



VoteCal
Statewide Voter Registration System
Project

Master
Project Management Plan

Version 1.2

October 2010

REVISION HISTORY

REVISION #	DATE OF RELEASE	OWNER	SUMMARY OF CHANGES
0.1	3/12/2009	Linda Wasik	Initial Draft
0.2	06/03/2009	Linda Wasik	Revisions per Catalyst Solution
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1.1	3/18/2010	Fred Wood	Final Team updates added.
1.2	10/19/2010	NA	Removed references to former SI Vendor and replaced with Contractor where appropriate.

APPROVAL SIGNATURES

Project Name: VoteCal Statewide Voter Registration System

Document Name: Project Management Plan

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1. OVERVIEW

1.1 BACKGROUND

Section 303 of the Help America Vote Act (HAVA) of 2002 (Public Law 107-22, 107th Congress) mandates that each state implement a uniform, centralized, interactive, computerized voter registration database that is defined, maintained and administered at the state level. This database must contain the name and registration information of every registered voter in the state. This system will constitute the official record of all registered voters. The state database must serve as the single system for storing and managing the official list of registered voters in the state. This project must provide a functional interface for counties, which are charged with conducting elections, to access and update the voter registration data. The project may also entail remediation of existing county election management systems (EMS) so they can share data with the VoteCal database. Collectively, this functionality is the Statewide Voter Registration System Project, commonly known as VoteCal.

This VoteCal Project must be able to electronically receive information from state departments necessary for voter identification and list maintenance purposes. In California, those departments are: the Department of Motor Vehicles (DMV) for verification of voter identification and voter registration updates in accordance with the National Voter Registration Act (NVRA); California Department of Public Health (CDPH) for death record data, and the California Department of Corrections and Rehabilitation (CDCR) for data to identify citizens who are ineligible to vote by reason of felony conviction and sentencing.

The current system, known as Calvoter I, was augmented in 2005 with a series of external automated processes to achieve interim HAVA compliance as required by agreement with the United States Department of Justice (USDOJ) to avoid possible enforcement action over the state's potential failure to meet HAVA voter registration database requirements by the statutorily imposed January 1, 2006 deadline. Compliance was attained through some system modifications (for example, flags identifying that certain actions have been taken on a particular record) but was predominantly achieved through regulations. The agreement with USDOJ requires implementation of a fully compliant system.

Although the interim enhancements were completed within the required timeframe and agreed to by the USDOJ, the system does not fully comply with all of the HAVA requirements. For instance, the current system cannot meet HAVA general system requirements, list maintenance requirements, or registrant data verification requirements. The existing system also has several technical issues that must be addressed.

1.2 PURPOSE

The purpose of the Master Project Management Plan (PMP) is to describe how the VoteCal Project will be planned, executed, monitored, controlled, and closed. It is a working guide on how to manage and control the activities of the project, the

prime contractor, and other supporting organizations throughout the lifecycle of the project.

1.3 SCOPE

The PMP documents the project scope and deliverables, the overall timeline and required resources, the organization that will deliver the project, and how project management responsibilities are divided between VoteCal project management within the office of the Secretary of State (SOS) and the Contractor project management team. It also documents the processes and methodologies that the VoteCal Project Manager (PM) will use to control and monitor the project.

The plan will refer to other plans, that when taken together, define how all aspects of the project will be managed. Those plans include:

- Communication Management
- Contract Management
- Budget
- Staffing
- Change Management
- Schedule
- Quality Management
- Risks
- Issues

1.4 GLOSSARY AND ACRONYMS

The VoteCal Project Glossary comprises project-specific terms and acronyms and is maintained in the VoteCal project library at the following location:

..\..\Reference\VoteCal Project Glossary\Current Approved\VoteCal Project Glossary v1.0 20091204.doc

1.5 DOCUMENT MAINTENANCE

The VoteCal PM will review this document at the beginning of each project phase and update it as needed throughout the project life cycle. When changes are made, the document reviser will update this document's revision history log with an updated version number as well as the date, the owner making the change, and a change description.

All versions of this document will be maintained throughout the life of the project in the Project Library and can be found at:

..\..\..\VoteCal

The team will use Microsoft Office 2003 applications to manage the project, except for MS Project 2007.

