



**Special Project Report for
Statewide Voter Registration Database
(VoteCal)**

Provided by Secretary of State

**Final August 3, 2010
Project # 0890-46**

TABLE OF CONTENTS

1.0	EXECUTIVE APPROVAL TRANSMITTAL.....	1
2.0	UPDATED IT PROJECT SUMMARY PACKAGE	2
3.0	PROPOSED PROJECT CHANGE	9
3.1	Project Background	9
3.2	Project Status	10
3.3	Reason for Proposed Change	13
3.4	Proposed Project Change	13
3.5	Impact of the Proposed Change on the Project.....	13
3.6	Feasible Alternatives Considered.....	14
3.7	Implementation Plan.....	15
4.0	UPDATED PROJECT MANAGEMENT PLAN	15
4.1	Project Manager Qualifications.....	15
4.2	Project Management Methodology.....	15
4.3	Project Organization	16
4.4	Project Priorities	20
4.5	Project Plan	20
4.6	Project Monitoring.....	22
4.7	Project Quality	22
4.8	Change Management	22
4.9	Authorization Required	22
5.0	UPDATED RISK MANAGEMENT PLAN.....	22
5.1	Risk Management Log.....	22
5.2	Risk Tracking and Control	24
6.0	ECONOMIC ANALYSIS WORKSHEETS	25

Information Technology Project Request



**Special Project Report
Executive Approval Transmittal**

Department Name			
Secretary of State			
Project Title (maximum of 75 characters)			Project Acronym
Statewide Voter Registration Database			VoteCal
FSR Project ID	FSR Approval Date	Department Priority	Agency Priority
0890-46	3/26/06	1	1

I am submitting the attached Special Project Report (SPR) in support of our request for the Office of the State Chief Information Officer'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).

APPROVAL SIGNATURES	
Chief Information Officer	Date Signed
	8/3/10
Printed name: Mary Winkley	
Budget Officer	Date Signed
	8/3/2010
Printed name: Linda Arviso-Hunt	
Department Director	Date Signed
	8-3-10
Printed name: Eyan Goldberg for Secretary Bowen	
Agency Chief Information Officer	Date Signed
	8/3/10
Printed name:	
Agency Secretary	Date Signed
Printed name:	

INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE
SECTION A: EXECUTIVE SUMMARY

1.	Submittal Date	July 19, 2010
----	----------------	---------------

2.	Type of Document	FSR	SPR	PSP Only	Other:
	Project Number		X		
		0890-46			

3.	Project Title	VoteCal Statewide Voter Registration System Project	Estimated Project Dates	
	Project Acronym	VoteCal	Start	End
			08/03/06	05/31/15

Submitting Department	Secretary of State
Reporting Agency	

Project Objectives
<p>Program objectives for the VoteCal Project include:</p> <ul style="list-style-type: none"> - Comply with 100% of the Help America Vote Act (HAVA) voter registration system requirements

8.	Major Milestones	Est. Complete Date
	Planning Phase – Phase I	11/30/11
	Design Phase – Phase II	04/30/12
	Development Phase – Phase III	11/30/12
	Test Phase – Phase IV	03/31/13
	Pilot Phase – Phase V	11/30/13
	Deployment – Phase VI	06/30/14
	Maintenance and Operations – Phase VII	05/31/15
	PIER	
	Key Deliverables	
	Design Documents	04/30/12
	Application	11/30/12
	Test Results	03/31/13
	Pilot Deployment	11/30/13
	Complete Deployment	06/30/14
	Maintain the application	05/31/15

INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE
SECTION A: EXECUTIVE SUMMARY

7.	<p>Proposed Solution</p> <p>This Special Project Report (SPR) does not change the approach to the solution from that given in the previous SPR, dated June 23, 2009. It changes only the proposed schedule and budget. Below you will find a description of the solution as proposed in the previously approved SPR.</p> <p>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 legally-registered active or inactive voter in the state. This system constitutes the official record of all registered voters. Unlike the state's current system, the state database must serve as the single system for storing and managing the official list of registered voters in the state.</p> <p>This system must provide a functional interface for county elections officials, who are charged with the actual conduct of elections, to access and update the registration data. Additionally, HAVA mandates the voter registration database system coordinate electronically with the Department of Motor Vehicles (DMV), the California Department of Public Health (CDPH), the Employment Development Department (EDD), and the California Department of Corrections and Rehabilitation (CDCR) for voter identification and list maintenance purposes.</p> <p>The major factors driving the selected HAVA compliance solution were the specific compliance requirements, as understood by the State of California, and the need to minimize disruption to county elections offices business processes. In particular, the requirements for a uniform and centralized database to serve as the official list preclude solutions where information in county systems is simply exported to a central database without list maintenance activities being performed. Enabling county elections officials to continue to use existing EMSs minimize disruption to their staff.</p> <p>The proposed solution addresses both of these major requirements by providing a new central state database (VoteCal) and remediating existing county election management systems (EMS) to serve as the "front end" for maintaining voter registration information in the central system. The solution will permit county users to use their existing (remediated) data entry screen processes while ensuring that voter registration information is maintained in the VoteCal database.</p>
-----------	---

**INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE
SECTION B: PROJECT CONTACTS**

Project #	0890-46
Doc. Type	SPR

Executive Contacts								
	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
Chief Deputy Secretary of State	Evan	Goldberg	916	653-7244		916	651-8295	Evan.goldberg@sos.ca.gov
Elections Division Chief	Jana	Lean	916	653-5144		916	653-3214	Jana.lean@sos.ca.gov
Manager – Fiscal Affairs	Linda	Arviso Hunt	916	653-9445		916	653-8544	Linda.hunt@sos.ca.gov
Chief Information Officer	Mary	Winkley	916	654-8365		916	651-8295	Mary.winkley@sos.ca.gov
Project Sponsor	Janice	Lumsden	916	653-2328		916	653-4795	Janice.lumsden@sos.ca.gov

Direct Contacts								
	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
Doc. prepared by	Mary	Winkley	916	654-8365		916	651-8295	Mary.winkley@sos.ca.gov
Primary contact	Mary	Winkley	916	654-8365		916	651-8295	Mary.winkley@sos.ca.gov
Project Manager	Kerry	Washburn	916	653-3785		916	653-3214	kerry.washburn@sos.ca.gov

INFORMATION TECHNOLOGY PROJECT SUMMARY
SECTION C: PROJECT RELEVANCE TO STATE AND/OR DEPARTMENTAL PLANS

1.	What is the date of your current Operational Recovery Plan (ORP)?	Date	10/2007
2.	What is the date of your current Agency Information Management Strategy (AIMS)?	Date	05/17/2004
3.	For the proposed project, provide the page reference in your current AIMS and/or strategic business plan.	Doc.	AIMS
		Page #	2

Project #	0890-46
Doc. Type	SPR

4.	Is the project reportable to control agencies?	Yes	No
		X	
	If YES, CHECK all that apply:		
	X	a) The project involves a budget action.	
	X	b) 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	c) The estimated total development and acquisition cost exceeds the departmental cost threshold and the project does not meet the criteria of a desktop and mobile computing commodity expenditure (see SAM 4989 – 4989.3).	
		d) The project meets a condition previously imposed by Finance.	

INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE
SECTION F: RISK ASSESSMENT INFORMATION

Project #	0890-46
Doc. Type	SPR

**Budget Augmentation
Required?**

No									
Yes	X								
If YES, indicate fiscal year(s) and associated amount:									
FY	10/11	FY	11/12	F	12/13	FY	13/14	F	14/15
				Y				Y	
\$4,570,988		\$11,635,470			\$14,428,155		\$11,971,646		\$3,745,410

PROJECT COSTS

1.	Fiscal Year	FY 06/07- 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	TOTAL
2.	One-Time Cost	\$ 6,632,108	\$3,611,380	\$10,914,362	\$13,351,164	\$10,225,198	\$ 454,426	\$45,188,638
3.	Continuing Costs	\$ 483,996	\$ 959,608	\$ 721,108	\$1,076,991	\$1,746,448	\$3,290,984	\$ 8,279,135
4.	TOTAL PROJECT BUDGET	\$ 7,116,104	\$4,570,988	\$11,635,470	\$14,428,155	\$11,971,646	\$3,745,410	\$53,467,773

SOURCES OF FUNDING

5.	General Fund							
6.	Redirection							
7.	Reimbursements							
8.	Federal Funds	\$ 7,116,104	\$4,570,988	\$11,635,470	\$14,428,155	\$11,971,646	\$3,745,410	\$53,467,773
9.	Special Funds							
10.	Grant Funds							
11.	Other Funds							
12.	PROJECT BUDGET	\$ 7,116,104	\$4,570,988	\$11,635,470	\$14,428,155	\$11,971,646	\$3,745,410	\$53,467,773

PROJECT FINANCIAL BENEFITS

INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE
SECTION F: RISK ASSESSMENT INFORMATION

13.	Cost Savings/Avoidances	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14.	Revenue Increase	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Vendor Cost for FSR Development (if applicable)	\$ 174,295
Vendor Name	Gartner Consulting

Project #	0890-46
Doc. Type	SPR

VENDOR PROJECT BUDGET

1.	Fiscal Year	FY 06/07-09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	TOTAL
2.	Primary Vendor Budget	\$ 1,869,666	\$ 0	\$ 6,566,440	\$ 7,020,867	\$ 3,680,842	\$ 454,426	\$ 19,592,241
3.	Project Management Budget	\$ 1,002,010	\$ 697,620	\$ 700,000	\$ 750,000	\$ 750,000	\$ 0	\$ 3,899,630
4.	Independent Oversight Budget	\$ 666,289	\$ 38,700	\$ 50,000	\$ 50,000	\$ 50,000	\$ 0	\$ 854,989
5.	IV&V Budget	\$ 592,734	\$ 120,000	\$ 200,000	\$ 200,000	\$ 100,000	\$ 0	\$ 1,212,734
6.	Other Budget	\$ 1,089,488	\$ 1,801,404	\$ 2,210,766	\$ 3,964,082	\$ 4,960,013	\$ 970,097	\$ 14,852,197
7.	TOTAL VENDOR BUDGET	\$ 5,220,187	\$ 2,657,724	\$ 9,727,206	\$ 11,984,949	\$ 9,540,855	\$ 1,424,523	\$ 40,411,791

------(Applies to SPR only)-----

PRIMARY VENDOR HISTORY SPECIFIC TO THIS PROJECT

7.	Primary Vendor	Catalyst Consulting Group*
8.	Contract Start Date	September 9, 2009
9.	Contract End Date (projected)	December 27, 2017 ¹
10.	Amount	\$ 22,951,100

*Awarded to Catalyst, but contract cancelled 05/21/10. This is provided for historical purposes only and will be updated when new SI vendor is procured.

1 - assumed execution of 5-year software maintenance contract.

PRIMARY VENDOR CONTACTS

**INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE
SECTION F: RISK ASSESSMENT INFORMATION**

	Vendor	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
11.	No longer applicable								
12.									
13.									

Project #	0890-46
Doc. Type	SPR

RISK ASSESSMENT

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

General Comment(s)
<p>The VoteCal Project will employ a systematic approach to risk identification, management, escalation, and closure as described in the last approved SPR dated June 2009. This document describes the risk management and escalation processes for the VoteCal Project. The purpose of the process is to ensure:</p> <ul style="list-style-type: none"> • Risks are defined and properly scoped. • The correct participants are involved in the risk analysis and mitigation process. • Root causes are analyzed and recommendations are based on sound judgment. • Specific persons are named to complete action items. • Actions are tracked to resolution/completion. • Escalation to a higher level of management is available and is pursued when mitigation or intervention cannot be achieved at the project level. • Risks and associated actions and their status are formally documented and regularly reviewed. • Communication among project stakeholders is appropriate and timely in order to facilitate an understanding of risk impact, develop quality responses, and minimize the disruption associated with rumor and misinformation. • Risk management is an ongoing process, from the inception to the closure of the project, and it is a critical component of project monitoring and control activities.

3.0 PROPOSED PROJECT CHANGE

Federal law requires the Secretary of State's office (SOS) to deploy a voter registration database that is the official list of registered voters for all federal elections. The SOS signed a contract with a system integration (SI) vendor (Catalyst Consulting Group, Inc. – Catalyst) on September 9, 2009. Work began immediately and the Planning Phase was completed on December 11, 2009. On April 19, 2010, the SOS determined that Catalyst failed to provide the contractually required performance bond. The two parties mutually agreed on May 21, 2010, to terminate the contract.

The SOS estimates that the project will be extended until June 2014, or 2.25 years beyond the previously approved February 2012 completion date Catalyst projected. The greatest impact on the schedule is the 16 months it will take to procure and sign a contract with a new SI vendor. The process includes securing approval on this special project report (SPR), Department of General Services (DGS) approval of the information technology procurement plan (ITPP), reviewing and revising the Request for Proposals (RFP), evaluating draft proposals, conducting confidential discussions, evaluating final proposals, securing DGS approval of the proposed vendor, submitting a revised SPR for approval by the control agencies and Legislature, and signing the contract.

In addition to schedule impact, the SOS estimates the total project budget to be approximately \$53,467,773 or \$2,345,008 more than the last approved SPR. Detail of all projected budget changes can be found in the Economic Analysis Worksheets (EAW) in this SPR. The following budget items vary greater than \$500,000 from the last approved SPR and are presented as a means to identify the most significant changes. More detail on each is provided in Section 3.5.

Project Budget

- \$1,869,666 increase for total SI vendor expenses, which is the amount paid Catalyst
- \$722,827 increase in SOS staff time since project is extended
- \$2,152,509 increase in Project Management expenditures
- \$525,689 increase in fees charged to manage federal funds

The following sections provide a brief project background, identify current project status, and explain the need for, and impact of, the proposed change in more detail.

3.1 Project Background¹

The program to be supported by the VoteCal Statewide Voter Registration Database System (VoteCal) Project is the registration of voters, administered jointly by the SOS Elections Division and county elections officials. The Elections Division's primary mandate is to ensure that state and federal elections laws are fairly and uniformly administered, that every eligible voter can participate in the electoral process, and that the process remains open and free from fraud. California's voter registration program is fundamental to that effort. Maintaining accurate records of all legally registered voters is critical to ensuring the integrity of all elections conducted in this state. To fulfill the purposes of the voter registration program, the state distributes voter registration cards through many channels,

¹ The project background information as documented in the original approved VoteCal FSR has not changed and is included here for reference.

including local advocacy groups, other state and local agencies, and provides online access to registration materials. County elections officials are responsible for:

- Processing voter registration cards
- Verifying voter eligibility
- Notifying voters of their voter registration status
- Updating voter registration records with data received from multiple sources

The information collected and maintained through the voter registration process is used to conduct a wide range of election management activities, including:

- Determining precinct boundaries
- Establishing polling places
- Verifying petition signatures
- Mailing election information to registered voters
- Providing voter information to courts for jury pools
- Qualifying candidates for the ballot

Currently, while the existing system (known as Calvoter I) is the official voter file for federal elections as a matter of law and regulation, it is an amalgamation of data maintained by the 58 county elections officials. The SOS maintains a statewide database of all active and inactive voters in Calvoter I. Calvoter I aids county elections officials in their voter registration list maintenance activities by identifying duplicate, changed and invalid registrations and sending that notification to county elections officials' staff to address as appropriate. Calvoter I is a mirror image of the county voter records, kept current by daily updates from county elections staff. New voter records cannot be entered directly into Calvoter I; they must be entered into the county's election management system (EMS), which then sends the new information to Calvoter I on a nightly basis. The nightly batch processing is the method by which additions, changes, and deletions of voter information are entered into Calvoter I.

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 legally registered active or inactive voter in the state. This system constitutes 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.

3.2 Project Status

On September 9, 2009, SOS signed a contract with Catalyst to design, develop, and deploy VoteCal. The following describes the project status as of May 31, 2010.

Schedule and Accomplishments

The Planning Phase (Phase I) started on September 9, 2009, and was completed on December 11, 2009. During the Planning Phase, the Design Phase (Phase II) was initiated. The Design Phase was underway when on May 21, 2010, SOS and Catalyst mutually agreed to terminate the contract. All activities in Phase I of the table below were accomplished. In Phase II, Deliverable 2.1 and 2.2 were completed and accepted by SOS.

Deliverables 2.3 and 2.5 were partially completed by Catalyst. Hardware (routers) originally due to be installed in Phase III were delivered in January 2010 and paid for by SOS as part of the termination agreement. No other work for subsequent phases was initiated.

