



Appeals Case Management System Project

Special Project Report

March 17, 2016

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APPEALS CASE MANAGEMENT SYSTEM PROJECT – SPECIAL PROJECT REPORT

MARCH 2016

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1.0 Executive Project Approval Submittal

Information Technology Project Request Special Project Report Executive Approval Transmittal	
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Agency/state entity Name
California Health and Human Services Agency / California Department of Social Services

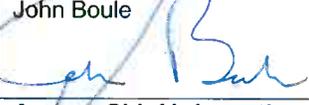
Project Title	Project Acronym								
Appeals Case Management System	ACMS								
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; padding: 5px;">FSR Project ID</td> <td style="width: 25%; padding: 5px;">FSR Approval Date</td> <td style="width: 25%; padding: 5px;">State entity Priority</td> <td style="width: 25%; padding: 5px;">Agency Priority</td> </tr> <tr> <td style="text-align: center; padding: 5px;">5180-186</td> <td style="text-align: center; padding: 5px;">January 10, 2014</td> <td style="text-align: center; padding: 5px;">1</td> <td style="text-align: center; padding: 5px;">N/A</td> </tr> </table>	FSR Project ID	FSR Approval Date	State entity Priority	Agency Priority	5180-186	January 10, 2014	1	N/A	
FSR Project ID	FSR Approval Date	State entity Priority	Agency Priority						
5180-186	January 10, 2014	1	N/A						

I am submitting the attached Special Project Report (SPR) in support of our request for the California Department of Technology's approval to continue development and/or implementation of this project.

I certify that the SPR was prepared in accordance with the State Administrative Manual Sections 4945-4945.2 and that the proposed project changes are consistent with our information management strategy as expressed in our current Agency Information Management Strategy (AIMS).

I have reviewed and agree with the information in the attached Special Project Report.

I also certify that the acquisition of the applicable information technology (IT) product(s) or service(s) required by my department that are subject to Government Code 11135 applying Section 508 of the Rehabilitation Act of 1973 as amended meets the requirements or qualifies for one or more exceptions (see following page).

CDSS Budget Officer Monica Flowers <i>Lisa A. Young</i> 	Date Signed	OSI Budget Officer Matt Schueller 	Date Signed	
CDSS Chief Information Officer Karen Cagle 	Date Signed 10/2/15	OSI Chief Information Officer David Patch 	Date Signed 9-1-15	
CDSS Chief Administrative Law Judge, SHD Manuel Romero 	Date Signed 10/2/15	OSI Director John Boule 	Date Signed 9/1/15	
CDSS Department Director Will Lightbourne 	Date Signed 10/2/15	Agency Chief Information Officer Amy Tong 	Date Signed	
Agency Secretary Diana S. Dooley 	Date Signed 10/2/15			

1.1 IT Accessibility Certification

The following IT Accessibility Certification certifies that this project meets Government Code section 11135 (Federal Section 508 of the Rehabilitation Act of 1973).

Yes or No

Yes	The Proposed Project Meets Government Code 11135 / Section 508 Requirements and no exceptions apply.
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Exceptions Not Requiring Alternative Means of Access

Yes or No	Accessibility Exception Justification
No	The IT project meets the definition of a national security system.
No	The IT project will be located in spaces frequented only by service personnel for maintenance, repair, or occasional monitoring of equipment (i.e., "Back Office Exception.")
No	The IT acquisition is acquired by a contractor incidental to a contract.

Exceptions Requiring Alternative Means of Access for Persons with Disabilities

Yes or No	Accessibility Exception Justification
No	Meeting the accessibility requirements would constitute an "undue burden" (i.e., a significant difficulty or expense considering all agency resources).
No	No commercial solution is available to meet the requirements for the IT project that provides for accessibility.
No	No solution is available to meet the requirements for the IT project that does not require a fundamental alteration in the nature of the product or its components.

2.0 Information Technology: Project Summary Package

2.1 Section A: Executive Summary

1	Submittal Date	July 2015
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2	Type of Document	SPR X	PSP Only	Other:
	Project Number	5180-186		

3	Project Title	Appeals Case Management System	Estimated Project Dates	
	Project Acronym	ACMS	Start 07/2014	End 07/2019

4	Submitting Agency/state entity	California Department of Social Services
5	Reporting Agency/state entity	California Health and Human Services Agency

6	Project Objectives
	<ul style="list-style-type: none"> 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. CDSS will have capability to produce 100% of notifications to the public in English and the twelve additional languages (Chinese, Russian, Spanish, Vietnamese, Arabic, American, Cambodian, Farsi, Hmong, Korean, Lao, and Tagalog) required by the Be Vu et al v. Mitchell and Bolton lawsuit by the first month of 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 within 30 days after implementation, reducing processing time by 66% and freeing staff to perform other necessary duties. 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 will be reduced from 65 hours to 20 hours, a decrease of 69%, by 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 the sub-systems/functions will be available in single consolidated workflow process all within the ACMS reducing the average decision processing time by 33% by 6 months after implementation.

7.	Proposed Solution
<p>The proposed ACMS will create a single case management database that will combine intake, scheduling and reporting functionalities into a single workflow. The consolidation of the mainframe database and 21 ad-hoc applications will streamline the currently manual case data transfer process as well as reduce the level of errors caused by the manual processes. The modernization of programming code will allow for updates to the case identification parameters providing increased tracking and reporting functionalities. Updating of the coding will also allow SHD to meet HIPAA and Language requirements. The ACMS will have a public portal that allows the public to request a new hearing or check the status of an existing hearing online.</p> <p>The ACMS will not only be a solution for CDSS SHD, but can be a solution for agencies statewide. The design of the ACMS will be in a manner in which the system can be configured to meet changing business requirements allowing the system to be leveraged by other agencies.</p>	

8	Major Milestones	Est Complete Date
	Receive FSR Approval	01/10/2014
	Release RFP	12/02/2015
	Contract Award	11/28/2016
	Project Initiation and Planning	05/10/2017
	System Design	11/21/2017
	System Development	02/21/2018
	System Implementation	09/21/2018
	Key Deliverables	Est Complete Date
	IAA Signed	09/30/2014
	Project Charter	10/01/2014
	Contract Execution	02/13/2017
	PIER	09/12/2019

2.2 Section B: Project Contacts

Project #	5180-186
Doc. Type	SPR

	First Name	Last Name	Area Code	Phone #	Ext.	Fax #	E-mail
Agency Secretary	Diana	Dooley	916	657-2598			Diana.Dooley@chhs.ca.gov
State Entity Director	Will	Lightbourne	916	657-3397			Will.Lightbourne@dss.ca.gov
Budget Officer	Lilia	Young	916	654-0713			Lilia.Young@dss.ca.gov
CIO	Kären	Cagle	916	654-1039			Karen.Cagle@dss.ca.gov
Proj. Sponsor	Manuel	Romero	916	657-3550			Manuel.Romero@dss.ca.gov

	First Name	Last Name	Area Code	Phone #	Ext.	Fax #	E-mail
Doc. prepared by	Eric	Abeyta	916	657-1067			Eric.Abeyta@osi.ca.gov
Primary contact	Rick	Murphy	916	657-9766			Rick.Murphy@osi.ca.gov
Project Director	Cynthia	Tocher	916	263-0331			Cynthia.Tocher@osi.ca.gov

2.3 Section C: Project Relevance to State and/or Department/Agency Plans

What is the date of your current Technology Recovery Plan (TRP)?	Date	7/2015
What is the date of your current Agency Information Management Strategy (AIMS)?	Date	8/2014
For the proposed project, provide the page reference in your current AIMS and/or strategic business plan.	Doc.	AIMS
	Page #	48

Project #	5180-186
Doc. Type	SPR

		Yes	No
Is the project reportable to control agencies?		X	
If YES, CHECK all that apply:			
X	The project involves a budget action.		
	A new system development or acquisition that is specifically required by legislative mandate or is subject to special legislative review as specified in budget control language or other legislation.		
X	The estimated total development and acquisition costs exceed the Department of Technology's established Agency/state entity delegated cost threshold and the project does not meet the criteria of a desktop and mobile computing commodity expenditure (see SAM 4989 – 4989.3).		
X	The project meets a condition previously imposed by the Department of Technology.		

2.4 Section D: Budget Information

Project #	5180-186
Doc. Type	SPR

Budget Augmentation Required?													
No													
Yes	X	If YES, indicate fiscal year(s) and associated amount:											
		FY	2014-15	FY	2015-16	FY	2016-17	FY	2017-18	FY	2018-19	FY	2019-20
		\$2,234,698		\$2,542,076		\$4,787,219		\$3,474,026		\$3,403,085		\$2,402,654	

PROJECT COSTS

Fiscal Year	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	TOTAL
One-Time Cost	\$2,234,698	\$2,542,076	\$4,787,219	\$3,282,863	\$663,049	\$0	\$13,509,905
Continuing Costs	\$0	\$0	\$0	\$191,163	\$2,740,036	\$2,402,654	\$5,333,854
TOTAL PROJECT BUDGET	\$2,234,698	\$2,542,076	\$4,787,219	\$3,474,026	\$3,403,085	\$2,402,654	\$18,843,759

PROJECT FINANCIAL BENEFITS

5. Cost Savings/Avoidances	\$0						
6. Revenue Increase	\$0						

2.5 Section E: Vendor Project Budget

Project #	5180-186
Doc. Type	SPR

Vendor Cost for SPR Development (if applicable)	\$
Vendor Name	

VENDOR PROJECT BUDGET

Fiscal Year	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	TOTAL
Primary Vendor Budget	\$0	\$0	\$2,157,500	\$892,500	\$0	\$0	\$3,050,000
Independent Oversight Budget	\$103,180	\$112,560	\$112,560	\$112,560	\$28,140	0	\$469,000
IV&V Budget	\$0	\$122,823	\$163,764	\$163,764	\$13,649	\$0	\$464,000
Other Budget	\$780,560	\$369,180	\$93,240	\$200,000	\$0	\$0	\$1,442,980
TOTAL VENDOR BUDGET	\$883,740	\$604,563	\$2,527,064	\$1,368,824	\$41,789	\$0	\$5,425,980

PRIMARY VENDOR HISTORY SPECIFIC TO THIS PROJECT

Primary Vendor	
Contract Start Date	
Contract End Date (projected)	
Amount	\$

PRIMARY VENDOR CONTACTS

Vendor	First Name	Last Name	Area Code	Phone #	Ext.	Area ode	Fax #	E-mail

2.6 Section F: RISK ASSESSMENT

Project #	5180-186
Doc. Type	SPR

	Yes	No
Has a Risk Management Plan been developed for this project?	X	

General Comment(s)
<p>The Risk Management Plan follows California Project Management Methodology (CA-PMM), Project Management Body of Knowledge (PMBOK) and Institute of Electrical and Electronics Engineers (IEEE) Standards and methodologies for identifying, tracking, mitigating, and ultimately minimizing the ACMS Project risks. The Risk Management Plan defines the risk management roles and responsibilities of the ACMS Project Team. A summation of the Risk Management Plan is contained in Section 5 of this SPR document.</p>

3.0 Proposed Project Change

3.1 Project Background/ Summary

California Welfare and Institutions Code section 10950 et seq. and the Federal Patient Protection and Affordable Care Act (ACA) of 2010 provide that dissatisfied applicants or recipients of California's public social services the right to request a state hearing and the opportunity to present their case directly to the California Department of Social Services (CDSS). This work is processed and managed through CDSS's State Hearings Division (SHD). The SHD currently conducts its business through a combination of manual processes, a fragmented series of 21 ad-hoc applications, 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 21 ad-hoc applications are hosted at CDSS headquarters. As of July 2013, the SHD was processing over 88,000 requests for hearings annually using this forty-year-old SHS system.

Effective October 1, 2013, enrollment for Covered California (Covered CA) began. At that time, the SHD assumed responsibility via an executed interagency agreement for processing appeals for the expansion of Medi-Cal and for health insurance programs offered through Covered CA. It is expected that the expansion of Medi-Cal, offered under the Affordable Care Act, 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 Health Insurance Portability and Accountability Act (HIPAA) requirements.

Recognizing the problems created by the use of an antiquated system, CDSS SHD directed the development of a Feasibility Study Report (FSR) for development of a new system. The October 2013 FSR, titled: State Hearing Appeals Case Management System (ACMS), was subsequently approved by the California Department of Technology on January 10, 2014. The FSR identified the ACMS fundamental business needs and was the baseline documentation used to authorize and approve the project. Although the approved scope of the ACMS is a "stand-alone" system, we recognize that its architecture must be such that it can be leveraged in the future. Accordingly, compliance with the Medicaid Information Technology Architecture (MITA) and the California Enterprise Architecture Framework (CEAF 2.0) is needed and the ACMS will be developed such that it can be integrated with a larger MITA compliant application.

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

- Decrease hearing delays and associated penalties.
- Reduce staff workload related to phone calls from claimants requesting 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.

3.2 Project Status

The project experienced a delay of approximately one year due to the need to focus on a quality RFP and the associated required review and approvals. This required a shift in project funds forward. The project also introduced the notion of a “wave” roll-out to selected users to better manage overall program impact. The project released the Pre-Solicitation Request for Proposal (RFP) on June 2, 2015 and received bidder community feedback. The final RFP was released on December 2, 2015.

The Project Management Plans are currently going through their annual update process with an emphasis on the appropriate level of project governance. All project plans are planned to be updated by the end of April 2016.

3.3 Reason for Proposed Change

This SPR addresses the schedule, fund shift, training approach, system design considerations, project budget, staffing for maintenance and operations (M&O), help desk support, and proposed staffing model change.

Schedule:

The project is responding to the conditions in the Department of Technology’s approval letter dated January 10, 2014. The letter stipulated that the Office of Systems Integration (OSI) would manage the project’s procurement of System Integration (SI) vendor services for implementing the solution. The approval letter also required that “prior to kick-off, the CDSS must have in place and Interagency Agreement (IAA) with the Office of Systems Integration (OSI) to provide a Project Manager and Project Management support services for this project.” This differs from the original FSR approved approach of custom developing a system with internal CDSS staff and a Systems Integrator. As discussed above, the change in the implementation approach required the CDSS and OSI to execute an Interagency Agreement (IAA). When the IAA was executed, OSI was able to initiate project management activities including the development of an RFP used to procure the services of an SI vendor. The activities required to develop the RFP and additional RFP review times, extended the procurement milestone in the project schedule.

The approved FSR schedule included major milestones with rather generous durations resulting in a 24 month total schedule. However, the ACMS is expected to be primarily an integration of Commercial-off-the-Shelf (COTS) components. The developing request for Proposal (RFP) strongly encourages a COTS solution by weighing this approach more than other factors in determining the successful bid. Also, the project team's two System Architects believe that given these facts, a 24 month schedule is more than likely excessive. Consequently we concur that we can deliver the ACMS in less than 24 months and maintain appropriate quality in doing so.

Funds Shift:

As a result of the modification to the project schedule, it was necessary to properly align funds to match the procurement milestones and activities in the schedule.

In the FSR, the project schedule estimated the contract award would have occurred in June 2015 and the software license, software customization, IV&V, and RFP costs were aligned to this schedule. With the schedule realignment necessary these funds were shifted as appropriate. The FSR did not plan for project oversight costs and have since repurposed other contract services and RFP development funds to address this need. There is no additional fiscal impact attributable to the fund shifts in the project budget.

Training Approach:

This SPR also differs from the FSR in that it introduces a "wave" training rollout approach of the training activities to better manage overall program and staff impact.

In the FSR it only indicated that training will be provided to end users and the approach expands upon the training methodology.

System Design Considerations:

The ACMS solution will be required to be developed in accordance with the Medicaid Information Technology Architecture (MITA) and the California Enterprise Architecture Framework (CEAF 2.0) standards. Compliance with these standards will ensure the system is able to interface with other systems in the future. The MITA standard will also allow for federal consideration of a higher level of financial participation dollars for those future undertakings.

The FSR also proposed the system will be designed with the flexibility/capacity to accommodate interfaces with other systems.

Budget:

The project budget has been impacted since the FSR budget of \$12.2 million. Establishing positions and costs associated to the extension of the schedule and other items in subsequent BCP's additional Budget Change Proposal's and Budget Letters has produced a net budget impact of \$6.6 million.