1.6 REFERENCES

The following documents were used as reference documents when creating the PMP:

- Project Management Institute Project Management Book of Knowledge (PMBOK 4th edition)
- Office of Systems Integration Master Project Plan Template
- VoteCal Feasibility Study Report, March 2006
- VoteCal Statewide Voter Registration System Request for Proposal RFP SOS 0890-46
- VoteCal Issue Management Plan
- VoteCal Change Management Plan
- VoteCal Risk Management Plan
- Special Project Report, June 2009

2. PROJECT PLANNING

2.1 PROJECT MANAGEMENT METHODOLOGY

The SOS has adopted the state's (previously Department of Finance's) Project Management Methodology as its standard, as was described in Section 200 of the Statewide Information Management Manual (SIMM) in March 2006 when the project was approved. The methodology also reflects industry-standard processes described in the Project Management Body of Knowledge (PMBOK). To the degree that the OCIO changed the methodology that was in place in March 2006 when the SPR was approved, the SOS and OCIO have agreed that the SOS may manage the project with the previous methodology.

2.2 PROJECT MANAGEMENT TEAMS

The VoteCal Project Management Team comprises the VoteCal PM, two subject matter experts (SMEs) from the Elections Division, and two SMEs from the Information Technology Division (ITD). This Project Management Team makes decisions based on their subject matter expertise that enable the VoteCal PM to plan, manage, and oversee the day-to-day activities of the VoteCal implementation.

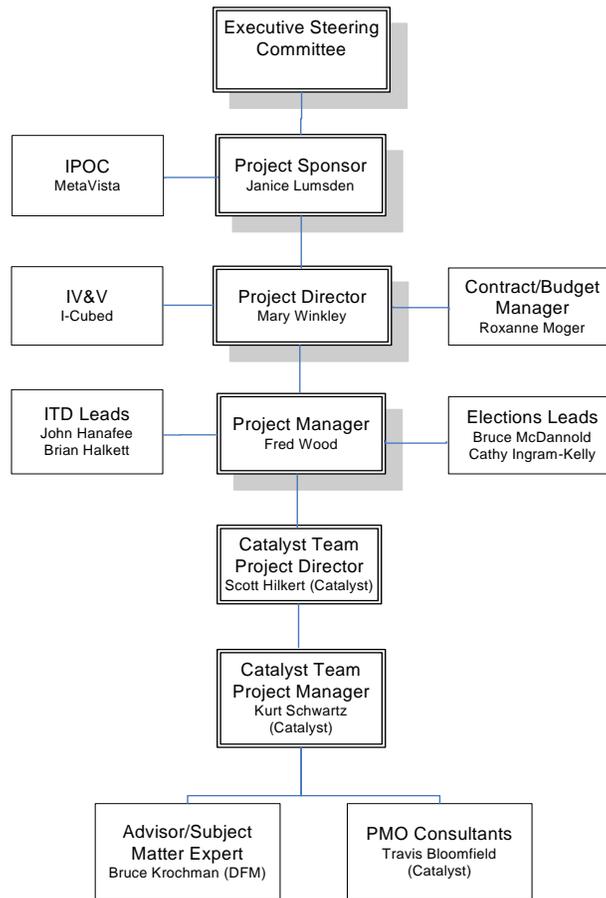
Specific roles and responsibilities for the members of the entire Project Team, from the Executive Steering Committee through to the System Integrator, are further defined in the Project Charter.

The VoteCal PM leads a daily team meeting with the Project Management Team made up of the ITD and Elections SMEs in which decisions are made. This team also represents both the Issue and Risk Management Teams. Criteria for decision-making on risks and issues are identified in those respective plans. Should this team not have the authority to make a decision, the VoteCal PM will raise the issue or risk to the VoteCal Project Director.

The VoteCal PM leads bi-weekly team meetings with a larger team that includes other SOS functions with an interest in the project such as procurement, HAVA Coordinator, Communication Lead, Contract Management Lead, VoteCal Project Director, Project Assistant, independent verification and validation (IV&V), and independent project oversight contractor (IPOC). The purpose of these meetings is to update the entire team on emerging issues, resolve outstanding issues from these team members, and to identify risks and issues that need to be analyzed.

The VoteCal PM is responsible for working with and overseeing the System Integration (SI) Contractor PM in the management of the Contractor's deliverables and schedule. The VoteCal PM is also responsible for managing the EMS Contractors, SOS' contractors (including the IV&V, Technical Architect, Quality Assurance Manager, Security Auditor, and Project Assistant) and working with the county elections officials on the project to ensure the work these team members need to accomplish are completed in a timely manner. The VoteCal PM will be held accountable for the management of the project and has access to these and other resources he or she needs to make it successful.