Table 1: Overview of Project Phases

Phase	Description
1	<p>Planning and Initiation</p> <ul style="list-style-type: none"> ■ VoteCal System Project Management Plan (PMP) and Schedule ■ Communications Plan ■ Quality Assurance Plan ■ VoteCal Software Version Control and System Configuration Management Plan ■ VoteCal System Issue Management Plan ■ VoteCal System Change Control Plan ■ VoteCal System Risk Management Plan ■ VoteCal System Organizational Change Management Plan ■ VoteCal Requirements Traceability Matrix & Gap Analysis Plan ■ VoteCal System Project Kick-Off Meeting
2	<p>Design</p> <ul style="list-style-type: none"> ■ VoteCal System Requirements Specification (deliverable 2.1) ■ VoteCal System Functional Specification (deliverable 2.2) ■ VoteCal System Detailed System Design Specifications (deliverable 2.3) ■ VoteCal System Standard Report Specifications (deliverable 2.4) ■ VoteCal System County EMS System Integration and Data Exchange Specifications Document (deliverable 2.5) ■ VoteCal System Detailed Requirements Traceability Matrix (deliverable 2.6) ■ VoteCal System Technical Architecture Documentation (deliverable 2.7) ■ VoteCal System Data Model and Data Dictionary (deliverable 2.8) ■ VoteCal System Data Conversion and Data Integration Plan (deliverable 2.9) ■ VoteCal System Training Plan (deliverable 2.10) ■ Ongoing Project Tasks
3	<p>Development</p> <ul style="list-style-type: none"> ■ VoteCal System Technical Environments Certification Report ■ VoteCal System Test Plan ■ Acceptance Test Plan for Certification of County EMS System Conversion and Compliance ■ VoteCal System Organizational Change Management Plan Updated ■ VoteCal System Implementation and Deployment Plan ■ VoteCal System Delivery of Source Code and Source Code Reviews

4	Testing <ul style="list-style-type: none"> ■ VoteCal System Pilot County Data Conversion Completion and Report ■ VoteCal System Acceptance Test Completion, Results and Defect Resolution Report ■ VoteCal System Documentation
5	Pilot Deployment <ul style="list-style-type: none"> ■ VoteCal System Staff and IT Training Materials and Training Completed for the Pilot County Staff ■ Pilot Testing through Live Election Cycle and Provide Pilot Results Report ■ Updated System, Documentation and Training Materials ■ Revised/Updated System Deployment Plan
6	Deployment and Cutover <ul style="list-style-type: none"> ■ VoteCal System County Elections Officials Training ■ Updated Training of the SOS Staff ■ VoteCal System Level 1 Help Desk Policies and Procedures ■ VoteCal System remaining County Data Conversion and Testing for compliance and successful integration ■ VoteCal System Final Deployment Report
7	First Year of Operations and Close Out <ul style="list-style-type: none"> ■ Monthly Operations Support and Performance Reports for one year ■ VoteCal System Final Documentation ■ Final SOS System Acceptance Sign-Off

Budget

From approval of the FSR through May 31, 2010, the SOS has incurred project costs of \$7,116,104. Of that, \$1,869,666 was paid to the former SI vendor - Catalyst. The project was on budget until the contract was cancelled. Despite the cancellation of the contract, costs continue to be incurred for services such as project management, oversight, and SOS staff time as we prepare the new RFP.

Scope

There was no change to scope throughout the period Catalyst was designing the solution. There will be a reduction in scope in the RFP that is issued in an effort to reduce costs and time to deploy the system, while still ensuring HAVA compliance. Functionality will focus on voter registration while functionality associated with administering an election is being removed. The SOS will achieve HAVA compliance, but it will not be as robust as previously planned. Vendors will be asked to bid a system that is extensible and scalable so that if funds become available in the future, the system can be enhanced with additional functionality.

3.2.1 VoteCal Solutions-based Procurement

The SOS intends to use the solution-based procurement when it re-issues the RFP to procure SI services. Since the RFP was previously approved by DGS, SOS looks forward to working with DGS to procure these services in the nine month period that reflects DGS' new procurement approach for large IT procurements.

3.2.2 Interim Solution

As part of the SOS's HAVA compliance effort, an Interim Solution project was undertaken and completed in 2006, to meet requirements negotiated with the United States Department of Justice (USDOJ) to achieve interim compliance with HAVA requirements and to increase the service level to county elections offices by identifying potential duplicate or ineligible registrants.

The long-term benefit of undertaking the Interim Solution effort is that the activities resulted in immediate value and will be used by the VoteCal solution. Most importantly, completing the Interim Solution project demonstrated California's commitment to achieving full compliance with HAVA Section 303 mandates. This Interim Solution can continue to meet the business needs and will be used until VoteCal is fully deployed.

3.3 Reason for Proposed Change

There are three reasons the SOS is requesting a change to the schedule and budget:

- Since SOS and Catalyst mutually agreed to terminate the contract, SOS must start the process to procure services from another SI vendor for design and deployment of the voter registration database.
- Sunk costs of approximately \$7,116,104 must be reflected in the fiscal worksheets, driving up costs.
- The additional 2.25 years for the project increases contractor and personnel costs including project management, oversight, SOS staff, and other consultants hired to assist with the project.

3.4 Proposed Project Change

Changes to the proposed project from the last approved SPR, dated June 2009, are as follows:

- A revised schedule that projects complete deployment by June 2014 and one year of maintenance and operations that ends in May 2015.
- A revised budget that projects expenditures at \$53,467,773
- A reduction in scope to eliminate functions that are not mandated by HAVA even though those functions may enhance the robustness of the project.

All project assumptions and strategic direction remains the same.

3.5 Impact of the Proposed Change on the Project

Below are specifics as to how both the schedule and budget are projected to be impacted.

Project Schedule

The proposed schedule results in deploying VoteCal by June 2014. The year of maintenance and operations ends in May 2015. The major aspects contributing to the extended schedule include: 1) acquiring project approval through this SPR to re-procure SI vendor services, 2) re-evaluating and editing the RFP, 3) acquiring DGS approval of the RFP and ITPP, 4) issuing the RFP, conducting confidential discussions, and evaluating bids, 5) completing the protest process, 6) acquiring project approvals for selected vendor, and 7) awarding contract.

Project Budget

The VoteCal budget, which is preliminary until bids are received, is estimated to be approximately \$53,467,773 or \$2,345,008 more than the last approved SPR. All detail can be found in the EAWs; items that changed by more than \$500,000 from the last approved SPR include the following:

- *\$1,869,666 increase for System Integrator (SI) vendor*
The last best estimate we have for SI services was the Catalyst bid. The increase is the amount paid to Catalyst for work completed that must be added to the bid of \$18,177,000.
- *\$2,152,509 increase in Project Management expenditures*
In addition to needing services for the additional years, SOS determined that it needed more than one person providing project management services. SOS contracted with a firm to provide three project management resources for the remainder of the project.
- *\$722,827 increase in SOS staff time*
SOS staff expenditures will increase due to the extended schedule.
- *\$525,689 increase in fees charged to manage federal funds*
The state charges the federal government for management of the funds allocated to the state. These expenses, SWCAP and IRCP, are based on state personnel costs. With the addition of 2.25 years, which drives personnel costs, this overhead expense increases.

Project Scope and Strategy: The scope (HAVA compliance) strategic direction for this project remains fundamentally the same as last approved in the June 2009 SPR.

3.6 Feasible Alternatives Considered

There are no feasible alternatives to the one proposed herein. The chosen alternative includes procuring system integration services from another vendor through the solution-based process SOS engaged in previously. Since the SOS must deploy a HAVA-compliant database, the project cannot be cancelled without violating SOS' agreement with the USDOJ.

3.6.1 Recommended Alternative Solution

This SPR does not recommend a solution, but a change in the schedule and budget to acquire the solution.

3.6.1.1 Proposed Approach

The proposed approach to acquiring the new SI services is to:

- Update existing ITPP and submit to DGS.
- Develop and submit SPR to OCIO for approval. (Since there is no budget action, the Department of Finance and Legislature do not have to approve the SPR.)

