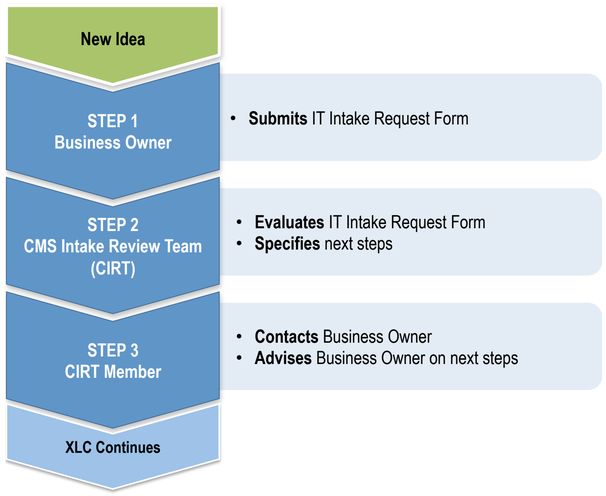
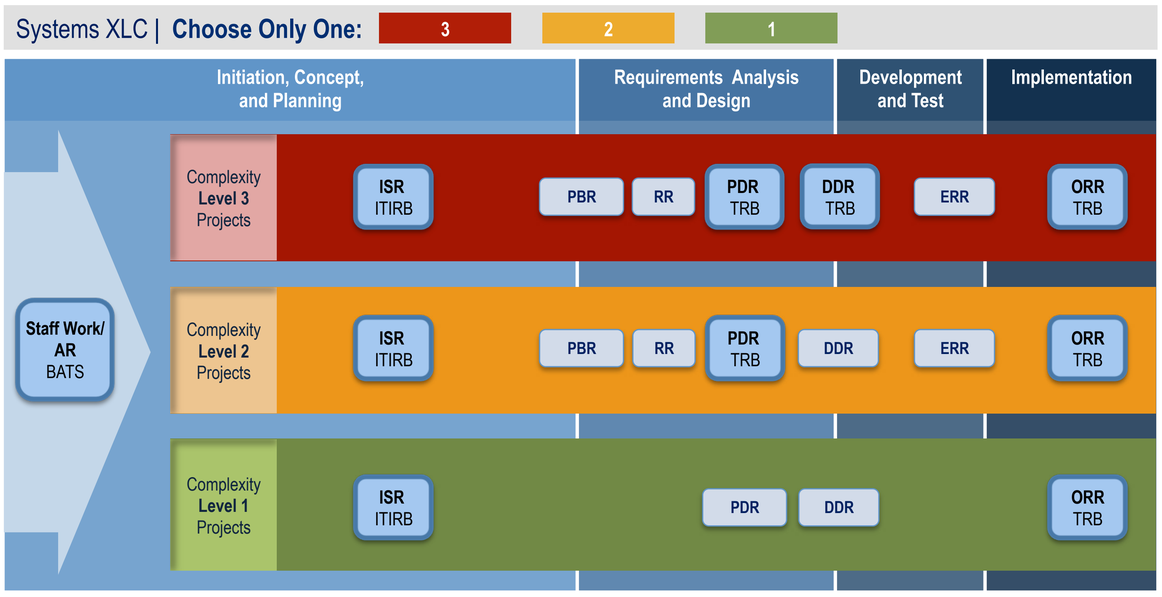
The **CMS Expedited Life Cycle (XLC)** model offers a simplified Information Technology (IT) oversight framework to help CMS IT Project Managers, Business Owners, critical partners, and other stakeholders establish necessary reviews / artifacts for IT project oversight based on the project's risk. XLC includes three tailored options to accommodate IT projects of varying complexity and risk. **The primary purpose of these XLC options is to balance speed and oversight in a manner appropriate to the complexity and risk associated with a particular IT project.**

1 • Starting a project



2 • Tailored system development levels based on project complexity



Review Types

- **Governance Review Board**
- **Integrated Project Team / Independent Assessment Team Review**

Board Acronyms

- **BATS** Business Architecture and Technology Solutions
- **ITIRB** IT Investment Review Board
- **TRB** Technical Review Board

Review Acronyms

- **AR** Architecture Review
- **ISR** Investment Selection Review
- **PBR** Project Baseline Review
- **RR** Requirements Review
- **PDR** Preliminary Design Review
- **DDR** Detailed Design Review
- **ERR** Environment Readiness Review
- **ORR** Operational Readiness Review

Project Complexity Levels

The XLC model provides a streamlined approach to project oversight and execution. XLC is a tailored approach to project execution and governance based on project risk. This model promotes agility, effective review of projects, and establishing appropriate oversight earlier on in the process.