The Organization Chart in Figure 1 shows the relationship between the SOS and Contractor project teams. The VoteCal PM oversees the Contractor's efforts toward deployment, but does not manage these efforts. Contractor's PM is responsible for ensuring the Contractor team does all it needs to do to deploy VoteCal on time. The two PMs work together and stay in continuous communication about activities and schedule, along with resource allocation in an effort to deploy VoteCal on time.

Figure 1. Project Team

Roles that each PMO Team has that are the same:

- Requirements Manager
- QA/QC
- Schedule Manager
- Issues Manager
- Configuration Manager
- Risk Manager

2.3 SCOPE MANAGEMENT

2.3.1 Scope Statement

The scope of the VoteCal Project, as defined in the approved Feasibility Study Report (FSR) and restated in the latest Special Project Report (SPR) submitted in June 2009, is the implementation of a statewide voter

registration system that will meet federal HAVA mandates and functionality requirements defined by the SOS in its published Request for Proposals (RFP).

The VoteCal Project will provide the SOS with a system that contains the registration information of every registered voter (both active and inactive) in the state.

The VoteCal Project does not include responsibilities outside registration – such as candidate filings, polling place management, election worker management, District and Precinct assignments, and other non-registration election-related activities undertaken by county Registrar of Voters and their staff.

The scope of this project includes the following, some of which have been completed:

- Develop the Request for Proposal (RFP), the Information Technology Procurement Plan (ITPP), and any Special Project Reports (SPR) to procure and contract with a SI Contractor to develop, integrate, deploy, and support the proposed solution.
- Develop the Request for Offers (RFO) to procure and contract for external services (e.g., project management, procurement assistance, IPOC, and IV&V, and technical architect, security auditor, and quality assurance).
- Develop the VoteCal application in coordination with counties and their election management system (EMS) Contractors.
- Develop interfaces to other State agencies (DMV, CDPH, CDCR, and EDD) to collect data that supports registration verification and list maintenance requirements.
- Enable EMS' to remediate their systems to interface with the VoteCal system.
- Facilitate the migration of counties, as necessary, off their existing EMS to a remediated or soon-to-be remediated EMS.
- Convert and integrate voter registration and related data from the 58 counties' databases into the single, uniform statewide VoteCal database. Deploy VoteCal system to county elections officials' offices.
- Provide training to users on the VoteCal system.
- Provide help desk services to users.
- Prepare Post Implementation Evaluation Report.

2.3.2 Scope Management

The key to the control of project scope will be scheduled reviews and status meetings with the contractor, Project Team, stakeholders and Executive Steering Committee. This will include phase and deliverable reviews by IV&V and SOS stakeholders and subject matter experts.

Contractor scope is detailed in the VoteCal RFP, and will be confirmed and baselined during the Project Initiation and Planning Phase, during which the Contractor will create Deliverable Expectation Documents

(DEDs) to document deliverable content, format, and acceptance criteria for the first phase.

Finally, the Change Control process defined in the VoteCal Change Management Plan defines the formal process for assessing, tracking, and effecting changes to the original scope, schedule, or budget for the VoteCal Project.

2.3.3 Work Breakdown Structure

The overall VoteCal Project is divided into seven phases that are defined in the approved SPR. The project will be implemented in the following phases and associated dates, described in more detail below:

- Phase I - Project Initiation and Planning (9/8/2009 – 12/11/2009)
 - VoteCal System PMP and Schedule – D1.1
 - Communications Plan – D1.2
 - Quality Assurance Plan – D1.3
 - VoteCal Software Version Control and System Configuration Management Plan – D1.4
 - VoteCal System Issue Management Plan – D1.7
 - VoteCal System Change Control Plan – D1.6
 - VoteCal System Risk Management Plan – D1.5
 - VoteCal System Organizational Change Management Plan – D1.8
 - VoteCal Requirements Traceability Matrix & Gap Analysis Plan – D1.9
 - VoteCal System Project Kick-Off Meeting – D1.10

