely to result in organizational changes that will require Organizational Change Management (OCM). The ACMS Project Manager will oversee the development, approval, and implementation of an Organizational Change Management Plan.
- Introducing ACMS may require some organizational restructuring, e.g., resulting from elimination of some of manual operations. New positions or changes to existing role descriptions may be required. For example, existing help desk functions may require significant changes. The organizational restructuring required by ACMS is likely to include new position types, new job skills, and specialized staff training. The ACMS project team comprised of the sponsoring and performing organization will work with the SI vendor to develop and provide training to staff on the new systems and processes.

- ACMS's new functions may require new or different skills to manage the application such as skills to manage the IVR, metrics and dashboard reports, the scheduling system, website and web portal, as well as managing the forms and reporting layouts. The owner of this impact and action required will be determined once the sponsoring and performing organizations determine the long-term approach for system maintenance and operations.

4.5.3 Technology Impacts:

Technology impacts include the following:

- Increased ability to adapt to changing requirements to some degree by modifying configuration rather than custom coding.
- Reduced effort and cost to maintain desktop software by providing unified web access to ACMS functions.
- Depending on the target workload levels, network infrastructure may require accommodating new capacity requirements, which typically grow when there is a switch from legacy to web-based solutions.
- The ACMS system is likely to introduce new technology components and tools to CDSS; this requires planning of new and recurring training for ACMS users.

The ACMS project team comprised of the sponsoring and performing organization will work with the SI vendor to develop and provide training to staff on the new systems and processes.

The owner of future technology impacts and action required will be determined once the sponsoring and performing organizations determine the long-term approach for system maintenance and operations.

4.5.4 IT Support Impacts:

IT Support impacts include the following:

- CDSS will need to manage future changes to ACMS by establishing a change control process. OSI will oversee the vendor implementation of a Change Control Board (CCB).

5 ORGANIZATION

5.1 Project Organization

The following figure shows the ACMS Organizational Chart. Individual names are not shown.