Project risk is assessed and one of three project complexity levels assigned: Complexity Level 1, Complexity Level 2, or Complexity Level 3. The XLC varies the number of reviews depending on the project's risk.

For each Complexity Level there are:

- **Governance Board Reviews**: These reviews are conducted by CMS governance bodies and include relevant stakeholders.
- **Integrated Project Team (IPT) /Independent Assessment Team (IAT) Reviews**: These reviews are conducted by the IPT/IAT with the relevant stakeholders. The IPT may engage members of the governance boards for these reviews.

A **Project Process Agreement (PPA)** establishes a common understanding between all stakeholders on which reviews will be conducted, which artifacts are appropriate, and which tests will be performed.

The XLC provides Business Owners and IT Project Managers the option to pick one of three tailored XLC oversight options to manage project risk and complexity. This approach offers stakeholders the ability to establish appropriate rigor and oversight. The following definitions and decision criteria are used as a starting point to determine the level of complexity associated with a project as well as the appropriate system development XLC option for that project.

- **Complexity Level 1 Projects:** Applies to minor changes to existing services, systems, and/or environments that do not affect the state of any security controls or requirements.
- **Complexity Level 2 Projects:** Applies to an isolated/minor/incremental change with minimal impact to existing systems that does not significantly affect the state of any security controls or requirements.
- **Complexity Level 3 Projects:** Applies to a new, one-of-a-kind design and development effort to support enterprise, center or department specific IT solution or a project for a system that has or will have significant security and risk implications. This effort could be an initial, major development, modernization, or enhancement effort and requires project teams to document detailed requirements, design, and technical solution specifications.

3 • Overview of Project Artifacts & Reviews

The complexity level of the project will determine which artifacts are mandatory and/or recommended.

PHASES	Initiation	Concept	Planning	Requirements Analysis	Design	Development	Testing	Implementation	Operations & Maintenance	
REVIEWS	*AR*	*ISR*	*PBR*	*RR*	*PDR-DDR*	*ERR1 (VRR)*	*ERR2 ERR3 (IRR, PRR)*	*ORR*	*PIR/ AOA*	*DR*
ARTIFACTS										
Project Process Agreement		P/B								
Project Charter		P/F								
Project Management Plan			P/F							
Project Schedule			B	I	I	I	I	F		
Risk Register			P	I	I	I	I	F		
Issues List			P	I	I	I	I	F		
Action Items			P	I	I	I	I	F		
Decision Log			P	I	I	I	I	F		
Lessons Learned Log			P	I	I	I	I	F		
Project Closeout Report									P/F	
Information Security Risk Assessment		P	I	I	I	I	F		U	
System Security Plan		P	I	I	I	I	F		U	
Privacy Impact Assessment		P	I	I	I	I	F		U	
Contingency Plan		P	I	I	I	I	I	I	F	
Contingency Plan Test							P/F		U	
Security Assessment							P/F		U	
Authorization Package							P/F		U	
Plan of Action & Milestones								P/F		
CMS CIO-Issued Authority to Operate								P/F		
Security Monitoring Reports									P/F	
IT Intake Request Form	P/F									
Enterprise Architecture Analysis Artifacts	P	I	F							
Business Case		P/F								
Requirements Document		P	I	B						
High-Level Technical Design		P/F								
Section 508 Assessment Package		P	I	I	I	I	I	F		
Logical Data Model			P	F						
Release Plan			P	I	F					
System of Records Notice				P	F					
Test Plan				P	I	B				
System Design Document					P/B					
Database Design Document					P	F				
Physical Database/Model					P/F					
Interface Control Document					P/B					
Data Use Agreement					P	I	I	F		
Test Case Specification					P	F				
Data Conversion Plan					P	F				
Computer Match Agreement/Interagency Agreement					P/F					
Implementation Plan					P	I	I	F		
User Manual					P	I	I	F		
Operations & Maintenance Manual					P	I	I	F		
Business Product/Code						P/B				
Version Description Document						P	B			
Training Plan						P/F				
Test Summary Report							P	F		
Training Artifacts							P	F		
System Disposition Plan									P/F	
Post Implementation Report									P/F	
Annual Operational Analysis Report									P/F	
Disposition Closeout Certificate										P/F

Artifacts are completed per the Project Process Agreement

Project Management Artifacts
Security Artifacts
Systems Development Artifacts

B – Baseline
F – Final
I – Interim
P – Preliminary
U – Update Yearly

XLC CMS eXpedited Life Cycle process