- Review the RFP requirements with the goal of improving clarity and eliminating any requirements that are not needed for minimal project success. Improving clarity of the requirements is based on lessons learned during the project to date. Reducing functionality while ensuring HAVA compliance is for the purpose of reducing costs and time to deploy a solution.
- Acquire approval on the ITPP and the SPR.
- Reissue the RFP to the vendor community and conduct confidential discussions.
- Solicit bids and conduct the evaluation.
- Award contract.

3.7 Implementation Plan

Implementation activities are expected to be the same as proposed in the previously approved SPR.

4.0 UPDATED PROJECT MANAGEMENT PLAN

The SOS recognizes that a structured approach to project management is required to ensure the successful implementation of the VoteCal proposed solution. As agreed upon between the SOS and the Office of the Chief Information Officer (OCIO), the VoteCal Project will continue to be managed with project management methodologies based on the State Information Management Manual (SIMM) Section 200 policies in place in March 2006 when the project was approved. To the extent practical, the methodologies will be adjusted to be consistent with the state's SIMM Section 17, the California Project Management Methodology (CA-PMM).

4.1 Project Manager Qualifications

An experienced Project Manager (PM) is critical to the success of any project. It is the PM's responsibility to ensure the project meets functional requirements and comes in within budget and on time. Through its experiences, SOS believes it needs more than one project management resource to successfully manage the project. Thus, SOS issued a Request for Offers (RFO) for PM services and has hired a firm to provide PM services through three resources.

The SOS PM responsible for the VoteCal implementation was selected based on the qualifications established in the complexity assessment and an evaluation of the following qualifications, skills, and experience:

- Previous experience managing IT projects of similar size, scope, and complexity
- Previous experience working with many stakeholders
- Previous experience managing an SI vendor
- Appropriate project management certification

4.2 Project Management Methodology

The following sections describe how SOS will manage the project per industry standards.

4.2.1 VoteCal Project Management

The PM will manage the VoteCal Project using the Project Management Body of Knowledge (PMBOK) methodology, supplemented as needed with the CA-PMM.

4.3 Project Organization

The VoteCal Project will involve numerous stakeholders in the planning, decision-making, issue resolution, implementation, tracking, and reporting processes related to project activities. The VoteCal project organization chart (Exhibit 4-1) represents the current VoteCal Project structure; it is the same structure proposed in the last approved SPR. The Agency's organization chart is in Exhibit 4-2 and the Information Technology Division (ITD) organization chart is shown in Exhibit 4-3.