Staffing for M&O:

The project has refined the staffing needs and activities to transition from DD&I through the 1st year of M&O. The FSR did address the need, but at a very high, speculative level. The FSR describes on-going maintenance and the responsible activities and the services to be performed.

Help Desk Support:

The FSR never addressed the staffing needs for Help Desk support. The resources necessary to provide these services are being added to this SPR.

Proposed Staffing Model Change:

Lastly, there is a need to retain well versed project staff for successful implementation of the system, therefore, there is reason to make limited term project staff permanent for the classifications deemed appropriate for the ACMS project.

3.4 Proposed Project Change

The ACMS project is preparing this SPR to seek approval for a modified schedule that recognizes this schedule adjustment as well as a budget increase for procurement and contract support and reclassification of positions, resulting in increased salary and benefits cost.

This SPR also moves project funds across fiscal years in recognition of the modified schedule and seeks to convert the project Limited Term positions to permanent positions. The approach for rolling out the ACMS system has been defined and described below.

ACMS Training Approach

The ACMS project will conduct system roll-out and training using a three (3) wave approach. Each wave consists of training to specific California Department of Social Services (CDSS) State Hearings Division (SHD) staff, Authorized Representative Users and County Users. During each wave, one training survey will be conducted at the time of training to assess training effectiveness, and one training survey will be conducted thirty (30) days after the initial training to evaluate user acceptance and competency using the new ACMS solution.

The ACMS Project will evaluate the surveys that address training effectiveness and if necessary, require the Contractor to update training materials so they are more comprehensive and/or understandable before the next wave of training commences. In addition, the ACMS project will evaluate the surveys of user acceptance and competency and based on the results of that review, may delay the next wave of roll-out

for a maximum of forty five (45) days if the project determines that user acceptance and/or competency do not meet predetermined metrics.

Metrics for determining user acceptance and competency will be established in the Implementation Plan which is a deliverable the Contractor is required to produce prior to UAT completion and before any training is conducted. Metrics will be solution specific and will focus on the CDSS SHD staffs' ability to effectively process cases and perform related duties.

The first wave of training will be conducted in Sacramento and will focus on the specific job duties of CDSS SHD staff that process Affordable Care Act (ACA) cases. The second wave will be conducted consecutively at three (3) different locations (San Diego, Los Angeles, and Sacramento) and will focus on processing all cases and related job functions. The third wave of training will be conducted in Sacramento and will be specifically for professional Authorized Representative Users and County Users.

Schedule adjustment

The FSR phases for system planning, design and development were estimated to be completed in 21 months starting June 2015 and finishing April 2017. This SPR estimates that these phases will be completed in 15 months starting December 2016 and finishing February 2018.

It is difficult to compare the timelines for the FSR phases with the phases in this SPR. Several of the FSR phases, such as the system development, have lengthy durations of one full year. The reason for the elongated duration appears to be the initial thought that there might be more of a custom build development methodology. Although the FSR speaks to a COTS/MOTS solution, there are several that indicate custom code development was the basis for the estimated schedule.

The project schedule in the FSR also references custom code development, as can be seen from the first milestone 6.1 Software Coding Completed under the System Development Phase Project Schedule in Section 6.2.2. Since custom development does take longer to implement than a COTS/MOTS solution, it was estimated the FSR phases for system planning, system design and system development were scheduled to complete in eighteen months. The FSR assumed the ACMS solution would be 80% COTS and 20% MOTS/custom coding. In contrast, the SPR proposed project schedule assumes less than 10% custom code programming will be required. The RFP scoring methodology deliberately encourages a COTS solution and minimal custom code programming. Therefore, we estimate that the same phases can be reduced and we estimate they will now require 15 months to complete.

In August 2013, the project released a Request for Information (RFI) and obtained responses from four vendors. One vendor reported they can deliver the solution within 12 months. The vendor response from the market research and the change in approach, which emphasizes "minimal programming" were used to develop a revised

schedule. A comparison of key action dates from the FSR to the SPR is available in Section 3.4.2. A detailed schedule will be provided once the vendor has been selected.

Budget

The project costs from the approved FSR of \$12.2 million have increased to \$18.8 million as a result of three budget change proposals, a spring finance letter, multiple Budget Letters, staff costs attributed to the schedule extension, and held desk support costs.

The initial CDSS BCP (BCP #1 SHD-1 FY 14/15) provided funding for a position at the Sr. Information Systems Analyst level for procurement and acquisition subject matter expertise and provided funding to support the implementation of a new ACMS. OSI administratively established the position under the title of Procurement/Contract Analyst. This procurement and contract support was required to provide procurement and acquisition subject matter expertise to the project, a key member throughout the RFP development process.

In the next project BCP (OSI Fall BCP 0530-002-BCP-BR-2015-GB) established the administratively established position into a 1 year limited term position to provide continued procurement support for the State Hearings ACMS Project due to the shift in the procurement schedule.

A subsequent project BCP (The 3rd project BCP # 0530-001-BCP-BR-2016-GB) proposes to extend this position beyond the procurement phase to provide leadership and clarification on procurement and contract policies and provide guidance and direction on the development and approval of solicitations and contract amendments for the entire project life cycle.

During the transition of positions to OSI Spring Finance Letter (SFL), two of the six positions were reclassified as there was a need to reclassify the Project Director and System Architect positions and the transfer of positions resulted in a need to account for OSI administrative expenses in the form of overhead costs. The reclassification of the Project Director was necessary based on the requirements of the project of this size and complexity and the System Architect was reclassified as the project had a greater need to ensure the ACMS architecture fits within the state's overall architecture strategy and meets the needs of the state, counties, and other stakeholders.

The FY 2016/17 BCP (BCP #3) converts the Procurement and Contract Analyst position from limited term to permanent impacting funding for two additional years. Below is a breakdown of the costs from the budget actions.

There is a total of \$2.0 million salary and OE&E increase to the budget for extending the project schedule. This is six months salaries for the 4.0 CDSS project team staff in FY 17/18 and an additional 12 months after implementation. The OSI project staff funding for the project was originally allocated 7/1/2014 through 6/30/2018 in the FSR EAW's for all positions except one Senior Information Systems Analyst position that was funded to 12/31/2017. This position would be extended for 18 months and the other 7.0 positions would be extended 12 months beyond the implementation date.

The Help Desk Support staff cost for the 2.0 AISA positions is \$119,000 in FY 2017-18 and \$219,000 every year thereafter. (Position authority for the AISAs is needed beginning in January 2018 of FY2017-18).

Table 3.4 Cost Variance				
	FSR	SPR	Delta	Reason
One-Time Project Costs				
Staff (Salaries & Benefits)	\$3,758,097	\$5,817,104	\$2,059,007	<ul style="list-style-type: none"> The limited term Procurement Contract Analyst position was extended in BCP #1 - #3 FY 15/16 - 17/18 (\$359K). Budget Letter Adjustments 14-25 & 14-26 beginning FY 2014/15. (\$246K) Budget Letter Adjustments 15-18 & 15-19 beginning FY 2015/16. (\$454K) Need for OSI administrative expense in the form of overhead costs and for the reclassification of SSS II to SSS III and DPM II to DPM III [from SFL to transfer positions from CDSS to OSI] (\$289K) Extending schedule fiscal impact (\$462K) Retired Annuitant Support (\$156K) Help Desk staff 6 months \$91K
Hardware Purchase	\$379,000	-	-	No Change
Software Purchase/License	\$38,000	-	-	No Change
Contract Services				
Software License	\$2,530,000	-	-	No Change
Software Customization	\$520,000	-	-	No Change
Project Oversight	\$0	\$469,000	\$469,000	<ul style="list-style-type: none"> This contract will provide project oversight support by the IT Project Oversight Consultant from 7/2014 – 9/2018. (\$469K)
IV&V Services	\$464,000	-	-	No Change
Other Contract Services	\$253,440	\$1,442,980	\$1,189,540	<ul style="list-style-type: none"> RFP development activities (\$1 million) Use Case development activities (\$150K)
Total Contract Services	\$3,767,440	\$5,425,980	\$1,658,540	
Data Center Services	\$84,000	\$191,494	\$107,494	<ul style="list-style-type: none"> Shift in for Use Case Development Contractor costs
Other	\$553,719	\$1,658,328	\$1,104,609	<ul style="list-style-type: none"> OE&E for Procurement/Contract Analyst position. (\$45K) [BCP #1 - #3]

				<ul style="list-style-type: none"> • Increase from Budget Letter 14-25 & 14-26 beginning FY 2014/15. (\$55K) • Budget Letter Adjustments 15-18 & 15-19 beginning FY 2015/16. (\$24K) • OSI overhead costs (\$486K). SFL #1 to transfer positions from CDSS to OSI (\$162K per year) • Increase of Departmental/Overhead/Misc. originally applied to Grant (\$95K) • Extending schedule fiscal impact (\$250K) • RFP development activities (\$147K) • Help Desk staff (\$14K)
	FSR	SPR	Delta	Reason
Sub-Total (One-Time Project Costs)	\$8,580,256	\$13,390,905	\$4,810,649	
Continuing IT Project Costs				<ul style="list-style-type: none"> • Extending schedule fiscal impact (\$1,000K) • Removed positions and costs in FY 2017/18 • M&O costs \$390K
Staff (Salary & Benefits)	\$1,710,164	\$3,090,398	\$1,380,234	
Hardware Lease/Maintenance	\$417,000	\$786,500	\$369,500	<ul style="list-style-type: none"> • Cloud costs \$370K
Software Maintenance/Licenses	\$699,201	\$524,400	\$-174,801	<ul style="list-style-type: none"> • Removing software maintenance costs with realigned schedule (\$-175K)
Data Center Services	\$336,000	\$252,000	\$-84,000	<ul style="list-style-type: none"> • Removed costs in FY 16/17 due to schedule shift (\$-84K)
Other (OE&E and State Hearing Section Printing Costs)	\$535,651	\$680,555	\$144,904	<ul style="list-style-type: none"> • Extending schedule fiscal impact (\$113K) • Staff increase also increased OE&E costs.
Sub-total (Continuing IT Project Costs)	\$3,698,015	\$5,452,854	\$1,754,839	
Total Project Costs	\$12,278,271	\$18,843,759	\$6,565,488	

Funding Shift

With the design, development, and implementation (DD&I) phase scheduled to begin in FY 2016-17, it was necessary to shift funds out of FY 2014-15 to the appropriate fiscal years. Below is a summary of the shift in costs:

- Contract Services: Software license shift of \$2.5 million from FY 2014-15 to FY 2016-17 (\$1.8 million) and 2017-18 (\$632K)
- Contract Services: Software Customization shift of \$104K from FY 2015-16 and \$78K from FY 2016-17 to FY 2017-18 (\$260K)

- Contract Services: Independent Verification and Validation (IV&V) were shifted (\$464K) across FY 2015-16 to 2018-19 (See EAW's)
- Contract Services: Other Contract Services shift of \$254K from FY 2014-15 across FY 2015-16 (\$150K), FY 2016-17 (\$93K), and FY 2017/18 (\$11K)
- Hardware/Software Purchase: Shift of Hardware Purchase (\$379K) and Software Purchase (\$38K) from FY 2015-16 to FY 2016-17
- Project Oversight: Shift of Project Oversight for \$469K to FY 14/15 (\$103K), FY 15/16 (\$113K), FY 16/17 (\$113K), FY 17/18 (\$113K), and FY 18/19 (\$28K)

ACMS Staffing for M&O:

The ACMS project has a staffing model for the first year of M&O, FY 2018/19, is consistent with the model presented in the original FSR approved via conditional approval letter dated January 10, 2014. The six positions identified in the EAWs for FY 2018/19 under One-Time IT Project Costs consist of the OSI project team that will remain on board as necessary into M&O to facilitate transition of the ACMS to M&O.

The 12.0 positions identified in the EAWs for FY 2018/19 under Continuing IT Project Costs consists of;

- 1.0 SSS II permanent position authorized for the project,
- 2.0 AISA Help Desk Positions,
- 4.0 SHD positions (1 SSM I, 2 AGPA, & 1 Senior Information System Analyst) to be converted from LT to Permanent status,
- 5.0 preexisting CDSS ISD staff identified in the original FSR.

The continuation of the OSI project staff, (one) 1.0 permanent SSS II, and (five) 5.0 preexisting CDSS ISD staff is consistent with the project organization approach detailed in the original FSR. The addition of the 2.0 ASIA for Help Desk and conversion of the 4.0 SHD and ISD LT positions to permanent will be addressed in a following BCP from CDSS for the 2017/18 budget year.

The OSI technical project positions will bridge the transition from implementation to M&O supported by CDSS staff. The OSI project management and PM support positions will facilitate project closeout. Project closeout activities include contract closeout, cost closeout, and post implementation evaluation reporting.

The Help Desk positions are described in the SPR section 3.4 Help Desk Support. The 4.0 SHD and ISD LT positions will be transitioned to system administration support roles at the program level. Further details of these 6.0 positions will follow in a subsequent FY 2017/18 BCP.

Proposed Staffing Model Changes

The Project is requesting that the one and two-year limited term (OSI) positions previously approved in the FSR and subsequent BCP's be converted to permanent

positions. Having to re-recruit every two years is inefficient and is disruptive to project continuity and ultimate success. This is especially critical due to the fact that all ACMS limited term positions expire in the same fiscal year as the planned execution date of the SI vendor contract. After the ACMS is implemented, these OSI permanent positions will be allocated to other OSI projects.

In addition, we ask that the four CDSS limited term positions be converted to permanent positions. These positions provide day-to-day management and support for the ACMS project and ensure the needs of SHD and CDSS are met. They work closely with internal and external stakeholders to provide guidance regarding the impact to CDSS programs and systems due to ACMS implementation. The project costs included for the four staff beginning January 1, 2017 through FY 2019/20.

As ACMS matures beyond initial deployment, the need for staff well versed and knowledgeable of ACMS functionality and its inner workings is important. These staff will be responsible for overseeing the design, development and implementation of system changes, which also will require the use of project. ACMS will be highly configurable, allowing SHD to make changes to the system without custom development efforts reducing overall cost of ownership. The ability to understand business changes and translate these changes to technical functionality (workflows, business rules, etc.) requires the establishment of new positions with duties not currently performed by existing SHD staff.

These staff will also be responsible for assisting in the training and support of SHD staff with day-to-day use of ACMS and provide ongoing project management duties such as change control, organizational change management, and adherence to CDSS strategic vision.

In addition, this SPR aligns the staff classifications approved in the FSR to the current roles and responsibilities displayed in Attachment D. The display below provides an overview of Attachment D.

Table 3.4 Position Crosswalk		
FSR	SPR	Increased Cost Impact to FY 14/15
Project Director – Data Processing Manager II (DPM II)	Project Director – Data Processing Manager III	\$27,512
Program Manager – Staff Services Manager I (SSM I)	Program Support Manager – SSM I	\$5,828
Programmer Analysts – Associate Programmer Analyst	Fiscal Analyst – Associate Governmental Program Analyst	\$14,183
Programmer Analysts – Staff Programmer Analyst	Project Management Analyst – Staff Information Systems Analyst	\$13,872
Programmer Analysts – Senior Programmer Analyst	Procurement & Contract Analyst – Senior Information Systems Analyst	\$8,274
Infrastructure Specialists – System Software Specialist II	System Architect (OSI) – Systems Software Specialist III	\$21,590
Infrastructure Specialists – System Software Specialist II	System Architect (CDSS) – Systems Software Specialist II	\$2,343
Independent Project Oversight Consultant – Senior Information Systems Analyst	Project Management Lead Analyst – Senior Information Systems Analyst	\$13,496
Business Analysts – Associate Governmental Program Analyst	Program Support Staff – Associate Governmental Program Analyst	\$5,665
Business Analysts – Associate Governmental Program Analyst	Program Support Staff – Associate Governmental Program Analyst	\$5,665
Business Analysts – Associate Governmental Program Analyst	Project Liaison – Senior Information Systems Analyst	\$5,665
	Procurement & Contract Analyst – Senior Information Systems Analyst	\$0

Help Desk Support:

The FSR did not include an analysis of resource needs for Help Desk Support to meet the needs of providing an online portal for State staff, County staff and public users. The CDSS Information Systems Division (ISD) shall provide ACMS Help Desk Support to all State staff and external users. The ACMS will support users for an estimated 20,000 active cases each quarter. The Help Desk will be the single point of contact for IT service interruptions and has the benefit of providing the quickest response to user problems. Help Desk support will have the most knowledge about the individual user's hardware, network and software profile as well as knowledge about the user's business program policies. The ISD Help Desk staff shall provide the following services:

- Incident response including receipt of incidents. Incidents may be received via phone call, email, fax, or in person. Incident response also includes logging tickets, determination of severity, escalations, managing and tracking all incidents and problems through resolution, notifying / communicating with users of incident and problem status.
- Initial review and response to Help Desk requests within 24 hours.
- Monthly analysis to identify trouble areas and trends in support utilization.
- Documented solutions to resolved incidents in the Help Desk system knowledge database.