- Phase II - Design (10/21/2009 - 07/13/2010)
 - VoteCal System Requirements Specification – D2.1
 - VoteCal System Functional Specification – D2.2
 - VoteCal System Detailed System Design Specifications – D2.3
 - VoteCal System Standard Report Specifications – D2.4
 - VoteCal System County EMS System Integration and Data Exchange Specifications Document – D2.5
 - VoteCal System Detailed Requirements Traceability Matrix – D2.6
 - VoteCal System Technical Architecture Documentation – D2.7
 - VoteCal System Data Model and Data Dictionary – D2.8
 - VoteCal System Data Conversion and Data Integration Plan D2.9
 - VoteCal System Training Plan – D2.10
 - Ongoing Project Tasks – D0.1 - 0.7

- Phase III - Development (3/11/2010 - 3/23/2011)
 - VoteCal System Technical Environments Certification Report – D3.1

- VoteCal System Test Plan – D3.2
 - Acceptance Test Plan for Certification of County EMS System Conversion and Compliance – D3.3
 - VoteCal System Organizational Change Management Plan Updated – D3.4
 - VoteCal System Implementation and Deployment Plan – D3.5
 - VoteCal System Delivery of Source Code and Source Code Reviews – D3.6
- Phase IV - Testing (9/8/2010 – 4/26/2011)
- VoteCal System Pilot County Data Conversion Completion and Report D4.1
 - VoteCal System Acceptance Test Completion, Results and Defect Resolution Report – D4.2
 - VoteCal System Documentation – D4.3
- Phase V - Pilot Deployment and Testing (1/11/2011 - 10/12/2011)
- VoteCal System Staff and IT Training Materials and Training Completed for the Pilot County Staff – D5.1
 - Pilot Testing through Live Election Cycle and Provide Pilot Results Report – D5.2
 - Updated System, Documentation and Training Materials – D5.3
 - Revised/Updated System Deployment Plan – D5.4
- Phase VI - Deployment and Cutover (6/23/2011 – 2/7/2012)
- VoteCal System County Elections Officials Training – D6.1
 - Updated Training of the SOS Staff – D6.2
 - VoteCal System Level 1 Help Desk Policies and Procedures – D6.3
 - VoteCal System remaining County Data Conversion and Testing for compliance and successful integration – D6.4
 - VoteCal System Final Deployment Report – D6.5
- Phase VII - First-Year Operations and Closeout (8/10/2011 – 12/27/2012)
- Monthly Operations Support and Performance Reports for one year
 - VoteCal System Final Documentation
 - Final SOS System Acceptance Sign-Off

A detailed work breakdown structure (WBS) in the Contractor's Final Proposal was created and will be updated in Phase I of the project by the Contractor and SOS PMs.

The baseline and updated WBS can be found in the Project Library in the Contractor's PMP, Appendix A.

Previous versions of the WBS will be maintained as project artifacts for historical purposes.

2.3.4 Formal Acceptance of Scope

The approval of the VoteCal Project Charter, last updated December 1, 2009, and the VoteCal Feasibility Study Report (FSR), dated March 20, 2006 constitute formal acceptance of the project scope by the SOS.

2.4 SCHEDULE MANAGEMENT

The Contractor's WBS identifies the project activities and dependencies and is used to create the detailed project schedule, using MS Project 2007 to determine critical path. The baseline schedule was presented in the Special Project Report of June 2009. A high level schedule is provided in the Project Charter. The project delivery schedule will be rebaselined upon contract execution with Contractor, and as frequently as the VoteCal PM determines is necessary, but no less often than when the schedule varies by 10% or more from the previous version.

The VoteCal PM will update VoteCal schedule every week. The PM will report variances in a weekly report to the VoteCal Project Director.

The VoteCal PM will actively manage the deliverables and activities of the VoteCal Project Team in accordance with the VoteCal Project Schedule in MS Project. The VoteCal PM will also track delivery of the Contractor's deliverables. Timelines will be discussed via:

- Weekly SOS and Contractor project team meetings
- Weekly project status meetings between SOS and Contractor PMs and PDs
- Monthly project status meetings between SOS and Contractor PMs, PDs and Contractor Chief Executive Officer
- Weekly written status reports from the Contractor PM
- Monthly written project status reports from Contractor PM
- Independent verification of Contractor deliverables from the IV&V team.
- Issue, risk, and change management processes as defined in the VoteCal Issue, Risk, and Change Management Plans.