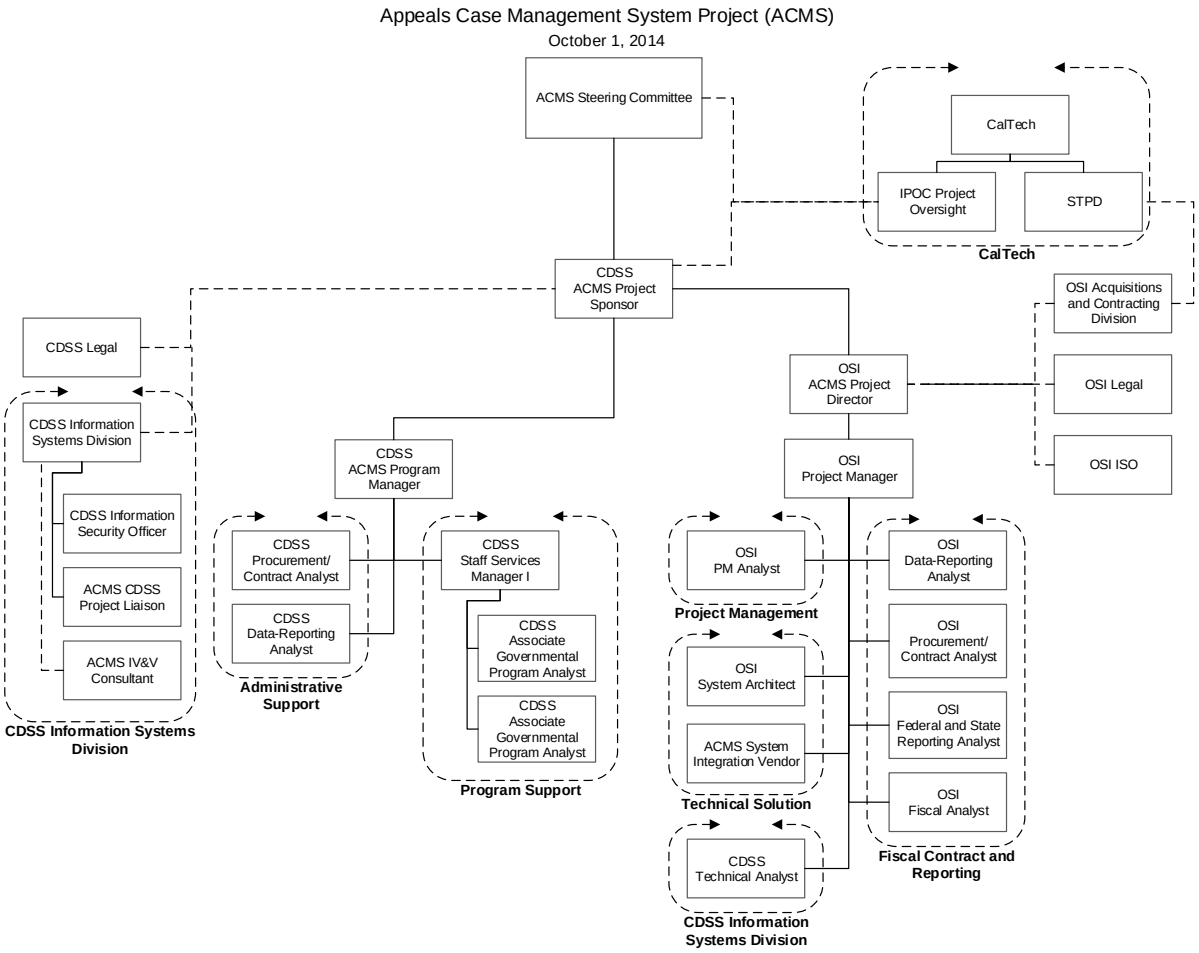


Figure 5. ACMS Project Organization Chart

5.2 Roles and Responsibilities

This section outlines the basic structure of the project organization and discusses the high level responsibilities of the Steering Committee, the Project Sponsor, the Project Manager, and oversight organizations.

Table 3. ACMS Project Roles and Responsibilities

Role	Responsibility
ACMS Project Steering Committee Voting Members: Chief ALJ, SHD, CDSS; Deputy Director, CalHEERS Program Management, OSI; Director, Eligibility and Enrollment, Covered CA	• Review and approve the Project Charter for accuracy and compliance with the Business Case • Monitor progress against the project management plan • Review and verify changes made to the Business Case • Review and approve changes made to project resource plan, schedules, scope, goals, cost estimates, procurement strategies, etc. • Make strategic decisions regarding the prioritization of project deliverables and approving interim deliverables

Role	Responsibility
Participant Members: Chief Information Officer, CDSS; Chief, Policy Development Branch, CDHCS; Chief Technology Officer, Covered CA; Executive Director, County Welfare Directors Association (CWDA); Program Manager, SHD, CDSS; Project Manager, ACMS Project, OSI	• Review and approve the project development strategy • Review and suggest solutions for the issues critical to project success • Resolve conflicts between stakeholder groups
CDSS Project Sponsor	• Approves project charter, plan, budget, schedule and deliverables • Champions the project, project manager and project team • Empowers the project manager with the appropriate authority • Ensures sustained buy-in at all levels • Ensures timely availability of needed resources • Provides guidance and direction for key business strategies • Resolves major policy issues
OSI Project Director	• Manages the project at the strategic level • As the project's point person, manages resources and oversees finances to ensure that the project progresses on time and on budget • Reviews regular progress reports and makes staffing, financial, or other adjustments to align the developing project with broader outcome goals • Oversees the project team, project manager, project oversight and project teams
OSI Project Manager	The Project Manager will be responsible for managing the activities associated with the project schedule, monitoring and controlling the project, and meeting with the Project Team to discuss the project status, risks, issues, etc. This staff will also be responsible for overseeing the development of work plans and project plans such as, but not limited to the Governance Plan, Communications Plan, Risk Plan, Configuration Plan, Cost Management Plan, etc. Additionally, this staff will coordinate and communicate project status and progress against objectives to the Project Sponsor, Steering Committee and all appropriate stakeholders.
State Technology Procurement Division	• Responsible for the ACMS procurement process • Oversees the determination of procurement activities and timelines • Reviews and approves for release procurement documentation