Exhibit 4-1: VoteCal Project Organization Chart

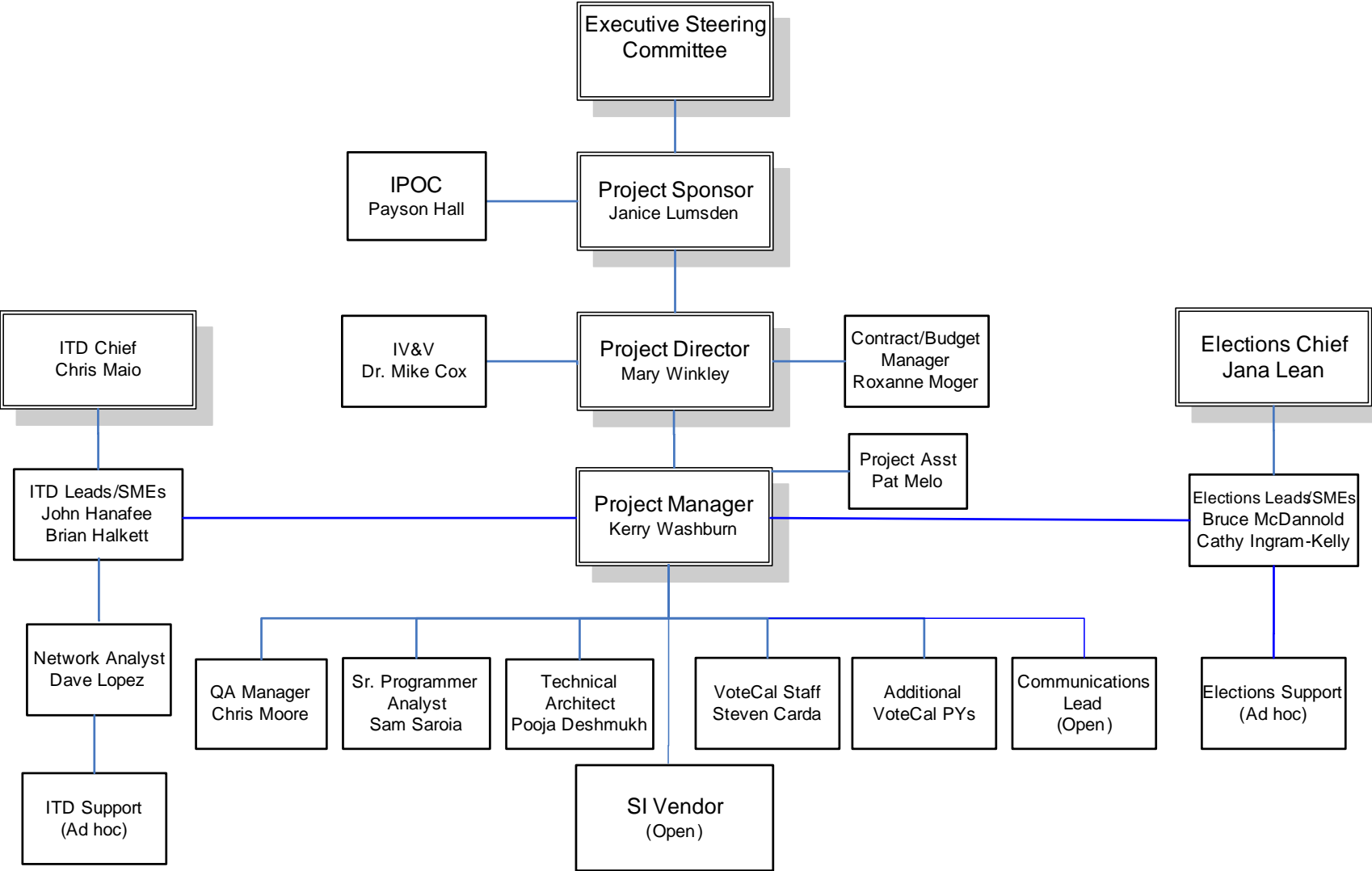


Exhibit 4-2: SOS Organization Chart

Secretary of State's Office
June 2010

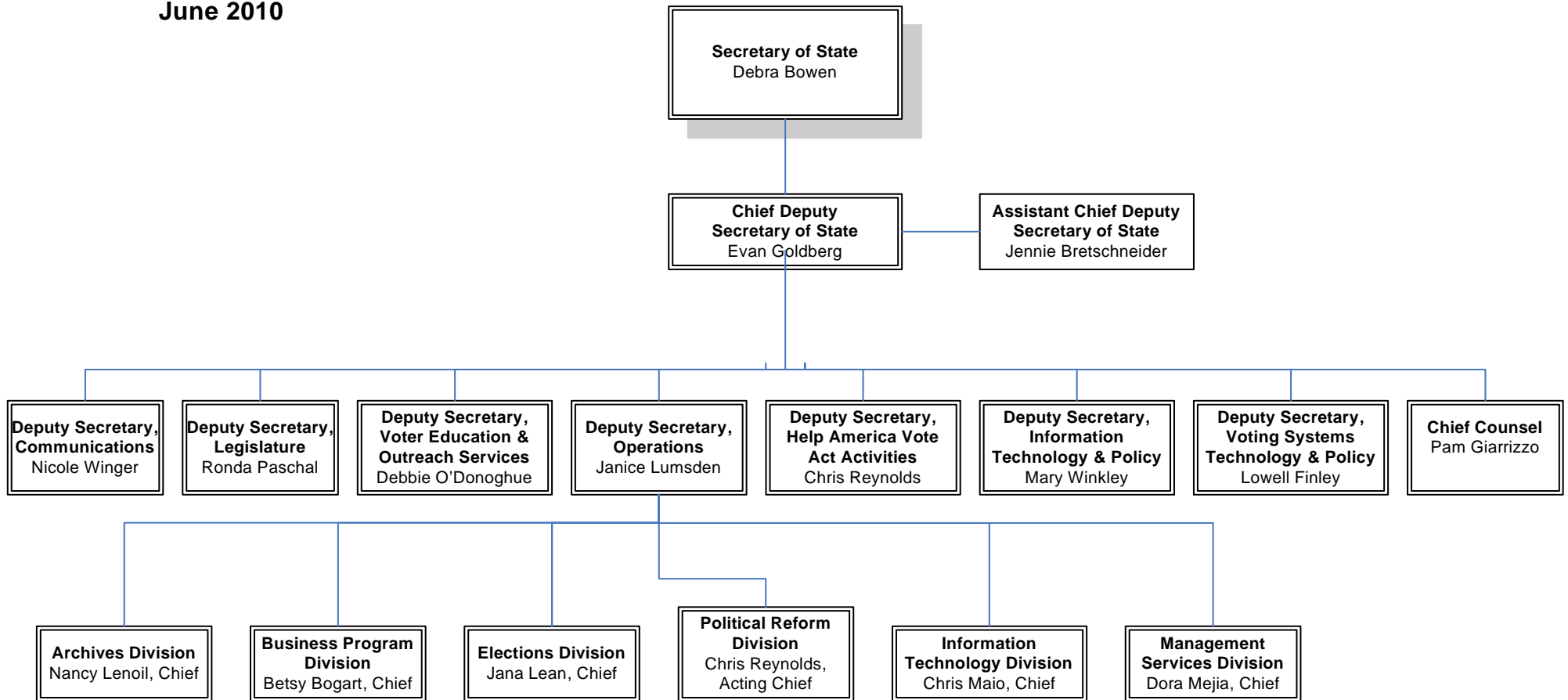
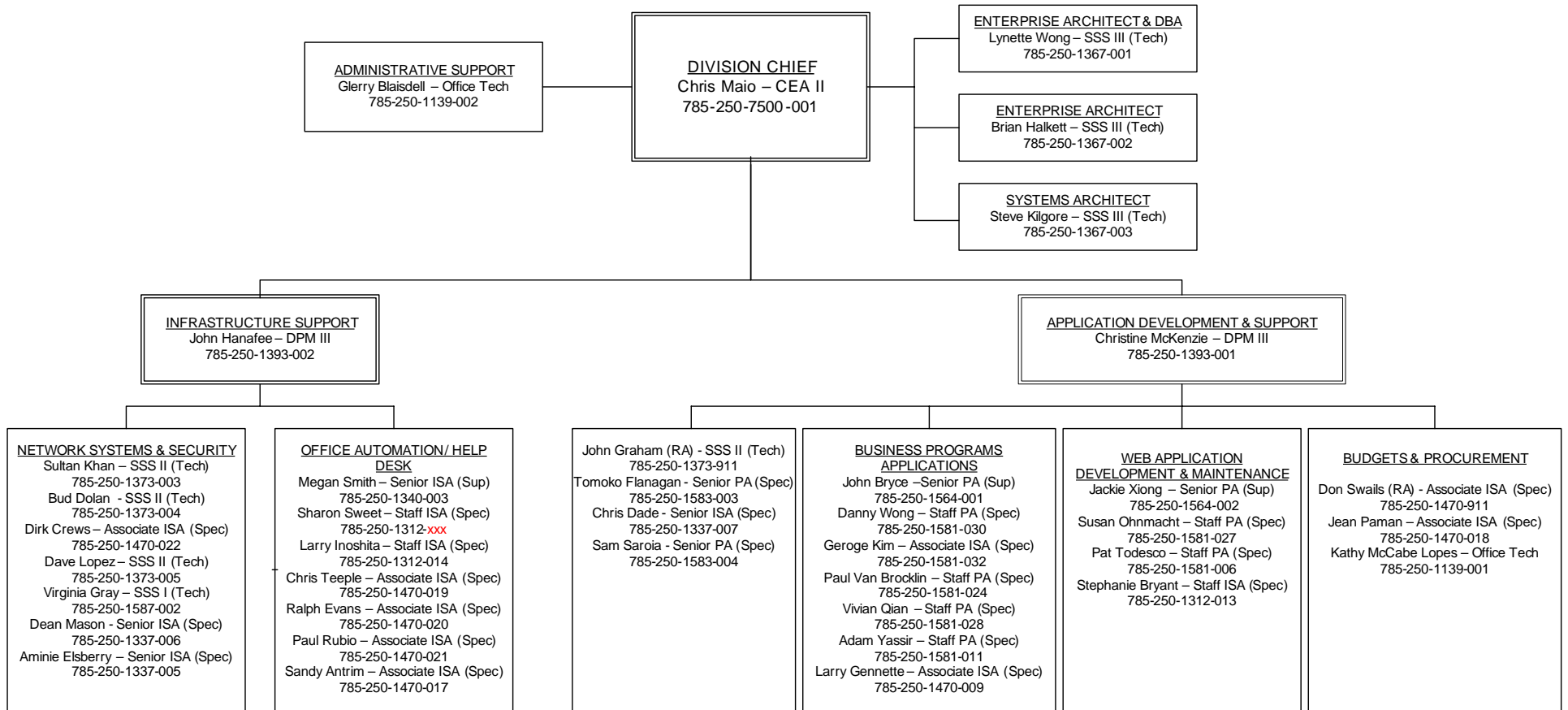


Exhibit 4-3: Information Technology Division Organization Chart



REVIEWED and APPROVED BY: _____
Chris Maio, Division Chief

APPROVAL DATE: _____

4.4 Project Priorities

Managing a project requires balancing three factors: scope, budget, and schedule. These factors are interrelated; a change in one of them will likely cause the others to change. The project priorities have not been changed from the previously approved SPR.

Exhibit 4-4 documents the project priorities for the VoteCal Project. Changes to these priorities can only be made by the VoteCal Executive Steering Committee (ESC).

Exhibit 4-4: Project Priorities

Scope	Resources	Schedule
Constrained	Improved	Accepted

4.5 Project Plan

The following defines the approach to managing the scope, schedule, quality, and risks. It mirrors the approach presented in the last approved SPR.

4.5.1 Project Scope

VoteCal's scope, as defined in the approved FSR, is the development, testing, and implementation of a statewide voter registration database that meets federal HAVA mandates and functionality requirements defined in the RFP. The fundamental scope of this project has not changed from the last approved SPR, although the functionality will be reduced. The scope still includes all of the following identified in the FSR and subsequent SPRs:

- Developing the RFP, the ITPP, and any SPR(s) to procure and contract with an SI vendor to develop, integrate, deploy, and support the proposed solution.
- Developing the RFO to procure and contract for external services (e.g., project management, procurement assistance, IPOC, IV&V, technical architect, quality assurance, security auditor, and other technical assistance).
- Developing the VoteCal application in coordination with county elections officials and their EMS vendors.
- Developing interfaces to other state agencies (DMV, CDPH, CDCR, EDD) to collect data that supports registration identification (ID) verification and list maintenance requirements.
- Remediating EMSs to enable them to interface with VoteCal.
- Migrating county election offices that use EMSs to a VoteCal-compliant EMS.
- Deploying VoteCal to county elections offices.
- Providing VoteCal user training.
- Providing Help Desk services to users.
- Securing one year of maintenance and operations from the SI vendor.
- Preparing a Post Implementation Evaluation Report (PIER).

4.5.2 Project Assumptions

All assumptions in the approved SPR are still applicable.

4.5.3 Project Phasing

The project is divided into seven phases to ensure discrete and substantial deliverables are provided by the SI vendor at frequent intervals. Each phase has defined activities and deliverables. A chart with the phases identified is above in section 3.2.

4.5.4 Roles and Responsibilities

The VoteCal Project will involve numerous stakeholders in the planning, decision-making, risk and issue identification and resolution, implementation, tracking, and reporting processes related to project activities. None of the roles or responsibilities has changed since the last approved SPR.

4.5.5 Project Schedule

The updated project schedule is presented below.