In addition, the SI Contractor has provided a Schedule Management Plan (within the D1.1 PMP) for their deliverables in accordance with schedule management requirements in the RFP.

2.5 COST MANAGEMENT

Project costs will be managed and tracked throughout the life of the project to ensure compliance with federal guidelines for use of HAVA funds, state spending requirements and the terms of project approval. Overall responsibility for project Cost Management is assigned to the VoteCal Project Director.

The VoteCal Project Management Office (PMO) staff will maintain real-time records of all spending actions that will allow the identification of encumbered and

paid costs by fiscal year as defined in the approved project SPR. The Contract/Budget Manager is responsible for projecting contracted costs based on actual and future projected expenditures for the entire project and providing that information to the PMO and Project Director 10 days after the end of each month.

The VoteCal Project Director will report monthly expenditures and projections to the VoteCal Project Sponsor along with any request to exceed, as needed, the level of spending approved in the project, if greater than five percent of the project estimate. The VoteCal Project Director will provide monthly fiscal reports to the VoteCal PM.

All redirected project staff and contractors on a time and materials basis will maintain timesheets with sufficient detail to identify time spent on activities that are to be reimbursed by HAVA funds. Timesheets for Contractors on a fixed-price contract are also due, but they are not required to capture number of hours spent on activities. Timesheets for contractors will be collected by the Contract Manager for signature by the Project Director and returned for submission with the invoice, which is then approved by both the VoteCal Project Director and SOS HAVA Coordinator. The Contract Manager shall retain these for auditing purposes.

2.6 QUALITY MANAGEMENT

In order to ensure that the project meets identified business and technical objectives and requirements, SOS will develop a Quality Assurance Plan. The plan will have the following elements:

- Measurable objectives
- User acceptance testing plan
- Regularly scheduled audits/reviews of key tasks
- Software development lifecycle
- Identification of quality assurance responsibilities
- Distinguish between QA and IV&V responsibilities

In addition, the Contractor has provided a Quality Assurance Plan for their deliverables in accordance with quality planning requirements in the RFP.

2.7 STAFF MANAGEMENT

Refer to Section 2.13, Figure 2 below for specific VoteCal Management structure. Timely staff member acquisition, training, and post-project transition are the responsibilities of appropriate Division Chief based on an agreed upon plan, and with the assistance of the VoteCal PM. The timing of the hiring of staff is based on the project schedule and therefore determined by the VoteCal PM.

The Contractor PMP describes the SOS staff that they assume will be required for deployment, training, and operation of the VoteCal system. The SOS management will use the list of required personnel supplied by the Contractor, and supplement with the management and oversight structure defined in the VoteCal Project Charter and this VoteCal PMP document. The SI Contractor was made aware of the limited SOS resources available for the project.

2.8 RISK MANAGEMENT

Refer to the VoteCal Risk Management Plan.

2.9 COMMUNICATIONS MANAGEMENT

Refer to the VoteCal Communication Management Plan.

2.10 CONFIGURATION MANAGEMENT

The Contractor developed and SOS approved a Software Version Control and System Configuration Management Plan for Contractor's deliverables in accordance with quality planning requirements in the RFP. The Plan describes how system deliverables are baselined, defined, maintained, and managed. Both Contractor and SOS will use this plan to manage configuration changes.