To provide these levels of support ISD will require additional staff positions of 2.0 Associate Information Systems Analyst Specialist (AISA). Position authority for the AISAs is needed beginning in January 2018 of FY2017-18. This is necessary in order to allow ISD to onboard and train prior to system implementation.

3.4.1 Accessibility

The RFP that solicits the ACMS solution contains the following mandatory accessibility functional requirements:

- ACMS web portal shall be compliant with the California policy regarding accessibility in Cal Gov. Code 11135.
- ACMS shall be compliant with section 508 of the federal Rehabilitation Act.
- ACMS shall be compliant with the federal 2010 American Disabilities Act (ADA) Standards for Accessible Design on desktop and mobile devices.
- ACMS shall be in alignment with the Web Content Accessibility Guidelines (WCAG) 2.0 W3C Recommendation 11 December 2008 by the Web Accessibility Initiative (WAI).

3.4.2 Impact of Proposed Change on the Project

Comparison of Key Action Dates				
Action	FSR Completion Dates	Proposed Completion Dates	Variance	Comment
Release of RFP	N/A Duration: 3 months	12/2015 Duration: 18 months	-	The activities required to develop and execute an IA and the change in implementation approach has extended the development of the RFP and procurement milestone
Contract Execution	6/2015 Duration: N/A	02/2017 Duration: 1 month	20 months	The revised proposed date is dependent on the release of the RFP. From contract award to execution is 1 month.
System Planning	9/2015 Duration: 6 months	05/2017 Duration: 3 months	21 months	The revised proposed date is dependent on the release of the RFP
System Design	3/2016 Duration: 12 months	11/2017 Duration: 5.5 months	21 months	The revised proposed date is dependent on the release of the RFP
System Development	3/2017 Duration: 6 months	02/2018 Duration: 7 months	12 months	The revised proposed date is dependent on the release of the RFP
Pilot Evaluation	N/A Duration: N/A	08/2018 Duration: 2 months	-	
System Implementation	10/2017 Duration: 7 months	09/2018 Duration: 10 months	12 months	The revised proposed date is dependent on the release of the RFP
Project Closeout/PIER	10/2018 Duration: 12 months	09/2019 Duration: 16 months	12 months	The revised proposed date is dependent on the release of the RFP

3.4.3 Feasible Alternatives Considered

Not applicable to this SPR.

3.4.4 Implementation Plan

Below are the Key Milestones to implement the system described under Proposed Project Changes in 3.4:

Table 3.4.4: Key Milestones

ACMS Project Phases	SPR Proposed Finish Dates
Release of RFP	12/02/2015
Contract Execution	02/13/2017
System Planning	05/10/2017
System Design	11/21/2017
System Development	02/21/2018
System Implementation	09/21//2018
Project Closeout/PIER	09/12/2019

4.0 Updated Project Management Plan

4.1 Project Manager Qualifications

The Project Manager position in the FSR was approved as a Data Processing Manager II and due to the complexity and risk of the project the position was reclassified as a Data Processing Manager III with a position title change to Project Director. See Attachment C for Complexity Assessment and Attachment D for Roles and Responsibilities.

Note: OSI uses the Project Director title for the Project Manager. In the FSR, Project Director is identified; however, OSI defines the Project Director as the OSI Deputy Director.

4.2 Project Management Methodology

No change from the approved FSR

4.3 Project Organization

There are three current organization charts for the ACMS Project (See Attachment A, Project Organization Chart), which are:

- ACMS project team
- CDSS
- CDSS Information Systems Division

4.4 Project Priorities

The project has four components that must be managed: schedule, scope, resources, and quality. The project priority will govern decision-making based on the degree of flexibility which exists for each component.

Table 4.4 – Trade Matrix Table

Factor	Schedule	Scope	Resources	Quality
Priority	3	2	4	1

4.5 Project Plan

4.5.1 Project Scope

The project scope has not changed from the approved FSR.

4.5.2 Project Assumptions and Constraints

The project assumptions and constraints for this SPR include the following:

Assumptions:

- **Budget** - The Administration and Legislature will approve OSI and CDSS' annual budget requests for the resources proposed in this SPR
- **Schedule - Meeting the revised schedule's major milestones is contingent on:**
 - Department of Technology's approval of the successful SI contract award
 - Centers for Medicare & Medicaid Services (CMS) approval of the SI contract
 - SI ability to meet their project responsibilities in a quality and timely manner
 - That DD&I will be completed with the time frame proposed in this SPR
 - Contract Execution is completed by the proposed date.

- **Resources and Stakeholders**
 - CDSS and OSI maintain full state staffing levels
 - Stakeholder engagements, especially project document reviews and business process re-engineering sessions, will be completed in a timely manner
- **Scope** - There is the assumption that the COTS will meet 90% of all the requirements with only 10% modification.

Constraints

- **Budget** – Estimated over 2 years ago for a different implementation approach and may not be realistic
- **Resources** – Consistent qualified staffing

4.5.3 Project Phasing

The project phasing will remain unchanged from the approved FSR.

4.5.4 Project Roles and Responsibilities

The revised role and responsibilities can be found in Attachment D of this document. The (IV&V) and vendor role and responsibilities remain unchanged from the approved FSR.

4.5.5 Project Schedule

A high-level summary of project phases is included below.

Table 4.5.5: Project Activities

High-Level Summary Tasks	Target Finish Date
Contract Award	10/17/2016
Project Initiation & Planning	05/10/2017
System Design	11/21/2017
System Development	02/21/2018
System Implementation	09/12/2018

4.6 Project Monitoring and Oversight

The project's CA-PMM complexity assessment has been updated from the FSR. The results are displayed in Attachment C. The results indicate a Medium Complexity project from both a technical and business impact perspective.

Schedule

As described in the Schedule Management Plan, project team members provide their individual schedule updates to the Project Scheduler by close of business on Wednesday of every other week. The updates are then loaded into the master schedule. During the weekly project team meetings the scheduler discusses status of the schedule and reviews the schedule milestones and deliverables.

The updated schedule will be available in the project SharePoint site at all times. The IV&V contractor and IT Project Oversight Consultant (ITPOC) will have view access.

Tracking

Project milestones are identified within the schedule to monitor the start and completion of specific project deliverables or tasks. The activities will be maintained by schedule manager and schedule updated appropriately. The project will use rolling wave planning to progressively elaborate the schedule. Therefore, new tasks and dependencies will be added as identified and resources properly assigned.

Reporting

The project team meets weekly with the ITPOC to discuss project status, issues, risks, and next steps. The SI contractor will be included in the meetings once they are on board. In addition, the project will report using the following channels:

- Department of Technology Monthly CA-PMM Project Status Report
- Executive Steering Committee Meetings
- Internal Project Team Status Meetings
- Stakeholder Meetings

4.7 Project Quality

The ACMS Project is developing a Quality Management Plan, which defines the quality policies, objectives and responsibilities associated with the quality planning, assurance, control, and continuous process improvement. It also addresses the management of the project and the solution through the application of quality measures and techniques such as peer reviews, walkthroughs, and IV&V services.

4.8 Change Management

The ACMS project team developed an Organizational Change Management (OCM) Plan and a Change Control Plan (CCP) using the CA-PMM and best practices.

Change Control

The CCP will help minimize the impact on end-users and to define the process for requesting, assessing, authorizing, monitoring and controlling change throughout the project lifecycle.

The CCP identifies, manages, and tracks Change Requests (CRs) through completion and provides a standardized method for dealing with CRs. The high-level CCP includes the following five activities described in more detail in the sections that follow:

- Change Request Initiation and Processing
 - Any stakeholder can request or identify a change.
 - A Change Request Analysis Form is created to detail the request.
- Change Request Analysis
 - An assigned ACMS Team Member(s) analyzes the change request to determine possible solutions and the impact on the items to be changed and upon other project management items, users, stakeholders, project costs and the project schedule.
- Change Approval
 - The Change Control Board reviews the new CRs and determines one of the following actions: Rework, Not Accepted, Withdrawn, Deferred, and Approved.
- Change Implementation
 - The approved changes carried out to the baselined items and other impacted items.
- Change Request Scheduling and Coordination
 - The CCB is the initial entry point for consideration of all CRs after they are received and recorded by the CRC. Changes will be approved or escalated as authorized in the ACMS Governance Plan Decision Authority Matrix.

Once the SI arrives, the CCP will be revised to support the next project phase.

Organizational Change Management

The OCM plan is to actively design, develop, and execute a strategy for preparing stakeholders for business, technical, and cultural changes that occur as the result of the ACMS project.

A principled approach to communicate and implement change fosters openness and trust which ultimately improves the project's chances of success. Key underlying OCM principles are:

- Committed project sponsorship – OCM objectives have the support and resources of key decision makers within the organization.

- Effective project planning – Planning is structured and methodical. All plans are agreed to with regard to OCM objectives, roles, and resources.
- Measurable objectives – OCM objectives are realistic and measurable and progress toward their achievement is shared with all major stakeholders.
- Engaged stakeholders – Project stakeholders are encouraged to openly participate in dialogue, with mutual respect, regarding organizational changes and their impacts.
- Resources and support – OCM implementers and recipients receive the resources and support throughout the change process.

This plan will be refined and matured over time as stakeholder needs are identified.

Each plan contains the following information:

Table 4.8: Change Control/OCM Activities

Contents	Change Control	Organization Change Management
Purpose and Scope	X	X
Roles & Responsibilities	X	X
Change Control Process	X	
Forms and Templates	X	
Change Request Tracking and Repository Locations	X	
Communication and Readiness Assessment Tools		X
Status Reports	X	
Communication Matrix		X
Business Process Re-Engineering		(If applicable)

The state has engaged the OCM services of the California Department of Technology, Project Management Office to begin an initial assessment of overall CDSS change readiness using the ACMS project as the starting point. The initial CDSS change readiness assessment is currently underway.

The state will also require the Contractor to provide a Contractor Organizational Change Management (OCM) Plan to prepare the ACMS User groups for use of the ACMS. The Contractor OCM Plan shall include organizational readiness assessment tools to gauge user understanding of and to share process changes associated with the implementation of the new system (as compared to their existing processes and systems). The Contractor also shall determine / validate the stakeholder groups, in what phase of the project that outreach should occur for each group, and when OCM activities should begin. The Contractor shall use the State OCM assessment to validate or modify the Contractor OCM Plan and Implementation Plans. In addition, the assessment findings will be used as inputs to a more elaborated knowledge transfer plan.

4.9 Authorization Required

Not applicable to this SPR.

5.0 Updated Risk and Issue Management Plan

The purpose of the ACMS Risk and Issue Management Plan is to identify potential risk and issue negative impacts to the ACMS Project by, 1) describing the methodology and tools for identifying, submitting, analyzing, prioritizing, tracking, mitigating, and closing project risks and issues, and 2) clearly defining the risk management roles and responsibilities of the ACMS Project team with regards to risk and issue management. Project Risk and Issue Management tools such as Risk Register, Issue Log, Risk Candidate Submission Form, and Issue Submission Form are discussed in the plan. Also, this plan describes the criteria to evaluate risk probability, impact, exposure, severity determination. Also, defined is risk planning involving assigning risk ownership, developing risk mitigations/contingency actions plans, reviewing and approval of risk mitigations and measurements, and risk implementation.

Similar criteria for issue management are also discussed.

5.1 Risk Register and Issue Log

A Risk Register (see Attachment B) is the Risk Management tool used by the ACMS project for risk collection, assessment, and management. It is a central repository for all risks identified by the project. The Risk Register is managed by the Risk Manager and updates the register bi-weekly. Each risk includes information such as risk probability, impact, severity, risk owner, mitigation plan, and timeframe. The ACMS project uses the internal Risk Register built into the Project SharePoint site. The SharePoint site has been designed to align with CA-PMM.

6.0 Updated Economic Analysis Worksheets (EAWs)

The following section includes the updated Economic Analysis Worksheets for the Appeals Case Management System:

- “See Attachments”

FSR Existing System / Baseline Cost Worksheet

	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		TOTAL	
	PYs	Amts	PYs	Amts										
Continuing Information														
Technology Costs														
Staff (salaries & benefits)	5.0	447,238	5.0	447,238	5.0	447,238	5.0	447,238	5.0	447,238	5.0	447,238	30.0	2,683,428
Hardware Lease/Maintenance		0		0		0		0		0		0		0
Software Maintenance/Licenses		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Data Center Services		349,011		369,952		392,149		415,678		440,618		467,055		2,434,463
Agency Facilities		0		0		0		0		0		0		0
Other		62,425		62,425		62,425		62,425		62,425		62,425		374,550
Total IT Costs	5.0	858,674	5.0	879,615	5.0	901,812	5.0	925,341	5.0	950,281	5.0	976,718	30.0	5,492,441
Continuing Program Costs:														
Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Other		243,000		257,580		273,035		289,417		306,782		325,189		1,695,002
Total Program Costs	0.0	243,000	0.0	257,580	0.0	273,035	0.0	289,417	0.0	306,782	0.0	325,189	0.0	1,695,002
TOTAL EXISTING SYSTEM COSTS	5.0	1,101,674	5.0	1,137,195	5.0	1,174,847	5.0	1,214,758	5.0	1,257,063	5.0	1,301,907	30.0	7,187,443

FSR Proposed Alternative: ACMS – Appeals Case Management System

	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs														
Staff (Salaries & Benefits)	11.0	1,073,742	11.0	1,073,742	11.0	1,073,742	5.5	536,871	0.0	0	0.0	0	38.5	3,758,097
Hardware Purchase		0		379,000		0		0		0		0		379,000
Software Purchase/License		0		38,000		0		0		0		0		38,000
Telecommunications		0		0		0		0		0		0		0
Contract Services														
Software License		2,530,000		0		0		0		0		0		2,530,000
Software Customization		0		104,000		338,000		78,000		0		0		520,000
Project Management		0		0		0		0		0		0		0
Project Oversight		0		0		0		0		0		0		0
IV&V Services		16,000		192,000		192,000		64,000		0		0		464,000
Other Contract Services		253,440		0		0		0		0		0		253,440
TOTAL Contract Services		2,799,440		296,000		530,000		142,000		0		0		3,767,440
Data Center Services		0		84,000		0		0		0		0		84,000
Agency Facilities		0		0		0		0		0		0		0
Other		195,231		143,395		143,395		71,698		0		0		553,719
Total One-time IT Costs	11.0	4,068,413	11.0	2,014,137	11.0	1,747,137	5.5	750,569	0.0	0	0.0	0	38.5	8,580,256
Continuing IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	3.0	604,356	6.0	552,904	6.0	552,904	15.0	1,710,164
Hardware Lease/Maintenance		0		0		9,500		9,500		9,500		388,500		417,000
Software Maintenance/Licenses		0		0		0		174,801		262,200		262,200		699,201
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		84,000		84,000		84,000		84,000		336,000
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		172,573		178,433		184,644		535,651
Total Continuing IT Costs	0.0	0	0.0	0	0.0	93,500	3.0	1,045,230	6.0	1,087,037	6.0	1,472,248	15.0	3,698,015
Total Project Costs	11.0	4,068,413	11.0	2,014,137	11.0	1,840,637	8.5	1,795,798	6.0	1,087,037	6.0	1,472,248	53.5	12,278,271
Continuing Existing Costs														
Information Technology Staff	5.0	447,238	5.0	447,238	5.0	447,238	5.0	447,238	0.0	0	0.0	0	20.0	1,788,952
Other IT Costs		411,436		432,377		454,574		478,103		0		0		1,776,489
Total Continuing Existing IT Costs	5.0	858,674	5.0	879,615	5.0	901,812	5.0	925,341	0.0	0	0.0	0	20.0	3,565,441
Program Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Other Program Costs		243,000		257,580		273,035		289,417		0		0		1,063,032
Total Continuing Existing Program Costs	0.0	243,000	0.0	257,580	0.0	273,035	0.0	289,417	0.0	0	0.0	0	0.0	1,063,032
Total Continuing Existing Costs	5.0	1,101,674	5.0	1,137,195	5.0	1,174,847	5.0	1,214,758	0.0	0	0.0	0	20.0	4,628,473
TOTAL ALTERNATIVE COSTS	16.0	5,170,087	16.0	3,151,332	16.0	3,015,484	13.5	3,010,556	6.0	1,087,037	6.0	1,472,248	73.5	16,906,744
INCREASED REVENUES		0		0		0		0		0		0		0