Exhibit 4-5: Project Milestones with Completion Dates

	FSR 07/2005	FSR 03/2006	SPR 08/2007	SPR 08/2009	SPR 07/2010
Project Initiation to Secure Project Approvals	7/18/05	3 rd qtr 2005	7/18/05	7/18/05	7/18/05
Requirements and RFP Development					
Write and Issue RFP	4/05/06	4 th qtr 2006	9/26/07	12/13/07	09/15/10*
Vendor Selection					
Evaluate Bids		2 nd qtr 2007	6/30/08	3/31/09	06/30/11
Sign Contract		3 rd qtr 2007	9/15/08	10/01/09	9/30/11
Project Planning and Development					
Complete Planning		4 th qtr 2007	10/14/08	1/19/10	11/30/11
Complete Design		2 nd qtr 2008	3/05/09	8/20/10	04/30/12
Complete Development		3 rd qtr 2008	5/14/09	4/21/11	11/30/12
Complete Testing		2 nd qtr 2009	7/13/09	7/11/11	03/31/13
System Deployment and Training					
Complete Pilot Deployment		3 rd qtr 2009	9/08/09	9/6/11	11/30/13
Complete Deployment to all County Elections Offices		3 rd qtr 2009	12/31/09	1/13/12	06/30/14
Complete one year Maintenance and Operations		3 rd qtr 2009	12/31/10	12/27/12	05/31/15

*Reissue RFP after first contract was cancelled.

4.6 Project Monitoring

Project Monitoring will continue as described in the last approved SPR.

4.7 Project Quality

Quality Management will continue as described in the last approved SPR.

4.8 Change Management

Change Management will continue as described in the last approved SPR.

4.9 Authorization Required

No special authorization outside the regular SPR approval process must be obtained.

5.0 UPDATED RISK MANAGEMENT PLAN

The VoteCal Project will employ a systematic approach to risk and issue (collectively referred to as risk in this section) identification, management, escalation, and closure.

Risks will be managed according to the last approved SPR.

5.1 Risk Management Log

Exhibit 5-1 describes potential project risks and rates them accordingly.

Exhibit 5-1: Risk Management Log

Risk Description	Owner	Impact	Probability	Exposure	Time Frame	Severity
County elections staff unavailable to participate in project, risking county rejection of designed system	Project Director	High	High	High	Medium	High
New requirements introduced during JADs or by users expand project scope	Project Manager	Medium	Medium	Medium	Short	High
Legislature or USDOJ mandates functionality not in current requirements	Project Manager	Medium	Medium	Medium	Medium	Medium
SI vendor's corporate culture does not appear to include formal PM practices risking scope, schedule, or quality	Project Manager	High	Medium	High	Long	Medium

Risk Description	Owner	Impact	Probability	Exposure	Time Frame	Severity
Selected versions of applications platform and/or development tools are not familiar to developers or do not work as anticipated	ITD Lead	High	Low	Medium	Medium	Medium
County elections IT departments resist required levels of connectivity into their networks or systems	Project Director	High	Low	Medium	Medium	Medium
Schedule lacks sufficient and correct resources assigned to tasks, risking product quality and/or delivery schedule	Project Manager	Medium	Low	Low	Short	Medium
Key SOS IT and Elections staff are pulled from project activities to handle emergent agency issues	Project Director	Low	Low	Low	Short	Medium

5.1.1 Risk Assessment

The risk assessment criteria specified in the last approved SPR will be employed.

5.1.2 Risk Identification

Risk identification process will be as specified in the last approved SPR.

5.1.3 Risk Analysis and Quantification

Risk analysis and quantification will occur as defined in the last approved SPR.

5.1.4 Risk Prioritization

Risks will be prioritized per the process defined in the last approved SPR.

5.1.5 Risk Response

The risk response approach will proceed according to the last approved SPR.

5.1.6 Risk Avoidance

When avoidance is used, it will be approved per the criteria in the last approved SPR.

5.1.7 Risk Acceptance

For a risk to be accepted, it must meet the criteria in the last approved SPR.

5.1.8 Risk Mitigation

Risk mitigation strategies will be developed per the last approved SPR.

5.1.9 Risk Sharing

Risks that can be shared will be per the last approved SPR.

5.2 Risk Tracking and Control

5.2.1 Risk Tracking

The Risk Tracking process will use the database and processes identified in the last approved SPR.

5.2.2 Risk Control

Risks will be controlled per the process defined in the last approved SPR.

6.0 ECONOMIC ANALYSIS WORKSHEETS – CURRENT

PROPOSED ALTERNATIVE: Hybrid Voter Registration System

Date Prepared: 08/02/10

Department: Secretary of State
Project: VoteCal

All Costs Should be shown in whole (unrounded) dollars.

	FY 2006/07		FY 2007/08		FY 2008/09		FY 2009/10		FY 2010/11		FY 2011/12		FY 2012/13		FY 13/14		FY 14/15		TOTAL		
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	Pys	Amts	Pys	Amts	PYs	Amts	
One-Time IT Project Costs¹																					
Staff (Salaries & Benefits) ²	0.9	67,890	2.2	223,187	2.6	351,638	6.3	710,718	9.9	1,059,264	9.9	1,059,264	13.9	1,332,568	13.9	1,332,568	0.0	0	59.6	6,137,097	
Hardware Purchase	0	0	0	0	0	0	0	18,796	0	0	0	0	0	0	0	0	0	0	0	18,796	
Software Purchase/License	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Telecommunications	0	0	0	0	0	0	0	2,525	0	0	0	0	0	0	0	0	0	0	0	2,525	
Contract Services																					
Software Customization	0	0	0	0	0	0	0	1,869,666	0	0	0	6,566,440	0	7,020,867	0	3,680,842	0	454,426	0	19,592,241	
Project Management	172,040	305,880	302,370	221,720	188,755	144,104	38,700	50,000	750,000	750,000	50,000	50,000	50,000	50,000	0	0	0	0	0	3,899,630	
Project Oversight	108,806	224,624	105,429	353,300	120,000	200,000	200,000	200,000	100,000	100,000	1,417,500	1,417,500	0	0	0	0	0	0	0	854,989	
IV&V Services	15,626	118,379	293,097	505,530	1,562,096	2,084,998	2,892,500	2,892,500	1,417,500	1,417,500	0	0	0	0	0	0	0	0	0	1,212,734	
Other Contract Services	0	196,580	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8,952,301	
TOTAL Contract Services	296,472	845,463	889,651	3,094,320	2,418,416	9,601,438	10,913,367	5,998,342	454,426	34,511,895											
Data Center Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Agency Facilities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Other	\$0	\$0	\$4,400	\$127,048	\$133,700	\$253,660	\$1,105,229	\$2,894,288	\$0	4,518,325											
Total One-time IT Costs	0.9	364,362	2.2	1,068,650	2.6	1,245,689	6.3	3,953,407	9.9	3,611,380	9.9	10,914,362	13.9	13,351,164	13.9	10,225,198	0.0	454,426	59.6	45,188,638	
Continuing IT Project Costs																					
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	12.0	1,015,156	12.0	1,015,156	12.0	1,015,156	
Hardware Lease/Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Software Maintenance/Licenses	0	0	0	0	0	708	808	808	808	808	808	808	808	808	465,028	468,968	468,968	468,968	468,968		
Telecommunications	0	0	0	0	0	0	0	0	0	0	0	143,653	574,610	574,610	1,292,873						
Contract Services	0	0	0	0	0	0	0	0	0	0	0	26,384	146,384	146,384	199,152						
Data Center Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Agency Facilities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
OE&E	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	161,000	161,000			
ICRP & SWCAP	0	0	0	483,288	720,300	720,300	906,146	906,146	690,306	4,426,486											
Other - Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Other - External Interface	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Maintenance	0	0	0	0	0	0	238,500	238,500	0	0	0	238,500	238,500	238,500	715,500						
Total Continuing IT Costs	0.0	0	0.0	0	0.0	0	0.0	483,996	0.0	959,608	0.0	721,108	0.0	1,076,991	0.0	1,746,448	12.0	3,290,984	12.0	8,279,135	
Total Project Costs	0.9	364,362	2.2	1,068,650	2.6	1,245,689	6.3	4,437,403	9.9	4,570,988	9.9	11,635,470	13.9	14,428,155	13.9	11,971,646	12.0	3,745,410	71.6	53,467,773	
Continuing Existing Costs																					
Information Technology Staff	1.6	136,937	1.6	136,937	1.6	136,937	1.6	136,937	1.6	136,937	1.6	136,937	1.6	136,937	1.6	136,937	1.6	136,937	14.4	1,232,433	
Other IT Costs	927,118	927,118	927,118	927,118	927,118	927,118	927,118	927,118	927,118	927,118	927,118	927,118	927,118	927,118	927,118	927,118	927,118	927,118	8,344,062		
Total Continuing Existing IT Costs	1.6	1,064,055	1.6	1,064,055	1.6	1,064,055	1.6	1,064,055	1.6	1,064,055	1.6	1,064,055	1.6	1,064,055	1.6	1,064,055	1.6	1,064,055	14.4	9,576,495	
Program Staff	29.0	2,603,000	29.0	2,603,000	29.0	2,603,000	29.0	2,603,000	29.0	2,603,000	29.0	2,603,000	29.0	2,603,000	29.0	2,603,000	29.0	2,603,000	261.0	23,427,000	
Other Program Costs	9,330,000	9,330,000	9,330,000	9,330,000	9,330,000	9,330,000	9,330,000	9,330,000	9,330,000	9,330,000	9,330,000	9,330,000	9,330,000	9,330,000	9,330,000	9,330,000	9,330,000	83,970,000			
Total Continuing Existing Program Costs	29.0	11,933,000	29.0	11,933,000	29.0	11,933,000	29.0	11,933,000	29.0	11,933,000	29.0	11,933,000	29.0	11,933,000	29.0	11,933,000	29.0	11,933,000	261.0	107,397,000	
Total Continuing Existing Costs	30.6	12,997,055	30.6	12,997,055	30.6	12,997,055	30.6	12,997,055	30.6	12,997,055	30.6	12,997,055	30.6	12,997,055	30.6	12,997,055	30.6	12,997,055	275.4	116,973,495	
TOTAL ALTERNATIVE COSTS	31.5	13,361,417	32.8	14,065,705	33.2	14,242,744	36.9	17,434,458	40.5	17,568,043	40.5	24,632,525	44.5	27,425,210	44.5	24,968,701	42.6	16,742,465	347.0	170,441,268	
INCREASED REVENUES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