Role	Responsibility
	• Oversees procurement selection activities
OSI Acquisitions and Contracts Division	• Leads the ACMS procurement process • Guides the determination of procurement activities and timelines • Guides the development of procurement documentation • Reviews and provides input on procurement documentation • Facilitates procurement selection activities
CDSS and OSI Information Security Officers DHCS Office of HIPAA Compliance (OHC)	• Protects the agency's information and information processing assets • Manages vulnerabilities within the information processing infrastructure • Manages threats and incidents impacting the agency's information resources • Assures through policy the appropriate use of the agency's information resources • Educates project team members about their information security and privacy protection responsibilities
OSI and CDSS Legal DHCS OHC	• Ensure that project documentation is in compliance with State of California laws and regulations
OSI Project Management Analyst	The Project Management Analyst is responsible for performing tasks in support of the project management activities of the ACMS Project. The Project Management Analyst supports the project management processes of risk management, issue and action item management, schedule management, change management, cost management, quality management, and communications management and develops content for control agency documents.
CDSS Program Manager	• Provides the technical team with program expertise and ensuring appropriate program area staff members are available for insight into business rules and program expertise needed • Coordinates any internal needs the technical team may require or need, as it relates to project requirements • Coordinates project participation of non-IT staff • Provides support and direction to project team members regarding program, business, and process matters • Identifies program skills and knowledge needed by project and acquire them • Assists in obtaining project resources
Subject Matter	The Subject Matter Expert(s) provide practical insight and feedback on the business need(s) being addressed by this project. This will

Role	Responsibility
Expert(s)	provide an analysts' perspective on project functionality and end-user capabilities.
California Department of Technology Independent Project Oversight Consultant	The Independent Project Oversight Consultant (IPOC) is responsible for formal oversight of the ACMS project management processes for conformance with the California Project Management Methodology which it the state standard for management of information technology projects (Statewide Information Management Manual section 17A). The IPOC is responsible for quarterly submission of the Independent Project Oversight Report (Statewide Information Management Manual section 45) to the Department of Technology.
Independent Verification and Validation (IV&V) Consultant	The IV&V consultant will be responsible for verifying and validating ACMS products for conformance to requirements and, per Statewide Information Management Manual (SIMM) 45, IV&V activities should be guided by Institute of Electrical and Electronics Engineers (IEEE) 1012 Standard for System and Software Verification and Validation. The consultant will report to the CDSS Project Liaison and Oversight Manager and will categorize the risk impact and probability and suggest risk response steps that can be taken. The IV&V consultant will also provide management with continuous, comprehensive visibility into the quality and progress of the development effort, and provide feedback on project decisions to proceed to the next development phase.
OSI Systems Architect and CDSS Technical Analyst	The Systems Architect and CDSS Technical Analyst are responsible for ensuring the ACMS Architecture fits within the State's overall architecture strategy and meets the needs of the State, counties, and other stakeholders. Together they lead the technical architecture activities and oversees the activities of the SI to ensure the ACMS Architecture is defined, planned, developed, implemented, and maintained as defined in ACMS Project requirements, specifications, plans, and other documents.
OSI Fiscal Analyst	Under the general direction of the Appeal Case Management System (ACMS) Project Manager, the Associate Governmental Program Analyst is responsible for independently performing the most complex fiscal activities related to budget development and maintenance, fiscal monitoring, analysis, reporting, and planning for the ACMS Project.
OSI and CDSS Data/ Reporting Analyst	The Data/Reporting Analysts are responsible for the data-related areas of the ACMS solution, including data warehouse, business intelligence, and reports. The Data/Reporting Analysts are

Role	Responsibility
	responsible for writing the requirements for the SI RFP and ensures the SI properly addresses these requirements during design, development, testing and implementation as part of the overall ACMS Solution.
OSI and CDSS Procurement and Contract Analyst	The Procurement & Contract Analysts will participate in the development of plans, documents, and procedures on ACMS Project IT and non-IT procurements, contracts, and associated deliverables.
OSI State/Federal Reporting Analyst	The State/Federal Reporting Analyst is responsible for leading the development, management and maintenance of the fiscal portions of the reporting and approval documents required of the project. Additionally, this analyst will participate in the development of procurement-related documents, the associated solicitation process and finally managing the resulting contracts.
CDSS Project Liaison and Oversight Manager	The CDSS Project Liaison acts as the liaison between the business units, technology teams and project support teams. Pro-actively communicates and collaborates with the OSI Project Manager, SHD Program Manager and external and internal customers to analyze SHD information needs. Provides contract management for the IV&V consultant(s) engaged to provide their services on this project. Assesses the differences between the project manager's approach and IV&V recommendations, and escalates when necessary.