FSR Approved Alternative #1: Do Not Procure New System

	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs														
Staff (Salaries & Benefits)	2.0	185,316	2.0	185,316	0.0	0	0.0	0	0.0	0	0.0	0	4.0	370,632
Hardware Purchase		0		0		0		0		0		0		0
Software Purchase/License		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services														
Software Customization		0		0		0		0		0		0		0
Project Management		0		0		0		0		0		0		0
Project Oversight		0		0		0		0		0		0		0
IV&V Services		0		0		0		0		0		0		0
Other Contract Services		0		0		0		0		0		0		0
TOTAL Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		40,666		24,970		0		0		0		0		65,636
Total One-time IT Costs	2.0	225,982	2.0	210,286	0.0	0	0.0	0	0.0	0	0.0	0	4.0	436,268
Continuing IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	0	7.0	539,896	7.0	539,896	7.0	539,896	7.0	539,896	28.0	2,159,584
Hardware Lease/Maintenance		0		0		0		0		0		0		0
Software Maintenance/Licenses		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		392,149		415,678		440,618		467,055		1,715,500
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		167,045		172,573		178,433		178,433		696,485
Total Continuing IT Costs	0.0	0	0.0	0	7.0	1,099,090	7.0	1,128,147	7.0	1,158,947	7.0	1,185,385	28.0	4,571,569
Total Project Costs	2.0	225,982	2.0	210,286	7.0	1,099,090	7.0	1,128,147	7.0	1,158,947	7.0	1,185,385	32.0	5,007,837
Continuing Existing Costs														
Information Technology Staff	5.0	447,238	5.0	447,238	5.0	447,238	5.0	447,238	5.0	447,238	5.0	447,238	30.0	2,683,428
Other IT Costs		411,436		432,377		454,574		478,103		503,043		529,480		2,809,013
Total Continuing Existing IT Costs	5.0	858,674	5.0	879,615	5.0	901,812	5.0	925,341	5.0	950,281	5.0	976,718	30.0	5,492,441
Program Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Other Program Costs		243,000		257,580		273,035		289,417		306,782		325,189		1,695,002
Total Continuing Existing Program Costs	0.0	243,000	0.0	257,580	0.0	273,035	0.0	289,417	0.0	306,782	0.0	325,189	0.0	1,695,002
Total Continuing Existing Costs	5.0	1,101,674	5.0	1,137,195	5.0	1,174,847	5.0	1,214,758	5.0	1,257,063	5.0	1,301,907	30.0	7,187,443
TOTAL ALTERNATIVE COSTS	7.0	1,327,656	7.0	1,347,481	12.0	2,273,937	12.0	2,342,905	12.0	2,416,011	12.0	2,487,292	62.0	12,195,280
INCREASED REVENUES		0		0		0		0		0		0		0

FSR Approved Alternative #2: Custom Build

	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		TOTAL	
	PYs	Amts												
One-Time IT Project Costs														
Staff (Salaries & Benefits)	12.0	1,176,200	12.0	1,160,148	0.0	0	0.0	0	0.0	0	0.0	0	24.0	2,336,348
Hardware Purchase		379,000		11,000		0		0		0		0		390,000
Software Purchase/License		38,000		22,800		0		0		0		0		60,800
Telecommunications		0		0		0		0		0		0		0
Contract Services														
Software Customization		173,312		85,600		3,587,760		0		0		0		3,846,672
Project Management		0		0		0		0		0		0		0
Project Oversight		0		0		0		0		0		0		0
IV&V Services		60,000		80,000		120,000		0		0		0		260,000
Other Contract Services		95,000		45,000		0		0		0		0		140,000
TOTAL Contract Services		328,312		210,600		3,707,760		0		0		0		4,246,672
Data Center Services		84,000		0		0		0		0		0		84,000
Agency Facilities		0		0		0		0		0		0		0
Other		243,996		157,668		0		0		0		0		401,664
Total One-time IT Costs	12.0	2,249,508	12.0	1,562,216	0.0	3,707,760	0.0	0	0.0	0	0.0	0	24.0	7,519,484
Continuing IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	0	15.0	1,403,856	15.0	1,403,856	15.0	1,403,856	15.0	1,403,856	60.0	5,615,424
Hardware Lease/Maintenance		0		0		9,500		9,500		9,500		388,500		417,000
Software Maintenance/Licenses		0		0		25,400		25,400		25,400		25,400		101,600
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Data Center Services		0		84,000		84,000		84,000		84,000		84,000		420,000
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
Total Continuing IT Costs	0.0	0	0.0	84,000	15.0	1,522,756	15.0	1,522,756	15.0	1,522,756	15.0	1,901,756	60.0	6,554,024
Total Project Costs	12.0	2,249,508	12.0	1,646,216	15.0	5,230,516	15.0	1,522,756	15.0	1,522,756	15.0	1,901,756	84.0	14,073,508
Continuing Existing Costs														
Information Technology Staff	5.0	447,238	5.0	447,238	0.0	0	0.0	0	0.0	0	0.0	0	10.0	894,476
Other IT Costs		411,436		432,377		0		0		0		0		843,813
Total Continuing Existing IT Costs	5.0	858,674	5.0	879,615	0.0	0	0.0	0	0.0	0	0.0	0	10.0	1,738,289
Program Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Other Program Costs		243,000		257,580		0		0		0		0		500,580
Total Continuing Existing Program Costs	0.0	243,000	0.0	257,580	0.0	0	0.0	0	0.0	0	0.0	0	0.0	500,580
Total Continuing Existing Costs	5.0	1,101,674	5.0	1,137,195	0.0	0	0.0	0	0.0	0	0.0	0	10.0	2,238,869
TOTAL ALTERNATIVE COSTS	17.0	3,351,182	17.0	2,783,411	15.0	5,230,516	15.0	1,522,756	15.0	1,522,756	15.0	1,901,756	94.0	16,312,377
INCREASED REVENUES		0		0		0		0		0		0		0

FSR Economic Analysis Summary

	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
EXISTING SYSTEM														
Total IT Costs	5.0	858,674	5.0	879,615	5.0	901,812	5.0	925,341	5.0	950,281	5.0	976,718	30.0	5,492,441
Total Program Costs	0.0	243,000	0.0	257,580	0.0	273,035	0.0	289,417	0.0	306,782	0.0	325,189	0.0	1,695,002
Total Existing System Costs	5.0	1,101,674	5.0	1,137,195	5.0	1,174,847	5.0	1,214,758	5.0	1,257,063	5.0	1,301,907	30.0	7,187,443
PROPOSED ALTERNATIVE	ACMS - Appeals Case Management System													
Total Project Costs	11.0	4,068,413	11.0	2,014,137	11.0	1,840,637	8.5	1,795,798	6.0	1,087,037	6.0	1,472,248	53.5	12,278,271
Total Cont. Exist. Costs	5.0	1,101,674	5.0	1,137,195	5.0	1,174,847	5.0	1,214,758	0.0	0	0.0	0	20.0	4,628,473
Total Alternative Costs	16.0	5,170,087	16.0	3,151,332	16.0	3,015,484	13.5	3,010,556	6.0	1,087,037	6.0	1,472,248	73.5	16,906,744
COST SAVINGS/AVOIDANCES	(11.0)	(4,068,413)	(11.0)	(2,014,137)	(11.0)	(1,840,637)	(8.5)	(1,795,798)	(1.0)	170,026	(1.0)	(170,341)	(43.5)	(9,719,300)
Increased Revenues		0		0		0		0		0		0		0
Net (Cost) or Benefit	(11.0)	(4,068,413)	(11.0)	(2,014,137)	(11.0)	(1,840,637)	(8.5)	(1,795,798)	(1.0)	170,026	(1.0)	(170,341)	(43.5)	(9,719,300)
Cum. Net (Cost) or Benefit	(11.0)	(4,068,413)	(22.0)	(6,082,550)	(33.0)	(7,923,187)	(41.5)	(9,718,985)	(42.5)	(9,548,959)	(43.5)	(9,719,300)		
ALTERNATIVE #1	Do Not Procure New System													
Total Project Costs	2.0	225,982	2.0	210,286	7.0	1,099,090	7.0	1,128,147	7.0	1,158,947	7.0	1,185,385	32.0	5,007,837
Total Cont. Exist. Costs	5.0	1,101,674	5.0	1,137,195	5.0	1,174,847	5.0	1,214,758	5.0	1,257,063	5.0	1,301,907	30.0	7,187,443
Total Alternative Costs	7.0	1,327,656	7.0	1,347,481	12.0	2,273,937	12.0	2,342,905	12.0	2,416,011	12.0	2,487,292	62.0	12,195,280
COST SAVINGS/AVOIDANCES	(2.0)	(225,982)	(2.0)	(210,286)	(7.0)	(1,099,090)	(7.0)	(1,128,147)	(7.0)	(1,158,947)	(7.0)	(1,185,385)	(32.0)	(5,007,837)
Increased Revenues		0		0		0		0		0		0		0
Net (Cost) or Benefit	(2.0)	(225,982)	(2.0)	(210,286)	(7.0)	(1,099,090)	(7.0)	(1,128,147)	(7.0)	(1,158,947)	(7.0)	(1,185,385)	(32.0)	(5,007,837)
Cum. Net (Cost) or Benefit	(2.0)	(225,982)	(4.0)	(436,268)	(11.0)	(1,535,358)	(18.0)	(2,663,505)	(25.0)	(3,822,452)	(32.0)	(5,007,837)		
ALTERNATIVE #2	Custom Build													
Total Project Costs	12.0	2,249,508	12.0	1,646,216	15.0	5,230,516	15.0	1,522,756	15.0	1,522,756	15.0	1,901,756	84.0	14,073,508
Total Cont. Exist. Costs	5.0	1,101,674	5.0	1,137,195	0.0	0	0.0	0	0.0	0	0.0	0	10.0	2,238,869
Total Alternative Costs	17.0	3,351,182	17.0	2,783,411	15.0	5,230,516	15.0	1,522,756	15.0	1,522,756	15.0	1,901,756	94.0	16,312,377
COST SAVINGS/AVOIDANCES	(12.0)	(2,249,508)	(12.0)	(1,646,216)	(10.0)	(4,055,669)	(10.0)	(307,998)	(10.0)	(265,693)	(10.0)	(599,849)	(64.0)	(9,124,933)
Increased Revenues		0		0		0		0		0		0		0
Net (Cost) or Benefit	(12.0)	(2,249,508)	(12.0)	(1,646,216)	(10.0)	(4,055,669)	(10.0)	(307,998)	(10.0)	(265,693)	(10.0)	(599,849)	(64.0)	(9,124,933)
Cum. Net (Cost) or Benefit	(12.0)	(2,249,508)	(24.0)	(3,895,724)	(34.0)	(7,951,393)	(44.0)	(8,259,392)	(54.0)	(8,525,085)	(64.0)	(9,124,933)		

FSR Project Funding Plan

	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		TOTALS	
	PYs	Amts												
TOTAL PROJECT COSTS	11.0	4,068,413	11.0	2,014,137	11.0	1,840,637	8.5	1,795,798	6.0	1,087,037	6.0	1,472,248	53.5	12,278,271
RESOURCES TO BE REDIRECTED														
Staff	0.0	0	0.0	0	0.0	0	0.0	0	5.0	447,238	5.0	447,238	10.0	894,476
Funds:														
Existing System		0		0		0		0		809,825		854,669		1,664,495
Other Fund Sources		0		0		0		0		0		0		0
TOTAL REDIRECTED RESOURCES	0.0	0	0.0	0	0.0	0	0.0	0	5.0	1,257,063	5.0	1,301,907	10.0	2,558,971
ADDITIONAL PROJECT FUNDING NEEDED														
One-Time Project Costs	11.0	4,068,413	11.0	2,014,137	11.0	1,747,137	5.5	750,569	0.0	0	0.0	0	38.5	8,580,256
Continuing Project Costs	0.0	0	0.0	0	0.0	93,500	3.0	1,045,230	1.0	(170,026)	1.0	170,341	5.0	1,139,045
TOTAL ADDITIONAL PROJECT FUNDS NEEDED BY FISCAL YEAR	11.0	4,068,413	11.0	2,014,137	11.0	1,840,637	8.5	1,795,798	1.0	(170,026)	1.0	170,341	43.5	9,719,300
TOTAL PROJECT FUNDING	11.0	4,068,413	11.0	2,014,137	11.0	1,840,637	8.5	1,795,798	6.0	1,087,037	6.0	1,472,248	53.5	12,278,271
Difference: Funding - Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Estimated Cost Savings	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
FUNDING SOURCE*														
General Fund	44.0%	1,790,102	44.0%	886,220	44.0%	809,880	44.0%	790,151	44.0%	478,296	44.0%	647,789	44.0%	5,402,439
Federal Fund	24.0%	976,419	24.0%	483,393	24.0%	441,753	24.0%	430,992	24.0%	260,889	24.0%	353,340	24.0%	2,946,785
Special Fund	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Reimbursement	32.0%	1,301,892	32.0%	644,524	32.0%	589,004	32.0%	574,655	32.0%	347,852	32.0%	471,120	32.0%	3,929,047
TOTAL FUNDING	100.0%	4,068,413	100.0%	2,014,137	100.0%	1,840,637	100.0%	1,795,798	100.0%	1,087,037	100.0%	1,472,248	100.0%	12,278,271

FSR Adjustments, Savings, and Revenues Worksheet

Annual Project Adjustments	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		Net Adjustments	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-time Costs														
Previous Year's Baseline	0.0	0	11.0	4,068,413	11.0	2,014,137	11.0	1,747,137	5.5	750,569	0.0	0		
(A) Annual Augmentation /(Reduction)	11.0	4,068,413	0.0	(2,054,276)	0.0	(267,000)	(5.5)	(996,569)	(5.5)	(750,569)	0.0	0		
(B) Total One-Time Budget Actions	11.0	4,068,413	11.0	2,014,137	11.0	1,747,137	5.5	750,569	0.0	0	0.0	0	38.5	8,580,256
Continuing Costs														
Previous Year's Baseline	0.0	0	0.0	0	0.0	0	0.0	93,500	3.0	1,045,230	1.0	(170,026)		
(C) Annual Augmentation /(Reduction)	0.0	0	0.0	0	0.0	93,500	3.0	951,730	(2.0)	(1,215,256)	0.0	340,367		
(D) Total Continuing Budget Actions	0.0	0	0.0	0	0.0	93,500	3.0	1,045,230	1.0	(170,026)	1.0	170,341	5.0	1,139,045
Total Annual Project Budget Augmentation /(Reduction) [A + C]	11.0	4,068,413	0.0	(2,054,276)	0.0	(173,500)	(2.5)	(44,839)	(7.5)	(1,965,824)	0.0	340,367		

[A, C] Excludes Redirected Resources

Total Additional Project Funds Needed [B + D]

43.5 9,719,300

Annual Savings/Revenue Adjustments

Cost Savings	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0		
Increased Program Revenues		0		0		0		0		0		0		