Item	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total
ONE-TIME IT PROJECT COSTS	\$296,472	\$845,463	\$894,051	\$3,242,689	\$2,552,116	\$9,855,098	\$12,018,596	\$8,892,630	\$454,426	\$39,051,541
Hardware Purchase	\$0	\$0	\$0	\$18,796	\$0	\$0	\$0	\$0	\$0	\$18,796
Developer workstations ¹				\$18,796						\$18,796
Software Purchase/License	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Telecommunications	\$0	\$0	\$0	\$2,525	\$0	\$0	\$0	\$0	\$0	\$2,525
Contract Services	\$0	\$0	\$0	\$1,869,666	\$0	\$6,566,440	\$7,020,867	\$3,680,842	\$454,426	\$19,592,241
Software Customization	\$0	\$0	\$0	\$1,869,666	\$0	\$6,566,440	\$7,020,867	\$3,680,842	\$454,426	\$19,592,241
SI Vendor				\$1,869,666	\$0	\$6,566,440	\$7,020,867	\$3,680,842	\$454,426	\$19,592,241
Project Management	\$172,040	\$305,880	\$302,370	\$221,720	\$697,620	\$700,000	\$750,000	\$750,000	\$0	\$3,899,630
Project Oversight	\$108,806	\$224,624	\$188,755	\$144,104	\$38,700	\$50,000	\$50,000	\$50,000	\$0	\$854,989
IV&V	\$15,626	\$118,379	\$105,429	\$353,300	\$120,000	\$200,000	\$200,000	\$100,000	\$0	\$1,212,734
Other Contract Services	\$0	\$196,580	\$293,097	\$505,530	\$1,562,096	\$2,084,998	\$2,892,500	\$1,417,500	\$0	\$8,952,301
EMS Remediation and County Migration	\$0	\$0	\$0	\$38,041	\$768,321	\$1,693,638	\$2,592,500	\$1,207,500	\$0	\$6,300,000
Procurement Support	\$0	\$16,200	\$121,635	\$159,165	\$0	\$0	\$0	\$0	\$0	\$297,000
DGS	\$0	\$93,442	\$68,680	\$12,000	\$150,000	\$12,000	\$5,000	\$5,000	\$0	\$346,122
Project Assistant	\$0	\$86,938	\$102,782	\$100,824	\$108,360	\$108,360	\$100,000	\$100,000	\$0	\$707,264
QA Manager	\$0	\$0	\$0	\$75,460	\$312,000	\$156,000	\$50,000	\$50,000	\$0	\$643,460
Technical Architect	\$0	\$0	\$0	\$120,040	\$208,415	\$100,000	\$100,000	\$50,000	\$0	\$578,455
Independent Security Audit	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000	\$0	\$0	\$40,000
Legal Services ²	\$0	\$0	\$0	\$0	\$15,000	\$15,000	\$5,000	\$5,000	\$0	\$40,000
Agency Facilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$4,400	\$127,048	\$133,700	\$253,660	\$1,105,229	\$2,894,288	\$0	\$4,518,325
County Participation - JAD sessions				\$91,048		\$124,960			\$0	\$216,008
County Participation - VoteCal and EMS data conv. & Imp							\$674,730	\$2,024,190	\$0	\$2,698,920
County Participation - VoteCal and EMS training							\$226,007	\$678,021	\$0	\$904,028
SOS - County Training							\$3,792	\$11,377	\$0	\$15,169
OE&E ³		\$0	\$4,400	\$36,000	\$133,700	\$128,700	\$200,700	\$180,700	\$0	\$684,200
CONTINUING IT PROJECT COSTS	\$0	\$0	\$0	\$483,996	\$959,608	\$721,108	\$1,076,991	\$1,746,448	\$2,275,828	\$7,263,979
Hardware Lease/Maintenance⁴	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Software Maintenance/Licenses	\$0	\$0	\$0	\$708	\$808	\$808	\$808	\$808	\$465,028	\$468,968
VoteCal Application									\$454,425	\$454,425
CASS-Certified Address Correction Software ⁵									\$9,795	\$9,795
WebEx Meeting Center and Support Center ⁶				\$708	\$808	\$808	\$808	\$808	\$808	\$4,748
Telecommunications	\$0	\$0	\$0	\$0	\$0	\$0	\$143,653	\$574,610	\$574,610	\$1,292,873
Contract Services	\$0	\$0	\$0	\$0	\$0	\$0	\$26,384	\$26,384	\$146,384	\$199,152
Web-page language translation							\$26,384	\$26,384	\$26,384	\$79,152
Cold Backup ⁷									\$120,000	\$120,000
Data Center Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DTS Data Center Floor Costs COEMS ⁸							\$0	\$0	\$0	\$0
Agency Facilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SOS Costs - County Training⁹	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other - Indirect Cost Rate Proposal (ICRP)¹⁰	\$0	\$0	\$0	\$440,645	\$656,744	\$656,744	\$826,192	\$826,192	\$629,397	\$4,035,914
Other - Statewide Cost Allocation Plan (SWCAP)¹¹	\$0	\$0	\$0	\$42,643	\$63,556	\$63,556	\$79,954	\$79,954	\$60,909	\$390,572
Other - OE&E³	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$161,000	\$161,000
Other - External Agency Interface Maintenance	\$0	\$0	\$0	\$0	\$238,500	\$0	\$0	\$238,500	\$238,500	\$715,500

- 1 - Six developer workstations. One-time purchase for SI vendor developers.
- 2 - May need expert legal advice throughout SI contract period.
- 3 - OE&E calculations in worksheet "Alt P - staff detail"
- 4 - First year hardware maintenance cost from system integrator proposal is lumped with VoteCal application cost for first year.
- 5 - Assumes unlimited hits and LAN server license for AccuMail Gold
- 6 - Based on 1 license for WebEx Meeting Center and Support Center
- 7 - Cold back up services for application and data to reduce costs.
- 8 - No longer going to require secondary site.
- 9 - Travel previously included as separate line item will be paid for by OE&E
- 10 - ICRP costs based on SOS formula
- 11 - SWCAP costs based on Department of Finance formula. These payments end when federal funds end.

ECONOMIC ANALYSIS WORKSHEETS – PREVIOUS SPR SUBMITTAL

PROPOSED ALTERNATIVE: Hybrid Voter Registration System - Catalyst

Date Prepared: 06/23/09

Department: Secretary of State
Project: VoteCal

All Costs Should be shown in whole (unrounded) dollars.