2.11 CONTRACT MANAGEMENT

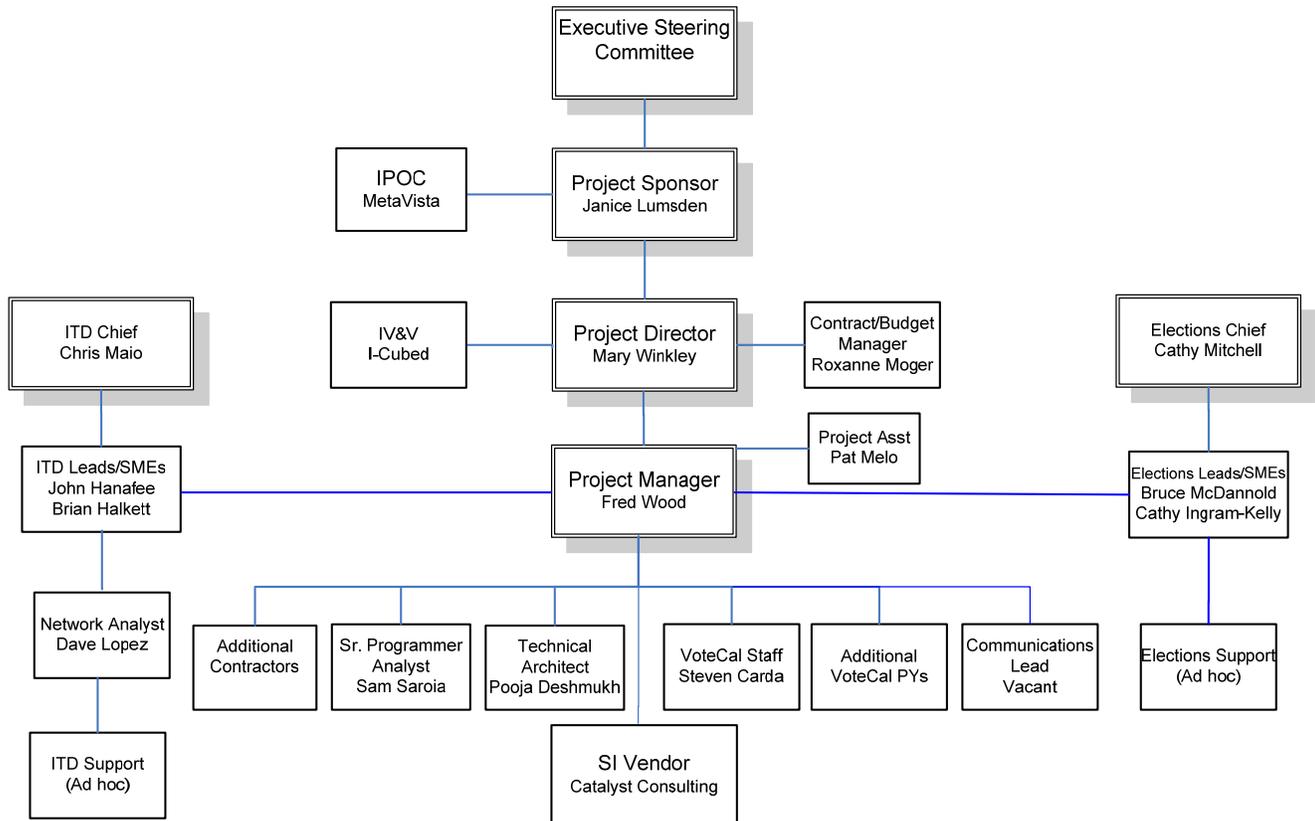
Refer to the VoteCal Contract Management Plan.

2.12 ISSUE MANAGEMENT

Refer to the VoteCal Issue Management Plan.

2.13 VOTE CAL PROJECT ORGANIZATIONAL STRUCTURE

The VoteCal project organizational and reporting structure is shown in Figure 2. Not shown in the organization structure, but critical to the success of VoteCal is stakeholder participation. Stakeholders and their roles and responsibilities are defined in the Project Charter.

Figure 2. VoteCal Project Organizational Chart

2.14 PROJECT ASSUMPTIONS AND CONSTRAINTS

The following assumptions were identified in the development of this plan:

- An SI Contractor will be selected that can support and maintain the new system after implementation.
- SOS resources (identified in the Project Charter) will be supplemented by additional staff positions and contract services for both one-time and ongoing activities.
- The Office of Technology Services (previously Department of Technology Services) facilities will be used to house the back-up VoteCal System; SOS will house the primary system. The SOS will own the system and the SI Contractor will wholly support the system.
- The functionality of the proposed system must meet HAVA legal mandates.
- A project timeline will be baselined only after contract award and SPR approval
- The proposed VoteCal solution will replace at least all existing Calvoter functionality.
- The existing wide area network will be upgraded to support the requirements of the VoteCal system.

- The current county and SOS desktop hardware and software environment appears adequate to support VoteCal system requirements. If they are not adequate the SI Contractor will propose equipment to replace or upgrade existing equipment.
- Technical staff and end users will receive training to support the new VoteCal system.
- The project will adhere to a strict schedule in which all milestones must be met.
- Reviewers will review and provide feedback on all project deliverables by expressed deadlines.
- Problem/issue resolution will be handled on a timely basis.
- Proactive risk management strategies will be employed to minimize risk and ensure completion of the project on schedule.
- All Contractor contracts and procurements will be accomplished within planned time lines.