SPR Existing System/Baseline Cost Worksheet

	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		TOTAL	
	PYs	Amts	PYs	Amts										
Continuing Information														
Technology Costs														
Staff (salaries & benefits)	5.0	640,000	5.0	640,000	5.0	640,000	5.0	640,000	5.0	640,000	5.0	640,000	30.0	3,840,000
Hardware Lease/Maintenance		0		0		0		0		0		0		0
Software Maintenance/Licenses		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Data Center Services		349,011		369,952		392,149		415,678		440,618		467,055		2,434,463
Agency Facilities		0		0		0		0		0		0		0
Other		62,425		62,425		62,425		62,425		62,425		62,425		374,550
Total IT Costs	5.0	1,051,436	5.0	1,072,377	5.0	1,094,574	5.0	1,118,103	5.0	1,143,043	5.0	1,169,480	30.0	6,649,013
Continuing Program Costs:														
Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Other		243,000		257,580		273,035		289,417		306,782		325,188		1,695,002
Total Program Costs	0.0	243,000	0.0	257,580	0.0	273,035	0.0	289,417	0.0	306,782	0.0	325,188	0.0	1,695,002
TOTAL EXISTING SYSTEM COSTS	5.0	1,294,436	5.0	1,329,957	5.0	1,367,609	5.0	1,407,520	5.0	1,449,825	5.0	1,494,669	30.0	8,344,015

SPR Proposed Alternative: Appeals Case Management System

	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		TOTAL	
	PYs	Amts	PYs	Amts										
One-Time IT Project Costs														
Staff (Salaries & Benefits)	12.0	937,231	12.0	1,486,178	12.0	1,448,531	13.0	1,541,031	3.0	404,133	0.0	0	52.0	5,817,104
Hardware Purchase		0		0		379,000		0		0		0		379,000
Software Purchase/License		0		0		38,000		0		0		0		38,000
Telecommunications		0		0		0		0		0		0		0
Contract Services														
Software License		0		0		1,897,500		632,500		0		0		2,530,000
Software Customization		0		0		260,000		260,000		0		0		520,000
Project Management		0		0		0		0		0		0		0
Project Oversight		103,180		112,560		112,560		112,560		28,140		0		469,000
IV&V Services		0		122,823		163,764		163,764		13,649		0		464,000
Other Contract Services		780,560		369,180		93,240	0	200,000		0		0		1,442,980
TOTAL Contract Services		883,740		604,563		2,527,064		1,368,824		41,789		0		5,425,980
Data Center Services		50,054		93,324		48,116	0	0		0		0		191,494
Agency Facilities		0		0		0		0		0		0		0
Other		363,674		358,011		346,508		373,008		217,127		0		1,658,328
Total One-time IT Costs	12.0	2,234,698	12.0	2,542,076	12.0	4,787,219	13.0	3,282,863	3.0	663,049	0.0	0	52.0	13,509,905
Continuing IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.0	0	14.8	1,709,398	12.0	1,381,000	26.8	3,090,398
Hardware Lease/Maintenance		0		0		0		9,500		388,500		388,500		786,500
Software Maintenance/Licenses		0		0		0		0		262,200		262,200		524,400
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		0		84,000		84,000		84,000		252,000
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		97,663		295,938		286,954		680,555
Total Continuing IT Costs	0.0	0	0.0	0	0.0	0	0.0	191,163	14.8	2,740,036	12.0	2,402,654	26.8	5,333,854
Total Project Costs	12.0	2,234,698	12.0	2,542,076	12.0	4,787,219	13.0	3,474,026	17.8	3,403,085	12.0	2,402,654	78.8	18,843,759
Continuing Existing Costs														
Information Technology Staff	5.0	640,000	5.0	640,000	5.0	640,000	5.0	640,000	1.3	160,000	0.0	0	21.3	2,720,000
Other IT Costs		411,436		432,377		454,574		478,103		0		0		1,776,489
Total Continuing Existing IT Costs	5.0	1,051,436	5.0	1,072,377	5.0	1,094,574	5.0	1,118,103	1.3	160,000	0.0	0	21.3	4,496,489
Program Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Other Program Costs		243,000		257,580		273,035		289,417		0		0		1,063,032
Total Continuing Existing Program Costs	0.0	243,000	0.0	257,580	0.0	273,035	0.0	289,417	0.0	0	0.0	0	0.0	1,063,032
Total Continuing Existing Costs	5.0	1,294,436	5.0	1,329,957	5.0	1,367,609	5.0	1,407,520	1.3	160,000	0.0	0	21.3	5,559,521
TOTAL ALTERNATIVE COSTS	17.0	3,529,134	17.0	3,872,033	17.0	6,154,828	18.0	4,881,546	19.0	3,563,085	12.0	2,402,654	100.0	24,403,280
INCREASED REVENUES		0		0		0		0		0		0		0

SPR Alternative #1: Do Not Procure New System

	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs														
Staff (Salaries & Benefits)	2.0	185,316	2.0	185,316	0.0	0	0.0	0	0.0	0	0.0	0	4.0	370,632
Hardware Purchase		0		0		0		0		0		0		0
Software Purchase/License		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services														
Software Customization		0		0		0		0		0		0		0
Project Management		0		0		0		0		0		0		0
Project Oversight		0		0		0		0		0		0		0
IV&V Services		0		0		0		0		0		0		0
Other Contract Services		0		0		0		0		0		0		0
TOTAL Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0
Other		40,666		24,970		0		0		0		0		65,636
Total One-time IT Costs	2.0	225,982	2.0	210,286	0.0	0	0.0	0	0.0	0	0.0	0	4.0	436,268
Continuing IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	0	7.0	732,658	7.0	732,658	7.0	732,658	7.0	732,658	28.0	2,930,632
Hardware Lease/Maintenance		0		0		0		0		0		0		0
Software Maintenance/Licenses		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Data Center Services		0		0		392,149		415,678		440,618		467,055		1,715,500
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		167,045		172,573		178,433		178,433		696,485
Total Continuing IT Costs	0.0	0	0.0	0	7.0	1,291,852	7.0	1,320,909	7.0	1,351,709	7.0	1,378,147	28.0	5,342,617
Total Project Costs	2.0	225,982	2.0	210,286	7.0	1,291,852	7.0	1,320,909	7.0	1,351,709	7.0	1,378,147	32.0	5,778,885
Continuing Existing Costs														
Information Technology Staff	5.0	640,000	5.0	640,000	5.0	640,000	5.0	640,000	5.0	640,000	5.0	640,000	30.0	3,840,000
Other IT Costs		411,436		432,377		454,574		478,103		503,043		529,480		2,809,013
Total Continuing Existing IT Costs	5.0	1,051,436	5.0	1,072,377	5.0	1,094,574	5.0	1,118,103	5.0	1,143,043	5.0	1,169,480	30.0	6,649,013
Program Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Other Program Costs		243,000		257,580		273,035		289,417		306,782		325,188		1,695,002
Total Continuing Existing Program Costs	0.0	243,000	0.0	257,580	0.0	273,035	0.0	289,417	0.0	306,782	0.0	325,188	0.0	1,695,002
Total Continuing Existing Costs	5.0	1,294,436	5.0	1,329,957	5.0	1,367,609	5.0	1,407,520	5.0	1,449,825	5.0	1,494,669	30.0	8,344,015
TOTAL ALTERNATIVE COSTS	7.0	1,520,418	7.0	1,540,243	12.0	2,659,461	12.0	2,728,429	12.0	2,801,535	12.0	2,872,815	62.0	14,122,900
INCREASED REVENUES		0		0		0		0		0		0		0

SPR Alternative #2: Custom Build

	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		TOTAL	
	PYs	Amts												
One-Time IT Project Costs														
Staff (Salaries & Benefits)	12.0	1,176,200	12.0	1,160,148	0.0	0	0.0	0	0.0	0	0.0	0	24.0	2,336,348
Hardware Purchase		379,000		11,000		0		0		0		0		390,000
Software Purchase/License		38,000		22,800		0		0		0		0		60,800
Telecommunications		0		0		0		0		0		0		0
Contract Services														
Software Customization		173,312		85,600		3,587,760		0		0		0		3,846,672
Project Management		0		0		0		0		0		0		0
Project Oversight		0		0		0		0		0		0		0
IV&V Services		60,000		80,000		120,000		0		0		0		260,000
Other Contract Services		95,000		45,000		0		0		0		0		140,000
TOTAL Contract Services		328,312		210,600		3,707,760		0		0		0		4,246,672
Data Center Services		84,000		0		0		0		0		0		84,000
Agency Facilities		0		0		0		0		0		0		0
Other		243,996		157,668		0		0		0		0		401,664
Total One-time IT Costs	12.0	2,249,508	12.0	1,562,216	0.0	3,707,760	0.0	0	0.0	0	0.0	0	24.0	7,519,484
Continuing IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	0	15.0	1,596,618	15.0	1,596,618	15.0	1,596,618	15.0	1,596,618	60.0	6,386,472
Hardware Lease/Maintenance		0		0		9,500		9,500		9,500		388,500		417,000
Software Maintenance/Licenses		0		0		25,400		25,400		25,400		25,400		101,600
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Data Center Services		0		84,000		84,000		84,000		84,000		84,000		420,000
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
Total Continuing IT Costs	0.0	0	0.0	84,000	15.0	1,715,518	15.0	1,715,518	15.0	1,715,518	15.0	2,094,518	60.0	7,325,072
Total Project Costs	12.0	2,249,508	12.0	1,646,216	15.0	5,423,278	15.0	1,715,518	15.0	1,715,518	15.0	2,094,518	84.0	14,844,556
Continuing Existing Costs														
Information Technology Staff	5.0	640,000	5.0	640,000	0.0	0	0.0	0	0.0	0	0.0	0	10.0	1,280,000
Other IT Costs		411,436		432,377		0		0		0		0		843,813
Total Continuing Existing IT Costs	5.0	1,051,436	5.0	1,072,377	0.0	0	0.0	0	0.0	0	0.0	0	10.0	2,123,813
Program Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Other Program Costs		243,000		257,580		0		0		0		0		500,580
Total Continuing Existing Program Costs	0.0	243,000	0.0	257,580	0.0	0	0.0	0	0.0	0	0.0	0	0.0	500,580
Total Continuing Existing Costs	5.0	1,294,436	5.0	1,329,957	0.0	0	0.0	0	0.0	0	0.0	0	10.0	2,624,393
TOTAL ALTERNATIVE COSTS	17.0	3,543,944	17.0	2,976,173	15.0	5,423,278	15.0	1,715,518	15.0	1,715,518	15.0	2,094,518	94.0	17,468,949
INCREASED REVENUES		0		0		0		0		0		0		0

SPR Economic Analysis Summary

	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
EXISTING SYSTEM														
Total IT Costs	5.0	1,051,436	5.0	1,072,377	5.0	1,094,574	5.0	1,118,103	5.0	1,143,043	5.0	1,169,480	30.0	6,649,013
Total Program Costs	0.0	243,000	0.0	257,580	0.0	273,035	0.0	289,417	0.0	306,782	0.0	325,188	0.0	1,695,002
Total Existing System Costs	5.0	1,294,436	5.0	1,329,957	5.0	1,367,609	5.0	1,407,520	5.0	1,449,825	5.0	1,494,669	30.0	8,344,015
PROPOSED ALTERNATIVE	ACMS - Appeals Case Management System													
Total Project Costs	12.0	2,234,698	12.0	2,542,076	12.0	4,787,219	13.0	3,474,026	17.8	3,403,085	12.0	2,402,654	78.8	18,843,759
Total Cont. Exist. Costs	5.0	1,294,436	5.0	1,329,957	5.0	1,367,609	5.0	1,407,520	1.3	160,000	0.0	0	21.3	5,559,521
Total Alternative Costs	17.0	3,529,134	17.0	3,872,033	17.0	6,154,828	18.0	4,881,546	19.0	3,563,085	12.0	2,402,654	100.0	24,403,280
COST SAVINGS/AVOIDANCES	(12.0)	(2,234,698)	(12.0)	(2,542,076)	(12.0)	(4,787,219)	(13.0)	(3,474,026)	(14.0)	(2,113,260)	(7.0)	(907,985)	(70.0)	(16,059,265)
Increased Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net (Cost) or Benefit	(12.0)	(2,234,698)	(12.0)	(2,542,076)	(12.0)	(4,787,219)	(13.0)	(3,474,026)	(14.0)	(2,113,260)	(7.0)	(907,985)	(70.0)	(16,059,265)
Cum. Net (Cost) or Benefit	(12.0)	(2,234,698)	(24.0)	(4,776,774)	(36.0)	(9,563,993)	(49.0)	(13,038,020)	(63.0)	(15,151,279)	(70.0)	(16,059,265)		
ALTERNATIVE #1	Do Not Procure New System													
Total Project Costs	2.0	225,982	2.0	210,286	7.0	1,291,852	7.0	1,320,909	7.0	1,351,709	7.0	1,378,147	32.0	5,778,885
Total Cont. Exist. Costs	5.0	1,294,436	5.0	1,329,957	5.0	1,367,609	5.0	1,407,520	5.0	1,449,825	5.0	1,494,669	30.0	8,344,015
Total Alternative Costs	7.0	1,520,418	7.0	1,540,243	12.0	2,659,461	12.0	2,728,429	12.0	2,801,535	12.0	2,872,815	62.0	14,122,900
COST SAVINGS/AVOIDANCES	(2.0)	(225,982)	(2.0)	(210,286)	(7.0)	(1,291,852)	(7.0)	(1,320,909)	(7.0)	(1,351,709)	(7.0)	(1,378,147)	(32.0)	(5,778,885)
Increased Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net (Cost) or Benefit	(2.0)	(225,982)	(2.0)	(210,286)	(7.0)	(1,291,852)	(7.0)	(1,320,909)	(7.0)	(1,351,709)	(7.0)	(1,378,147)	(32.0)	(5,778,885)
Cum. Net (Cost) or Benefit	(2.0)	(225,982)	(4.0)	(436,268)	(11.0)	(1,728,120)	(18.0)	(3,049,029)	(25.0)	(4,400,738)	(32.0)	(5,778,885)		
ALTERNATIVE #2	Custom Build													
Total Project Costs	12.0	2,249,508	12.0	1,646,216	15.0	5,423,278	15.0	1,715,518	15.0	1,715,518	15.0	2,094,518	84.0	14,844,556
Total Cont. Exist. Costs	5.0	1,294,436	5.0	1,329,957	0.0	0	0.0	0	0.0	0	0.0	0	10.0	2,624,393
Total Alternative Costs	17.0	3,543,944	17.0	2,976,173	15.0	5,423,278	15.0	1,715,518	15.0	1,715,518	15.0	2,094,518	94.0	17,468,949
COST SAVINGS/AVOIDANCES	(12.0)	(2,249,508)	(12.0)	(1,646,216)	(10.0)	(4,055,669)	(10.0)	(307,998)	(10.0)	(265,693)	(10.0)	(599,849)	(64.0)	(9,124,934)
Increased Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net (Cost) or Benefit	(12.0)	(2,249,508)	(12.0)	(1,646,216)	(10.0)	(4,055,669)	(10.0)	(307,998)	(10.0)	(265,693)	(10.0)	(599,849)	(64.0)	(9,124,934)
Cum. Net (Cost) or Benefit	(12.0)	(2,249,508)	(24.0)	(3,895,724)	(34.0)	(7,951,393)	(44.0)	(8,259,392)	(54.0)	(8,525,085)	(64.0)	(9,124,934)		

SPR Project Funding Plan

	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		TOTALS	
	PYs	Amts												
TOTAL PROJECT COSTS	12.0	2,234,698	12.0	2,542,076	12.0	4,787,219	13.0	3,474,026	17.8	3,403,085	12.0	2,402,654	78.8	18,843,759
RESOURCES TO BE REDIRECTED														
Staff	0.0	0	0.0	0	0.0	0	0.0	0	5.0	640,000	5.0	640,000	10.0	1,280,000
Funds:														
Existing System		0		0		0		0		809,825		854,669		1,664,494
Other Fund Sources		0		0		0		0		0		0		0
TOTAL REDIRECTED RESOURCES	0.0	0	0.0	0	0.0	0	0.0	0	5.0	1,449,825	5.0	1,494,669	10.0	2,944,494
ADDITIONAL PROJECT FUNDING NEEDED														
One-Time Project Costs	12.0	2,234,698	12.0	2,542,076	12.0	4,787,219	13.0	3,282,863	3.0	663,049	0.0	0	52.0	13,509,905
Continuing Project Costs	0.0	0	0.0	0	0.0	0	0.0	191,163	12.8	1,290,211	7.0	907,985	19.8	2,389,360
TOTAL ADDITIONAL PROJECT FUNDS NEEDED BY FISCAL YEAR	12.0	2,234,698	12.0	2,542,076	12.0	4,787,219	13.0	3,474,026	15.8	1,953,260	7.0	907,985	71.8	15,899,265
TOTAL PROJECT FUNDING	12.0	2,234,698	12.0	2,542,076	12.0	4,787,219	13.0	3,474,026	20.8	3,403,085	12.0	2,402,654	81.8	18,843,759
Difference: Funding - Costs	0.0	0	0.0	0	0.0	0	0.0	0	3.0	0	0.0	0	3.0	0
Total Estimated Cost Savings	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
FUNDING SOURCE*														
General Fund	25.4%	567,286	29.5%	750,873	44.0%	2,106,376	44.0%	1,528,572	44.0%	1,497,357	44.0%	1,057,168	39.8%	7,507,633
Federal Fund	13.8%	309,427	19.6%	497,793	24.0%	1,148,933	24.0%	833,766	24.0%	816,740	24.0%	576,637	22.2%	4,183,296
Special Fund - ACA	42.3%	945,422	17.7%	450,508	0.0%	0	0.0%	0	0.0%	0	0.0%	0	7.4%	1,395,930
Reimbursement	18.5%	412,562	33.2%	842,902	32.0%	1,531,910	32.0%	1,111,688	32.0%	1,088,987	32.0%	768,849	30.6%	5,756,899
TOTAL FUNDING	100.0%	2,234,698	100.0%	2,542,076	100.0%	4,787,219	100.0%	3,474,026	100.0%	3,403,085	100.0%	2,402,654	100.0%	18,843,759