ACMS Stakeholders

Stakeholder participation will be required, at various levels, from the following organizations for ACMS to be successful:

Stakeholder Role	Stakeholders
Project Participants	**CDSS** • 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 **OSI** • Project Director • Project Manager • Legal • Information Security Officer • Fiscal Contract and Reporting staff • Administrative Support Staff • Acquisitions and Contracting Division **Other Subject Matter Experts** • Covered CA • DHCS • CalHEERS • 58 County HHS Offices

System Users	**CDSS**
	• Adult Programs Division
	  ○ In Home Supportive Services (IHSS)
	  ▪ Personal Care Services Program
	• Children and Family Services Division
	  ○ Adoption Assistance Program
	• Disability Determination Services Division
	  ○ Supplemental Security Income/State Supplementary Payment (SSI/SSP) Program
	  ▪ Assistance Dog Special Allowance Program
	  ▪ 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
	  ○ Spokesperson for SHD Regional Offices

Stakeholder Role	Stakeholders
	○ Spokesperson for the SHD Training, Quality and Special Projects • Welfare to Work Division ○ CalFresh ▪ California Food Assistance Program ○ California Work Opportunity and Responsibility to Kids (CalWORKs) ▪ Emergency Assistance ▪ CalLearn ○ Refugee Cash Assistance ○ Individual Repatriation Assistance Program **Department of Aging** • Multipurpose Senior Services Program **Department of Health Care Services** • California Medical Assistance (Medi-Cal) • Community- Based Adult Services (CBAS) • County Medical Services Program (CMSP) • 58 County HHS Offices **Covered California** • Research and Resolution • Appeals Unit • Service Center Representatives **Other Users** • Claimants • Authorized Representatives / Advocates
External Stakeholders	• Advocate Organizations • Authorized Representatives / Advocates • Centers for 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	• 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)

6 PRELIMINARY RISK ASSESSMENT

The ACMS Project identified high-level risks (greater than 80% chance of occurrence and accompanied by a significant impact) include:

Table 4. ACMS Project Initial Risks

Risk	Planned Mitigation
Project schedule assumes federal timely review of a draft IAPD in order to meet federal funding timelines.	• Work with State reviewers to expedite reviews. • Discuss with federal reviewers ability to obtain their agreement to review the RFP in an abbreviated timeframe.
Project schedule assumes State and federal aggressive review of the draft RFP in order to meet federal funding timelines.	• Discuss with federal reviewers ability to obtain their agreement to review the RFP in an abbreviated timeframe.
Systems Integration vendor unable to implement within project timelines.	• Project Manager continuously tracks vendor progress against deliverables and schedule. • ACMS Project Manager meets frequently with the vendor's Project Manager to identify issues and expedite resolution. • Effectively manage change control process. • Adjust schedule as necessary.

At this time, there are no identified project issues. Details of the risk and issue management process are included in the Risk and Issue Management Plan.

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:	**10/1/14**
Submitted By:	**Rick Murphy/Judy Candlish**
Submitted To:	**Manuel Romero**
Project:	**ACMS**

Deliverable Description: The Charter formally establishes the Appeals Case Management System (ACMS) Project. It provides the basic information to initiate the Project and to show how the Project was authorized and approved.
Title of Deliverable: Appeals Case Management System Project Charter Version 6.0, 10/1/14
Soft Copy Location:DSS Common ACMS
Due Date:10/1/14
Reviewers (note comments not resolved): None

Approval Signatures and Title:

Approval	Date
Manuel Romero Chief Administrative Law Judge	10-1-14

Signature for Pending Acceptance

Signature _____ **Date** _____

Name _____ **Title** _____

Rejection Comments:

Project Charter Deliverable Acceptance Form 10_01_14 Rev 1.docx