3. PROJECT EXECUTION

3.1 PROJECT MANAGEMENT PLAN EXECUTION

The Project Management Plan will be executed throughout the project through the established processes and procedures documented in the various management plans developed by the VoteCal PM and the VoteCal SI Contractor. The VoteCal PM is responsible for monitoring the execution of the plan and will use status meetings, reports, and project metrics to ensure that the project management plan is being executed.

The following meetings and reports will be used at a minimum to ensure proper execution of this plan:

- Weekly Project Status Meetings
- Change Control Meetings
- Monthly Status Reports
- Monthly Issue Management Meetings
- Monthly Risk Management Meetings

3.2 INFORMATION DISTRIBUTION

The VoteCal Communication Management Plan describes how the information distribution will be executed for the project. In addition, the VoteCal Communication Management Plan identifies the various project records and describes how these items will be accessed and maintained.

3.3 SYSTEM AND APPLICATION DEVELOPMENT

The SI Contractor for the VoteCal Project will accomplish all System and Application Development as required to meet the requirements of the VoteCal RFP. The Contractor's implementation processes and deliverables are described in the VoteCal Statewide Voter Registration System Final Proposal.

Verification of the deliverables will be described in the VoteCal Quality Plan, and in deliverables of the IV&V consultant.

4. PROJECT CONTROL

4.1 INTEGRATED CHANGE CONTROL

The processes and procedures for integrated change control (reviewing all change requests, approving changes, and managing changes to deliverables, organizational process assets, project documents, and the project management plan) are described in the VoteCal Change Management Plan.

The Change Management Plan identifies triggers that necessitate a decision by the Executive Steering Committee as to whether to progress with the project. These include the ending of a phase or a request for a change in scope, schedule, or budget that could trigger the need for a Special Project Report.

4.2 SCOPE CHANGE CONTROL

Refer to the VoteCal Change Management Plan.

4.3 SCHEDULE CONTROL

The VoteCal PM will actively monitor, track, and control the scheduled activities of the VoteCal Project Team in accordance with the VoteCal Project Timeline in MS Project. He or she will also manage the timelines and deliverables of the Contractor. Timelines will be managed via:

- Weekly status meetings
- Weekly status reports from the Contractor PM
- Independent verification of Contractor deliverables from the IV&V team.
- Issue, risk, and change management as defined in the VoteCal Issue, Risk, and Change Management Plans.

4.4 PERFORMANCE REPORTING

Collection and distribution of progress and performance reports are the responsibility of the VoteCal PM and will be accomplished via:

- Weekly status reports received from the Contractor PM, and issues escalated from the Contractor as they arise.
- Weekly progress reports from SOS Team Members on their deliverables
- Periodic project reports delivered in accordance with the VoteCal PMP.

The VoteCal Quality Assurance Plan will identify performance metrics and targets. Information will be collected to evaluate performance against these targets and reported weekly to the Project Director.

5. UNANTICIPATED TASKS

As the project evolves, items may arise which would cause unanticipated tasks or costs. The processes for handling these items are addressed in the VoteCal Issue Management Plan, the VoteCal Risk Management Plan and VoteCal Budget Management Plan.

6. PROJECT SCHEDULE

The high-level milestone schedule is provided in Section 2.33. The detailed project schedule will be defined in an MS Project file to be baselined after contract award.

7. PHASE CLOSE-OUT AND LESSONS LEARNED

7.1 CONDUCTING FORMAL LESSONS LEARNED

Lessons learned will be conducted at the end of each phase. This information will be evaluated and the project management activities will be adjusted appropriately. Additionally the VoteCal PM will conduct a formal Lessons Learned session with project stakeholders and major project participants, and deliver a report on findings to the VoteCal Project Director that will be input for the PIER.

7.2 CONTRACT CLOSE OUT

This process is described in the VoteCal Contract Management Plan.

7.3 ADMINISTRATIVE CLOSURE

The VoteCal PM will ensure that the following project closure activities are included in the overall project plan:

- Financial Closure and Audit – completing and terminating the financial and budgetary aspects of the project being performed.
- Archiving- creating and storing a hard and/or soft copy of all documentation related to the project; ensuring that all project and system deliverables and components are configured and baselined according to the VoteCal Configuration Plan.
- Personnel and Facilities – reassignment and reallocation of personnel and equipment that have been used during the project, as needed.