SPR Adjustments, Savings, and Revenues Worksheet

Annual Project Adjustments	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		Net Adjustments	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-time Costs														
Previous Year's Baseline	0.0	0	12.0	2,234,698	12.0	2,542,076	12.0	4,787,219	13.0	3,282,863	3.0	663,049		
(A) Annual Augmentation /(Reduction)	12.0	2,234,698	0.0	307,378	0.0	2,245,143	1.0	(1,504,356)	(10.0)	(2,619,814)	(3.0)	(663,049)		
(B) Total One-Time Budget Actions	12.0	2,234,698	12.0	2,542,076	12.0	4,787,219	13.0	3,282,863	3.0	663,049	0.0	0	52.0	13,509,905
Continuing Costs														
Previous Year's Baseline	0.0	0	0.0	0	0.0	0	0.0	0	0.0	191,163	12.8	1,290,211		
(C) Annual Augmentation /(Reduction)	0.0	0	0.0	0	0.0	0	0.0	191,163	12.8	1,099,048	(5.8)	(382,226)		
(D) Total Continuing Budget Actions	0.0	0	0.0	0	0.0	0	0.0	191,163	12.8	1,290,211	7.0	907,985	19.8	2,389,360
Total Annual Project Budget Augmentation /(Reduction) [A + C]	12.0	2,234,698	0.0	307,378	0.0	2,245,143	1.0	(1,313,193)	2.8	(1,520,767)	(8.8)	(1,045,275)		

[A, C] Excludes Redirected Resources

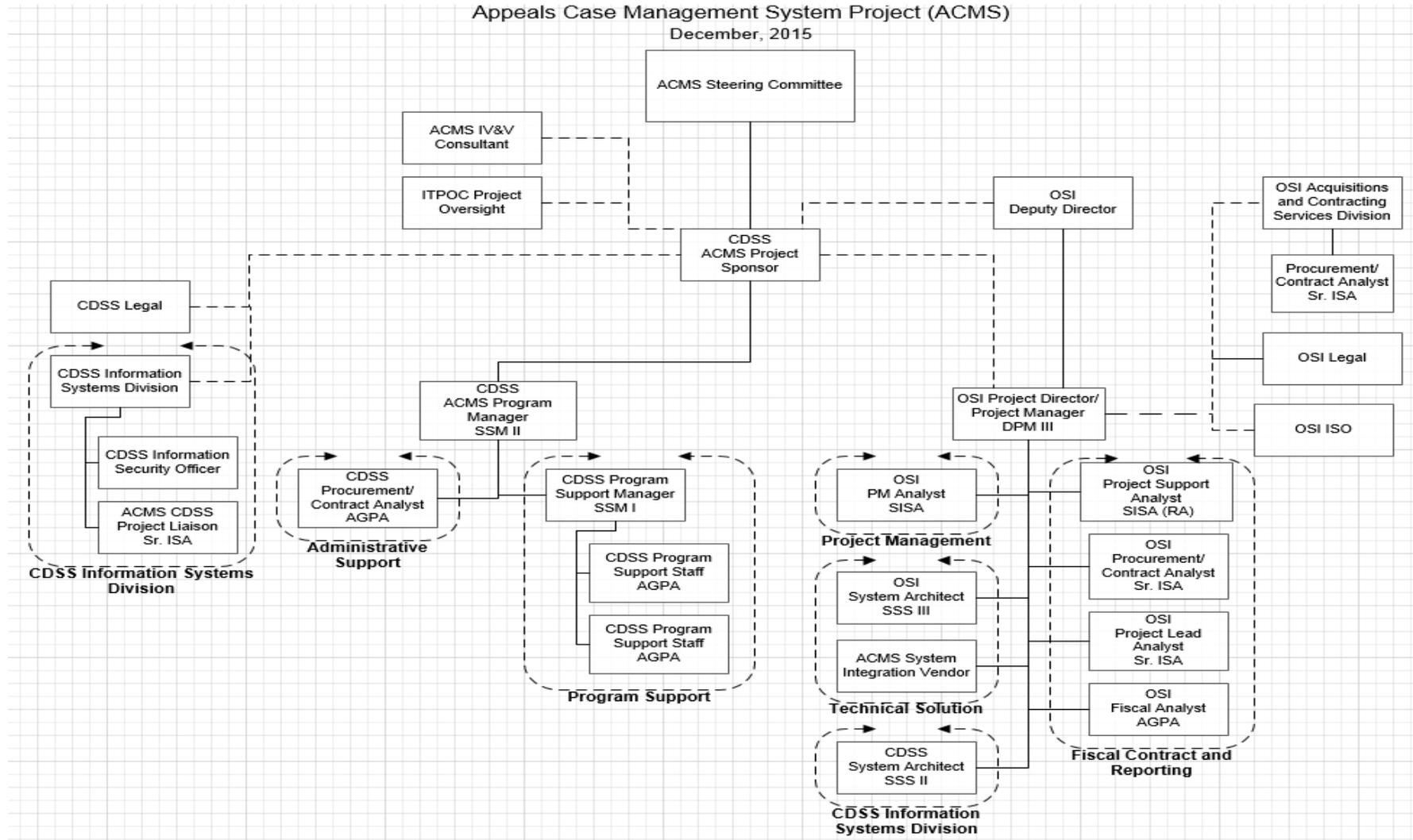
Total Additional Project Funds Needed [B + D]

71.8 15,899,265

Annual Savings/Revenue Adjustments

Cost Savings	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0		
Increased Program Revenues		0		0		0		0		0		0		

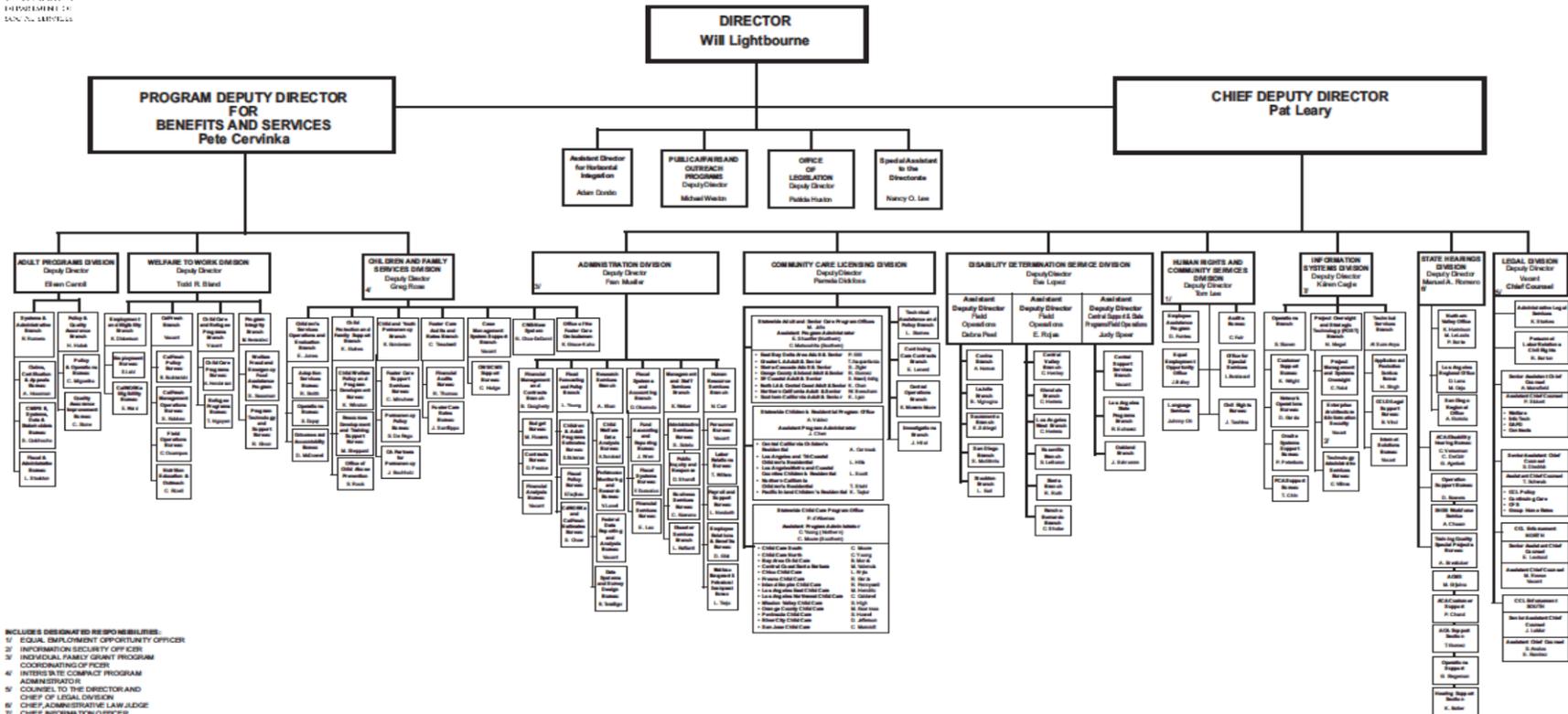
ATTACHMENT A – PROJECT ORGANIZATION





CALIFORNIA DEPARTMENT OF SOCIAL SERVICES ORGANIZATION CHART

February 1, 2015

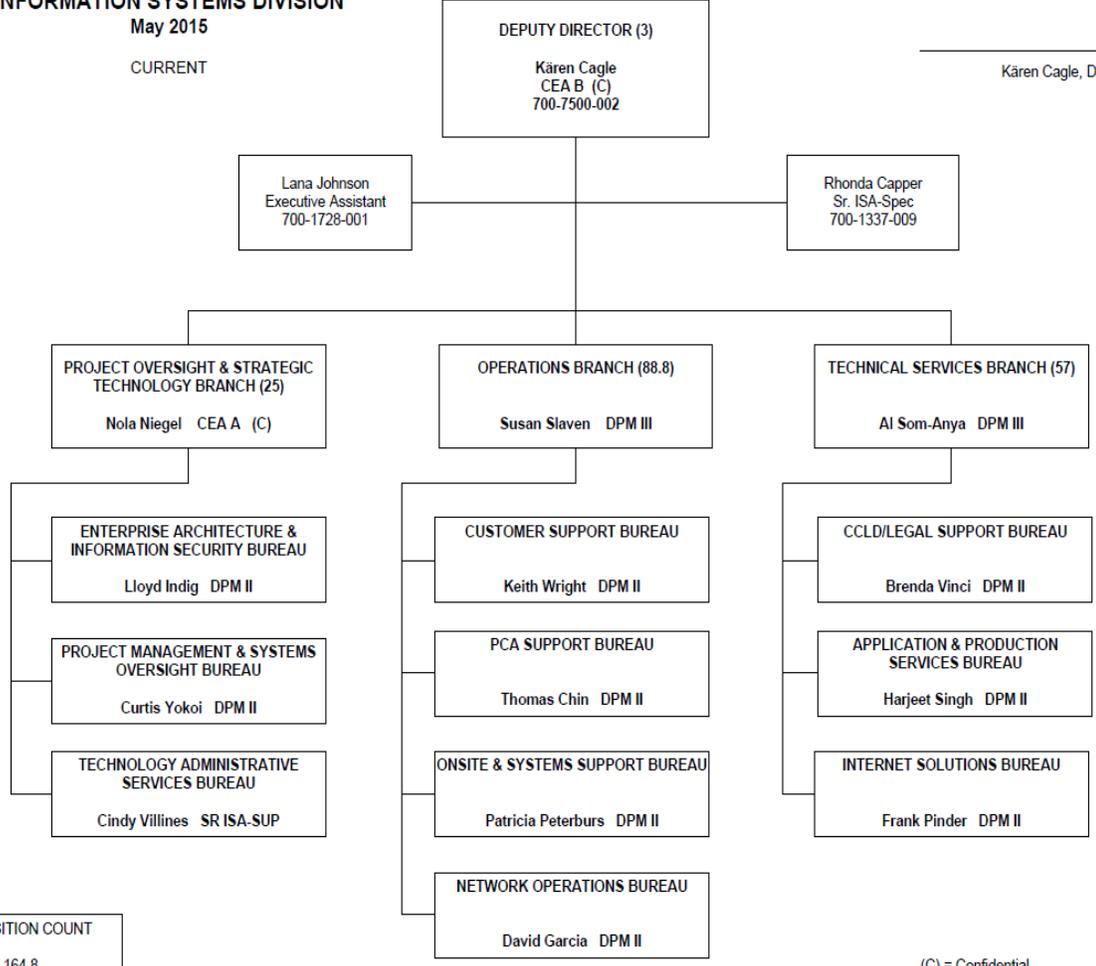


CALIFORNIA DEPARTMENT OF SOCIAL SERVICES
INFORMATION SYSTEMS DIVISION
 May 2015

CURRENT

APPROVED:

 Kären Cagle, Deputy Director



POSITION COUNT	
Filled:	164.8
Vacant:	9.0
TOTAL:	173.8

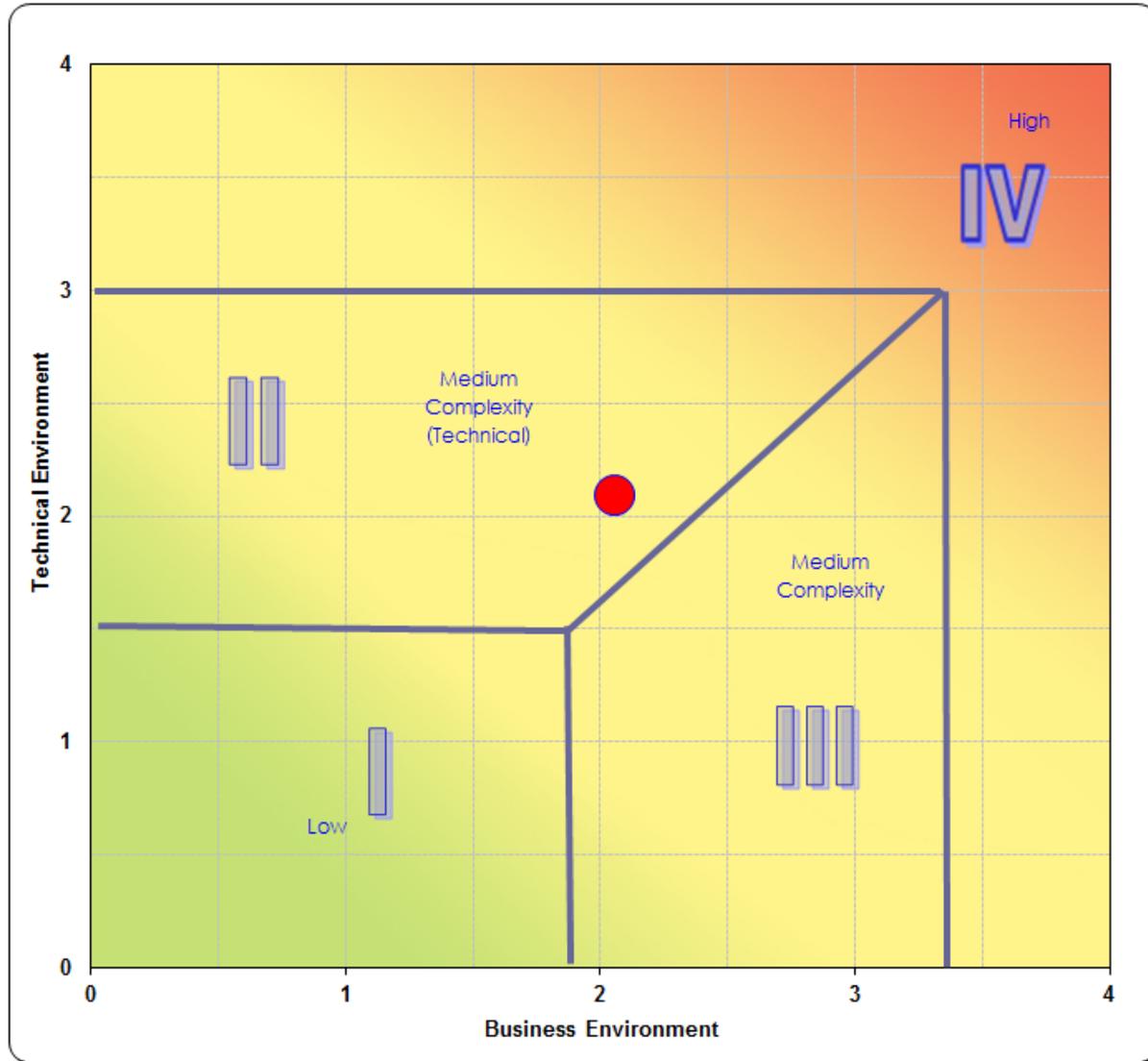
(C) = Confidential

ATTACHMENT B – RISK REGISTER LOG

Title	Statement	Impact	Probability	Timeframe	Exposure	Severity	Trigger	Response	Status Updates
PM plan quality	If the quality of the project management plans is below industry standards and does not provide clear processes to support required administrative project tasks, then the project management tasks needed to monitor and control the project will not be completed and the project could be at risk of cost increases, schedule extension, and the poor management of project resources.	Low - 1	Low - 1	Short	(3) Low	Low	Newly project plans have not been reviewed and approved prior to arrival of system integrator.	Mitigation	The project sponsor final review and sign off in progress for OCM, Communication, Cost, Contract and Risk & Issue plans.
Schedule compression	Schedule compression could result in increased project costs and over allocation of resources.	High - 4	Low - 2	Medium	(2) Medium	Medium	Draft RFP responses/comments indicate the compressed schedule for DD&I is insufficient.	Contingency	Draft RFP response may indicate compressed schedule for DD&I phase is feasible or not. If necessary, another SPR may be necessary.
Budget	The project believes the development budget is too low. This is more anecdotal than quantitative, but a risk nonetheless. We are currently performing some cost estimating techniques against the newly developed RFP requirements to gather more data to better quantify this risk.	High - 4	High - 5	Long	(1) High	High	Cost Opening	Acceptance	No update waiting for cost opening.
M&O Strategy	If the M&O Strategy is adopted for this project then the RFP will need to include the new M&O requirements that could result in delaying the RFP	Low - 2	Med - 3	Short	Medium	Low	CDSS approving the ACMS project align with the	Acceptance	Decision by ESC to not include M&O strategy in RFP; therefore no delay in release of RFP. PT will continue to monitor CWS-NS
Delay of RFP Addendum	There was an agreement between the project, ITPOD, and STPD that the project plans identified in the RFP would be updated and signed off prior to the release of the first RFP addendum. If project plans are not completed by the estimated RFP addendum release date of 3/7/16, it is possible that scheduled RFP activities will be delayed.	Med - 3	Low - 2	Short	Low	Medium	STPD does not release the addendum if the project plans are not completed.	Mitigation	Project team is working on completing the project plans

ATTACHMENT C – COMPLEXITY ASSESSMENT

Business & Technical Complexity: 2.1



Attachment D – Roles & Responsibilities (Side by side comparison of positions from the FSR to SPR)

FSR Positions	SPR Positions
<p style="text-align: center;">Project Manager (Data Processing Manager II) 1.0 position</p> <p>The Project Manager will be a limited term staff member and responsible for creating 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 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. Status reports will include a discussion of the following topics:</p> <ul style="list-style-type: none"> • Planned vs. actual activities • Planned vs. actual expenditures • Summary of performance and quality measures and trends • Summary and status of critical issues • Summary and status of risk mitigation and contingency efforts • Upcoming activities, resource needs and commitments <p>The Project Director will provide monthly reports and briefings on project progress to the Program Manager and the Steering Committee. The Steering Committee will consist of the Project Sponsor and management level representatives from the</p>	<p style="text-align: center;">Project Director (OSI) (Data Processing Manager III) 1.0 position</p> <p>The Project Director 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.</p> <ul style="list-style-type: none"> • Oversees all project-related financial activities including managing development and updates of project planning and budget documents, monitoring budget approval activities, managing the tracking of all project expenditures, deliverables, and review financial reports and expenditure projections. • The Project Director will be responsible for responding to project risks and issues. Acceptable response to independently identified risks and issues shall include: 1) Risk Mitigation, 2) Contingency Plans or 3) Acceptance of risk. Acceptance of the risk will require approval of the Project Sponsor and/or Steering Committee. Manages issues related to the administrative function, including identifying and documenting issues related to the administrative function, resolving issues and documenting issue resolution, coordinating activities and communication for issue resolution, and advising the Deputy Director on personnel issues and regulations.

FSR Positions	SPR Positions
<p>business units impacted by the project. Representatives should be managers who can make decisions and implement policies within their business units.</p> <p>The Project Director will be responsible for responding to project risks and issues. Acceptable response to independently identified risks and issues shall include: 1) Risk Mitigation, 2) Contingency Plans or 3) Acceptance of risk. Acceptance of the risk will require approval of the Project Sponsor and/or Steering Committee.</p>	<ul style="list-style-type: none"> • Oversees project management support activities, including risk management, issue and action item management, cost management, schedule management, scope and change management, and status reporting. • Status reports will include a discussion of the following topics: <ul style="list-style-type: none"> • Planned vs. actual activities • Planned vs. actual expenditures • Summary of performance and quality measures and trends • Summary and status of critical issues • Summary and status of risk mitigation and contingency efforts • Upcoming activities, resource needs and commitments • The Project Director will provide monthly reports and briefings on project progress to the Program Manager and the Steering Committee.

FSR Positions	SPR Positions
<p style="text-align: center;">Program Manager (Staff Services Manager I) 1.0 position</p> <p>This limited term staff will be the Business Lead for the ACMS project and responsible for providing the technical team with program expertise and ensuring appropriate program area staff members are available for insight into business rules and program expertise needed. This person will also coordinate any internal needs the technical team may require or need, as it relates to project requirements along with the following duties:</p> <ul style="list-style-type: none"> • Coordinate project participation of non-IT staff • Provide support and direction to project team members regarding program, business, and process matters • Identify program skills and knowledge needed by project and acquire them • Assist in obtaining project resources • Represent SHD at project planning meetings and project status meetings with program partners and other stakeholders • Manage the development of business related project documents such as business flows, business requirements and use-case documents • Participate in development of plans regarding future interface of the ACMS with other systems • Participate in webinars regarding integration, interoperability, maintenance and on-going development 	<p style="text-align: center;">Program Support Manager (CDSS) (Staff Services Manager I) 1.0 position</p> <ul style="list-style-type: none"> • Provide day-to-day management of the SHD project team members. Establish work assignments, provide clear direction, evaluate work, and consult on project plans, feasibility studies, and systems analysis and performs continuing studies in records management. Provide direction to project team in working with consultants, vendors, OSI project staff, stakeholders and business partners. • Serve as the ACA subject matter expert. Serve as a member of the project management team, developing long and short term strategic goals and assist in the development and execution of the project operational objectives. Prepare written and verbal reports to Division and Departmental Management along with internal and external stakeholders as needed. • Act as the primary single point of contact for OSI project management team. Consult with other impacted CDSS organizations regarding the impact to CDSS programs and systems identified throughout development and beyond initial integration and organizational change management for the ACMS project.
<p style="text-align: center;">Programmer Analysts (Senior/Staff/Associate Programmer Analyst) 3.0 positions</p>	<p style="text-align: center;">Project Management Analyst (OSI) Staff Information Systems Analyst (SISA) 1.0 position</p>

FSR Positions	SPR Positions
<p>This limited term staff will be on-boarded during project initiation and receive training on the existing SHS to ensure adequate knowledge of the current applications (comprised of more than twenty-one sub-systems) is possessed prior to subsequently providing technical expertise to the business team members during development of the business requirements and development of technical requirements during the procurement process. The staff will also provide technical expertise as members of the Project Team for draft of the Project Management Plans and vendor procurement documentation. Responsibilities of this staff include:</p> <ul style="list-style-type: none"> • (Senior, Staff, Associate) Staff will be trained in COBOL, Natural, and ADABAS to learn the current environment in preparation for aiding in transitioning to the new system. • (Senior) Lead the analysis and documentation of the detailed requirements (functional, technical, etc.) • (Staff, Associate) Assist in the analysis and documentation of the detailed requirements (functional, technical, etc.) • (Senior, Staff, Associate) Assist the team in the development of the Organizational Change Management plan, isolating specific system impacts. • (Senior) Work with Project Team in development of all System Planning documents, including the Training Plan and Transition Plan • (Senior) Coordinate with Infrastructure staff regarding hardware configuration needed to support software modifications • (Staff) Perform Server Administrative duties for internal Development and Test servers. This includes configuring 	<p>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.</p> <ul style="list-style-type: none"> • Implements project management best practices from federal, State and industry standards in order that the ACMS Project can effectively and efficiently meet project goals and objectives. • Assists project management on risks or issues of quality assurance, risk management, planning, issue management, schedule management, and other project management disciplines by providing both required information and recommendations for action by management. • Coordinates and leads schedule planning and update sessions for the project. • Maintains the ACMS project schedule and produces reports on scheduled activities. • Maintains ACMS project schedule management, risk and issue management, quality management, configuration management, and staff management plans. • Serves as the liaison between the ACMS Project and OSI facilities to deal with space planning and staff management issues. • Coordinates with OSI Human Resources to deal with issues regarding the hiring and housing of numerous staff additions

FSR Positions	SPR Positions
<p>server security and coordinating database backups with Network Operations, etc.</p> <ul style="list-style-type: none"> • (Senior) Implement software configuration according to Vendor specifications in all environments in accordance with Network Operations Change Management specifications. • (Associate) Assist in execution of test scripts in accordance of developed test plan as well as provide technical assistance to other testers (as needed). • (Senior) Develop data plan for migrating existing data to the ACMS • (Staff) Perform quality assurance functions such as developing acceptance test plans (integration regression and UAT), and test scripts, etc. (Senior/Staff) Develop change management process, procedures and obtain training in tool used for change management • (Associate) Perform change management functions such as adhering to the developed process and procedures during the initial system initialization and configuration as well as subsequent change requests throughout the project lifecycle i.e., requesting databases, global security groups, source control deployments, hardware changes, etc. • (Associate) Develop and manage the ACMS specific SharePoint project site and obtain training in SharePoint Site Administration. This includes user access management, site pages, shared calendars, library names (document sets), K2 workflow integration, etc. • (Senior, Staff, Associate) Work with entire Project Team in 	<p>(e.g. full complement of equipment, space, and furniture.)</p> <ul style="list-style-type: none"> • Serves as the liaison between Project and OSI IT support services for all issues regarding new and existing staff. • Coordinates and leads process improvement sessions for improving internal project processes and for processes involving interactions with other organizations. • Creates and maintains the ACMS Lessons Learned repository. • Assists in the preparation of reports and presentations on project activities and status for various stakeholders. • Coordinates and participates in the development of project-approval documents such as the Special Project Report (SPR), Supplementary Premise Information (SPI), and federal Advance Planning Document (APD). • Analyzes all federal documents relative to the ACMS Project and develops the appropriate responses based on the analyst's knowledge of the project's strategic and tactical plans for future changes and their associated technical justifications. • Assists in the development of the ACMS Project schedule management, risk and issue management, quality management, configuration management, and staff management plans. • Serves as a Project Management member of the Evaluation Team for the evaluations of draft and final bids of the SI related to project management components. • Assists in the evaluation of project management tools and vendors and assists the procurement team in acquisition of these

FSR Positions	SPR Positions
<p>executing Implementation Plan.</p> <ul style="list-style-type: none"> (Staff) Perform Database Administrator duties. This includes database creation, modification, scripting, user administration, etc. <p>Additionally, this staff will be responsible for analyzing the market offerings of test tools, procuring an appropriate test tool for use on the ACMS project and receiving training on the test tool. The staff will then manage and support the test tool, train other technical staff in use of the tool.</p>	<p>tools.</p> <ul style="list-style-type: none"> Monitor project and SI quality processes and metrics and assists in the training of project staff on quality policies and processes throughout the project life cycle. Assists project staff in the understanding ACMS Project quality policies, processes, and procedures. Participates in the review and acceptance of contract deliverables. Manages issues related to the quality, including identifying and documenting issues related to quality processes and procedures, resolving issues, documenting issue resolution, and coordinating activities and communication for issue resolution. Identifies and monitors risks related to quality, develops and monitors mitigation plans and develops and maintains contingency plans. <p style="text-align: center;">Fiscal Analyst (OSI) (Associate Governmental Program Analyst) 1.0 position</p> <p>Under the general direction of the Appeal Case Management System (ACMS) Project Director, 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.</p> <ul style="list-style-type: none"> Develop, process, and track contracts/invoices, perform all activities related to expenditure tracking, monthly expenditure reconciliations, budget monitoring, budget planning, and fiscal

FSR Positions	SPR Positions
	<p>projections.</p> <ul style="list-style-type: none"> Responsible for developing supporting documentation and substantiation of figures in the development of project-approval documents such as Special Project Reports, Feasibility Study Report, Supplementary Premise Information (SPI) documents, and federal Advance Planning Document Updates. Interact and coordinate with vendor staff, federal government, ACMS staff, other state, and county staff, to obtain information and to collaborate on project issues to ensure that the Project Financial Services Unit is responsive to the needs of ACMS. <p>Analyze, verify, and monitor expenditures against contract activities and contract budgets. Interpret contract language, track expenditures, and develop complex detailed budget/expenditure reports using Microsoft (MS) Excel and/or MS Access, for management review and updates. Develop necessary changes to expenditure processes resulting from negotiated contract changes with vendors or initiated amendments.</p> <p style="text-align: center;">Procurement & Contract Analyst (OSI) (Senior Information Systems Analyst) 1.0 position</p> <p>The Procurement & Contract Analyst will participate in the development of plans, documents, and procedures on ACMS Project Information Technology (IT) and non-IT procurements, contracts, and associated deliverables.</p> <ul style="list-style-type: none"> Develops and maintains solicitation documents (e.g., Request for Proposal (RFP), Request for Offer (RFO) to develop requirements, Interagency Agreements (IAA), etc.), including the Statements of Work, pricing, compensation models, proposal evaluations, and contracts. Coordinates the development and

FSR Positions	SPR Positions
	<p data-bbox="1094 263 1860 289">maintenance of all procurement and contract requirements.</p> <ul data-bbox="1050 329 1934 1377" style="list-style-type: none"> <li data-bbox="1050 329 1934 423">• Develops and maintains Market Surveys, Interagency Agreements, Proposal Evaluation Plans and county consultant contracts. <li data-bbox="1050 464 1934 695">• Prepares procurement requests, justifications, and other procurement related documents in accordance with the Office of Systems Integration (OSI) Procurement and Contracting policies. Works closely with the OSI Acquisition Contract Services Division (ACSD) oversight analyst and ACMS Project team throughout the procurement planning, procurement and contracting phase. <li data-bbox="1050 735 1934 927">• Participates in bidder conferences. Coordinates and responds to bidder questions, proposed requirement changes, and proposed contract changes. Coordinates and participates in confidential discussions and evaluations. Coordinates and develops RFP addenda, including their revision history logs and review comment matrices. <li data-bbox="1050 951 1934 1078">• Develops and updates project schedule, including tasks, durations and resources. Provides status updates to ACMS Project management team and OSI ACSD management on all ACMS procurements. <li data-bbox="1050 1118 1934 1377">• Prepares and implements the ACMS SI's Contract Management Plan and all ACMS's Contract Management Plan. Ensures contractual obligations of the parties are met and are continuously monitored to ensure compliance, including all requirements, deliverables, contractor compensation, service level agreements, liquidated damages, and contract amendments due to work authorizations, system change authorizations, and/or technical services requests.

FSR Positions	SPR Positions
	<ul style="list-style-type: none"> • Works closely with OSI management on complex contract issues and assists in the resolution of those issues. Provides status updates to ACMS Project management team and OSI ACSD management on all ACMS contracts. • Facilitates ACMS project discussions with the assigned Administration for Children and Families (ACF) federal analyst, California Department of Social Services (CDSS) program and legal staff, ACMS project staff, and the ACSD oversight analyst regarding any proposed changes to the State IT and Non-IT procurements and contracts prior to informal and/or formal submission to DGS and the federal partner. • Collaborates with ACMS project staff and project contractors on processes for deliverable acceptance, material submissions, and compensation, documenting acceptance approvals, and managing invoices and payment requests. • Manages ACMS deliverable tracking system and due dates for contract deliverables and materials. Works with the appropriate ACMS project deliverable coordinators to resolve deficiencies with deliverables and materials. • Develops the process for IT and non-IT contract invoicing to ensure schedules, budgets, performance, and products for the invoice periods are consistent with their respective contracts. • Assists in the definition, establishment, and maintenance of the product scope and other project management products including cost management, schedule management, change management, and status reporting. Identifies risks and issues and recommends the best solution. • Assists in the development and review of State and federal

FSR Positions	SPR Positions
	project-approval documents such as the Special Project Reports, Supplementary Premise Information, and Federal Advance Planning Documents to secure State and federal funding.
<p style="text-align: center;">Infrastructure Specialists (System Software Specialist II) 2.0 positions</p> <p>This staff will be comprised of one permanent and one limited term ISD staff member. The staff will be on-boarded during project initiation and receive training on the existing CDSS infrastructure before performing the following duties:</p> <ul style="list-style-type: none"> • Assess capacity needs for the ACMS • Perform market analysis of IT infrastructure hardware/software necessary for the ACMS • Discuss available hardware/software offerings with product vendors to facilitate thorough analysis • Assist in preparation of procurement documentation for hardware/software • Develop and design an implementation plan for hosting the ACMS solution • Consult with Data Center Services, TMS-Premium team members to develop an on-boarding schedule for host of ACMS and an agreement regarding roles and responsibilities • Coordinate delivery schedule for equipment/software with procurement specialists and vendors • Implement the plan for the ACMS infrastructure, including 	<p style="text-align: center;">Systems Architect (OSI) (Systems Software Specialist III) 1.0 position</p> <p>The Systems Architect is 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. The Systems Architect leads 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.</p> <ul style="list-style-type: none"> • Serves as a technical member on the Evaluation Team for the evaluations of draft and final bids of the SI and Infrastructure Services procurements. • Ensures appropriate procedures are developed in concert with the Agency ISO for Server Security, Global Security and Security Testing. Validate deliverables provided by the vendor to ensure all areas are documented and are in line with the appropriate Agency and State policies. • Responsible for ensuring the comprehensive ACMS Solution design reinforces the extensive business functions in an efficient and effective manner. • Coordinates and participates in the most complex custom technical software configuration management and maintenance of system environments.

FSR Positions	SPR Positions
<p>installation of equipment/software at Data Center Services, TMS-Premium and perform necessary infrastructure testing, including security testing</p> <ul style="list-style-type: none"> • Develop and execute burn-in process for new equipment and resolve any associated issues • Perform necessary hardware configuration. • Assist with the development of technical requirements • Transition the ACMS infrastructure into maintenance and operations mode • Assist with migration of data from existing system to the ACMS • Manage all production infrastructures and perform hardware maintenance activities including ongoing technical refreshes • Assist in the establishment of test environments necessary for ACMS maintenance post implementation • Perform operating system upgrades, server administration, server and network monitoring and management • Perform application and data backup and develop disaster recovery plans • Perform disaster recovery as necessary <p>The staff will also provide technical expertise as members of the Project Team for draft of the Project Management Plans and vendor procurement documentation. Should the procurement phase conclude prior to the date indicated in the project schedule,</p>	<ul style="list-style-type: none"> • Coordinates technical State and county staff input into the design of ACMS system to support each of the complex technical architecture components. • Oversees the ACMS SI architecture strategy and models for compliance and consistency with the State's overall architecture strategy. • Ensures system adherence to technical requirements for design, development, testing, system performance, and operability. • Reviews all deliverables associated with the technical aspects of the project (design, development, testing, system performance, and operability). • Documents and reports ACMS Architecture activities and status. • Coordinates communications and respond to inquiries for the ACMS Project team related to the ACMS Architecture. • Manages issues related to the ACMS Architecture, including identifying and documenting issues related to the architecture, resolving issues, documenting issue resolution, and coordinating activities and communication for issue resolution. • Manages risks related to the ACMS Architecture, develops and monitors mitigation plans and develops and maintains contingency plans. • Assists in the review and evaluation of the technical deliverables of the ACMS SI and provides findings and recommendations to project management on acceptance. • Advises the Project Director on issues and risks related to the ACMS Architecture.

FSR Positions	SPR Positions
<p>the staff will accelerate the infrastructure implementation plan.</p>	<p style="text-align: center;">System Architect (CDSS)</p> <p style="text-align: center;">(Systems Software Specialist II) 1.0 permanent position</p> <p>The CDSS System Architect is responsible for the data-related areas of the ACMS solution, including data warehouse, business intelligence, and reports. The System Architect is responsible for writing the requirements for the SI Request for Proposal (RFP) and ensures the SI properly addresses these requirements during design, development, testing and implementation as part of the overall ACMS Solution.</p> <ul style="list-style-type: none"> • Participate in all phases of the SI RFP solicitation process, including writing narrative, evaluation criteria, and bidder library artifacts. Develop and manage technical requirements for data-related areas, including standards, database system quality requirements, database performance factors, data management, database backups and recovery, database security, data warehouse, business intelligence, and reports. Participate in bidder conferences, question and answer sessions, confidential discussions, bidder demonstrations, and draft and final proposal evaluations. Develop responses to the vendor, and prepare change requests related to data and information management requirements. • Participate in the development of project-approval documents such as the state Special Project Report (SPR) and federal Advanced Planning Documents (APD). Prepare various sections of the SPR and APDs in accordance with guidelines and regulations stipulated in the Statewide Information Management Manual and the Code of Federal Regulations respectively. Assist in responding to control agency observations and coordinate responses from ACMS Project and CDSS. Also, assist in the development of ad hoc reports for the Legislature, Administration and other entities.

FSR Positions	SPR Positions
	<ul style="list-style-type: none"> • Provide technical expertise in the area of data, database administration, data warehousing, business intelligence, and data analytics. Assist in the development of the Data Management Plan, data quality, and other data related project activities. • Assess existing database systems and facilities, analyzes database capacity needs, and monitor database technology direction, and design principles to make key decisions regarding changes to database and data warehouse requirements. Support and manage the development of external information exchanges. <p>Lead the SI's activities to provide a database, data warehouse, and business intelligence capabilities by ensuring that these components are defined, planned, developed, tested, implemented, and maintained as defined by ACMS requirements, specifications and other documents. Assists in management oversight of the Technical Support Services vendor to ensure data and information management infrastructure</p>
<p style="text-align: center;">Independent Project Oversight Consultant (Senior Information Systems Analyst) 1.0 position</p> <p>This limited term staff will provide Independent Project Oversight Consultant (IPOC) services utilizing the state's Independent Project Oversight Framework. The IPOC will be responsible for the following activities:</p> <ul style="list-style-type: none"> • Independent assessment of project management deliverables, processes and products • Objective assessment of procurement or technical deliverables, products and processes including reviews, inspections, walkthroughs, etc. 	<p style="text-align: center;">Project Management Lead Analyst (OSI) (Senior Information Systems Analyst) 1.0 position</p> <p>The Project Management Lead 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.</p> <ul style="list-style-type: none"> • Lead the development of supporting documentation and substantiation of figures in the development of project-approval documents such as Special Project Reports, Feasibility Study Report, Supplementary Premise Information (SPI) documents,

FSR Positions	SPR Positions
<ul style="list-style-type: none"> • Multi-level independent reporting on the project to: <ul style="list-style-type: none"> ○ The Department of Technology and project management as determined by project criticality through the Independent Project Oversight Reports ○ CDSS executives, including the Chief Information Officer, through status reports and presentations at the Project Steering Committee meetings ○ Project team members and stakeholders through reports on deliverables and process reviews • Assist in detecting risks and variations that may occur during the project and recommend corrective action to the Project Director <p>Participate in project meetings and activities</p>	<p>and federal Advance Planning Document Updates.</p> <ul style="list-style-type: none"> • Interact and coordinate with vendor staff, federal government, ACMS staff, other state, and county staff, to obtain information and to collaborate on project issues to ensure that the Project Financial Services Unit is responsive to the needs of ACMS. • (Lead) Review and analyze and monitor expenditures against contract activities and contract budgets. Interpret contract language, track expenditures, and develop complex detailed budget/expenditure reports using Microsoft (MS) Excel and/or MS Access, for management review and updates. Direct necessary changes to be made to expenditure processes resulting from negotiated contract changes with vendors or initiated amendments. • Lead the preparation of complex funding tables and worksheets and any associated narrative for project approval and/or funding documents. This may include collaborating with technical and business subject matter experts to identify project costs for inclusion of said documents. Present fiscal information to control agencies and/or stakeholders groups as requested. • Lead the development of ACMS budget documents for submission during the State and federal budget processes. Manage and coordinate the review and approval of funding documents.
<p style="text-align: center;">Business Analysts (Associate Governmental Program Analyst) 3.0 positions</p> <p>This limited term staff will be responsible for providing program expertise needed to develop and refine business flows, business requirements and use-case documents for the ACMS, including the incorporation of new processes established for Covered CA</p>	<p style="text-align: center;">Program Support Staff (CDSS) (Associate Governmental Program Analyst) 2.0 positions</p> <p>Acts as Business Analyst on the ACMS project. Consult on project plans, feasibility studies, systems analysis and performs continuing studies in records management. Working with MS Word, MS Excel, MS PowerPoint and MS Project in write technical reports</p>

FSR Positions	SPR Positions
<p>appeals and changes to the Medi-Cal appeals process. Responsibilities of the staff also include:</p> <ul style="list-style-type: none"> • Consult with other impacted CDSS organizations regarding the impact to CDSS programs and systems identified throughout development and beyond initial implementation of the ACMS • Represent SHD at project planning meetings and project status meetings with program partners and other stakeholders • Consult on design and development, testing and implementation of the ACMS • Develop training materials for users, conduct statewide training for system users, and provide ongoing user support during and post implementation • Participate in webinars regarding integration, interoperability, maintenance and on-going development • Update policy letters, final regulations, procedural manuals and training materials <p>Provide guidance to business units for the support and maintenance of SHS throughout development and beyond initial integration for yet unidentified problems</p>	<p>documenting project and program assignments and activities such as program evaluation results, research findings, progress reports and/or time-lines and resource requirements for project.</p> <p>Facilitate meetings with a staff, internal and external stakeholders to collaborate, resolve problems or complaints, gather information and/or promote organizational goals and objectives for the ACMS project. Respond to inquiries from legislative office, government agencies, special interest groups and general public with established policies and procedures. Act as liaison to coordinate communication between staff, internal and external stakeholders and management to provide program information, answer questions and address issues or problems.</p> <p>Provide guidance to business units, stake holders and business partners for the support and maintenance of SHS throughout development and beyond initial integration of the ACMS. Consult with other impacted CDSS organizations regarding the impact to CDSS programs and systems identified throughout development and beyond initial integration and organizational change management for the ACMS project. Present project status updates to Management and Executive level project sponsors.</p> <p style="text-align: center;">Project Liaison (CDSS) (Senior Information Systems Analyst) 1.0 position</p> <p>Functions as a Project Liaison acting as the liaison between the business units, technology teams and project support teams. Pro-actively communicates and collaborates with the Office of Systems Integration (OSI) Project Director, State Hearings Division (SHD) Program Manager and external and internal customers to analyze SHD information needs. Consults with SHD management & staff during the design, development and Implementation phases of the project to refine business, functional and technical requirements for</p>

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	<p>specific business processes. Reviews technical documents with business staff to ensure business requirements are adequately reflected in technical planning documents. Assists business units in developing their assumptions of how they will successfully execute their plans. Participates with the Business Team Leader, OSI Project Director and other project staff to identify and implement strategies that will address tactical and strategic goals. Collaborates with the subject matter experts and developers to analyze trade-offs between usability and performance needs. Serves as the conduit between the customer community (internal and external customers) and the software development team through which requirements flow.</p> <p>Provides direction to and contract management over IT Project Oversight Consultants (ITPOC) & Independent Validation and Verification (IV&V) consultants engaged to provide their services to this CDSS enterprise-wide medium criticality projects. Consistently applies PMBOK and IEEE methodology and practices and IT Project Oversight Framework. Duties include facilitating communication, metric collection, risk analysis, root cause analysis and risk aversion through process value add. Addresses Federal and State IPO and IV&V requirements. Meets regularly with IPO/IV&V consultants on project status. Communicates project risks and mitigation/contingency plans to CDSS Project Sponsor, OSI, Control Agencies, and external stakeholders.</p> <p>Assists the Business Unit with their identification of training and development requirements for business unit personnel. Presents findings, and works with Business Team Leader, OSI Project Director and other project staff. Participates in the design and implementation of training and development initiatives that will continuously upgrade the skills and capabilities of personnel in business units.</p>

FSR Positions	SPR Positions
<p data-bbox="457 293 716 321">Position from BCP</p>	<p data-bbox="1146 293 1839 391">Procurement & Acquisition Analyst (OSI-ACSD) (Senior Information Systems Analyst) 1.0 position</p> <p data-bbox="1045 459 1938 623">As an ACSD technical expert for competitive procurements, direct and process the most complex IT competitive procurements. Verify use of most appropriate competitive procurement vehicle by Projects including Request for Quotations, Invitations for Bids, and Requests for Proposals (RFP).</p> <p data-bbox="1045 659 1938 857">Responsible for the analysis and preparation of the most complex IT bid documents that are politically sensitive and of major technological and/or economic impact to OSI Projects and customer departments. Coordinate competitive procurement requests with the Department of General Services (DGS) and the Projects including review and recommend approval/denial for all IT Procurement Plans.</p> <p data-bbox="1045 893 1938 1224">Assist the projects with conducting Market Research, coordinate vendor communication as approved by DGS, release Requests for Information/Interest, and verify documents posted on the California State Contracts Register. Provide leadership in the creation of solicitation documents; negotiate contract language and oversee bid evaluation and preparation of the Evaluation and Selection Report and Notification of Intent to Award. Assist OSI management and DGS with protests filed by an unsuccessful bidder. Lead development and approval of all Non-Competitive Bids (NCBs) and NCB amendments.</p> <p data-bbox="1045 1260 1892 1393">Provide leadership and clarification on procurement policies and procedures to the Project Procurement Leads and OSI management. Responsible for establishing and implementing policies and procedures for OSI relative to competitive</p>

FSR Positions	SPR Positions
	<p>procurements. Participate in the ACSD Workgroup which includes Acquisition Center staff and Project Procurement Leads. The Workgroup create, update, and retire policies, procedures, specific language and templates used for competitive procurements including RFP sections, contract language, evaluation criteria and technical requirements. Keep apprised of any changes to competitive procurement laws and regulations and implement those changes in OSI policies and procedures.</p> <p>Meet regularly with Project Procurement Leads to document future workload and the complexity of forthcoming competitive procurements. Communicate IT industry and IT procurement trends to OSI staff and vendors. Maintain an awareness of all Projects' procurements to anticipate the need for making changes to competitive procurement processes.</p> <p>Attend Project review meetings to remain abreast of competitive procurement activities. Provide regular training to Project Procurement Leads and OSI management on competitive procurement policies and procedures.</p>