	FY 2006/07		FY 2007/08		FY 2008/09		FY 2009/10		FY 2010/11		FY 2011/12		FY 2012/13		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs¹																
Staff (Salaries & Benefits) ²	0.9	67,890	2.2	223,187	3.5	401,879	11.8	1,254,758	15.8	1,493,904	15.8	1,493,904	0.0	0	49.9	4,935,522
Hardware Purchase		0		0		0		32,000		0		0		0		32,000
Software Purchase/License		0		0		0		0		0		0		0		0
Telecommunications		0		0		0		12,000		0		0		0		12,000
Contract Services																
Software Customization		0		0		0		1,701,368		9,668,346		6,807,286		0		18,177,000
Project Management		172,040		305,880		307,280		320,640		320,640		320,641		0		1,747,121
Project Oversight		108,806		224,624		193,639		281,350		319,358		220,081		0		1,347,858
IV&V Services		15,626		118,379		104,496		431,414		383,155		100,014		0		1,153,084
Other Contract Services		16,200		302,015		315,650		690,568		7,066,400		358,200		0		8,749,033
TOTAL Contract Services		312,672		950,898		921,065		3,425,340		17,757,899		7,806,222		0		31,174,096
Data Center Services		0		0		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0		0		0
Other		\$0		\$16,000		\$26,000		\$416,312		\$2,052,384		\$2,578,420		\$0		5,089,116
Total One-time IT Costs	0.9	380,562	2.2	1,190,085	3.5	1,348,944	11.8	5,140,410	15.8	21,304,187	15.8	11,878,546	0.0	0	49.9	41,242,734
Continuing IT Project Costs																
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	15.8	1,493,904	15.8	1,493,904
Hardware Lease/Maintenance		0		0		0		0		0		0		481,000		481,000
Software Maintenance/Licenses		0		0		0		4,416		14,211		14,211		839,211		872,049
Telecommunications		0		0		0		442,536		442,536		442,536		442,536		1,770,144
Contract Services		0		0		0		0		26,384		26,384		26,384		79,152
Data Center Services		0		0		0		15,000		30,000		30,000		30,000		105,000
Agency Facilities		0		0		0		0		0		0		0		0
OE&E		0		0		0		0		0		0		79,000		79,000
ICRP & SWCAP		0		0		0		853,235		1,015,854		1,015,854		1,015,854		3,900,797
Other - Training		0		0		0		0		0		0		10,000		10,000
Other - External Agency Interface Maintenance		0		0		0		0		362,995		362,995		362,995		1,088,985
Total Continuing IT Costs	0.0	0	0.0	0	0.0	0	0.0	1,315,187	0.0	1,891,980	0.0	1,891,980	15.8	4,780,884	15.8	9,880,031
Total Project Costs	0.9	380,562	2.2	1,190,085	3.5	1,348,944	11.8	6,455,597	15.8	23,196,167	15.8	13,770,526	15.8	4,780,884	65.7	51,122,765
Continuing Existing Costs																
Information Technology Staff	1.6	136,937	1.6	136,937	1.6	136,937	1.6	136,937	1.6	136,937	1.6	136,937	1.6	136,937	11.2	958,558
Other IT Costs		927,118		927,118		927,118		927,118		927,118		927,118		473,126		6,035,834
Total Continuing Existing IT Costs	1.6	1,064,055	1.6	1,064,055	1.6	1,064,055	1.6	1,064,055	1.6	1,064,055	1.6	1,064,055	1.6	610,063	11.2	6,994,391
Program Staff	29.0	2,603,000	29.0	2,603,000	29.0	2,603,000	29.0	2,603,000	29.0	2,603,000	29.0	2,603,000	29.0	2,603,000	203.0	18,221,000
Other Program Costs		9,330,000		9,330,000		9,330,000		9,330,000		9,330,000		9,330,000		8,876,008		64,856,008
Total Continuing Existing Program Costs	29.0	11,933,000	29.0	11,933,000	29.0	11,933,000	29.0	11,933,000	29.0	11,933,000	29.0	11,933,000	29.0	11,479,008	203.0	83,077,008
Total Continuing Existing Costs	30.6	12,997,055	30.6	12,997,055	30.6	12,997,055	30.6	12,997,055	30.6	12,997,055	30.6	12,997,055	30.6	12,089,070	214.2	90,071,399
TOTAL ALTERNATIVE COSTS	31.5	13,377,617	32.8	14,187,140	34.1	14,345,999	42.4	19,452,651	46.4	36,193,222	46.4	26,767,581	46.4	16,869,954	279.9	141,194,164
INCREASED REVENUES		0		0		0		0		0		0		0		0

1 - See Alt P - cost detail worksheet

2 - See Alt P - staff detail worksheet

Alt (P) Cost Detail								
Item	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	Total
ONE-TIME IT PROJECT COSTS	\$312,672	\$966,898	\$947,065	\$3,885,652	\$19,810,283	\$10,384,642	\$0	\$35,581,222
Hardware Purchase	\$0	\$0	\$0	\$32,000	\$0	\$0	\$0	\$32,000
Developer workstations ¹				\$32,000				\$32,000
Software Purchase/License	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Telecommunications²	\$0	\$0	\$0	\$12,000	\$0	\$0	\$0	\$12,000
Contract Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Software Customization	\$0	\$0	\$0	\$1,701,368	\$9,668,346	\$6,807,286	\$0	\$18,177,000
SI Vendor ³				\$ 1,701,368	\$ 9,668,346	\$ 6,807,286		\$18,177,000
Project Management ⁴	\$172,040	\$305,880	\$307,280	\$320,640	\$320,640	\$320,641	\$0	\$1,747,121
Project Oversight ⁴	\$108,806	\$224,624	\$193,639	\$281,350	\$319,358	\$220,081	\$0	\$1,347,858
IV&V ⁴	\$15,626	\$118,379	\$104,496	\$431,414	\$383,155	\$100,014	\$0	\$1,153,084
Other Contract Services	\$16,200	\$302,015	\$315,650	\$690,568	\$7,066,400	\$358,200	\$0	\$8,749,033
EMS Remediation and County Migration ⁵					\$6,300,000			\$6,300,000
Procurement Support ⁴	\$16,200	\$121,635	\$140,930	\$100,000				\$378,765
DGS ^{6,7,8}		\$93,442	\$70,000	\$12,000	\$14,000	\$2,000		\$191,442
Project Assistant ⁴		\$86,938	\$104,720	\$110,568	\$88,400	\$44,200		\$434,826
QA Manager ⁴				\$234,000	\$312,000	\$156,000		\$702,000
Technical Architect ⁴				\$234,000	\$312,000	\$156,000		\$702,000
Independent Security Audit ⁴					\$40,000			\$40,000
Data Center Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Agency Facilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$16,000	\$26,000	\$416,312	\$2,052,384	\$2,578,420	\$0	\$4,363,126
County Participation - JAD sessions ¹⁰				\$ 254,344.00				\$254,344
County Participation - VoteCal and EMS data conv. & Imp ¹¹					\$1,349,460	\$1,349,460		\$2,698,920
County Participation - VoteCal and EMS training ¹²					\$180,805	\$723,221		\$904,026
SOS Costs - County Training ¹³					\$5,499	\$21,985		\$27,484
Training Costs				\$30,000	\$20,000	\$10,000	\$0	\$60,000
IT staff ¹⁴				\$10,000				\$10,000
Program staff ¹⁵				\$20,000	\$20,000	\$10,000		\$50,000
Travel Costs				\$60,968	\$42,625	\$31,749	\$0	\$135,342
Travel Costs - VoteCal Staff ¹⁵				\$31,749	\$32,886	\$31,749		\$96,384
Network Planning and Installation ¹⁶				\$29,219	\$9,740			\$38,958
ICRP ¹⁷								\$0
SWCAP ¹⁸								\$0
OE&E ¹⁹		\$16,000	\$26,000	\$71,000	\$91,000	\$79,000	\$0	\$283,000
Other - External Agency Interface Maintenance ²³								\$0
CONTINUING IT PROJECT COSTS	\$0	\$0	\$0	\$1,315,187	\$1,891,980	\$1,891,980	\$3,296,680	\$8,395,827
Hardware Lease/Maintenance²⁰	\$0	\$0	\$0	\$0	\$0	\$0	\$481,000	\$481,000
Software Maintenance/Licenses	\$0	\$0	\$0	\$4,416	\$14,211	\$14,211	\$839,211	\$872,049
VoteCal Application							\$825,000	\$825,000
CASS-Certified Address Correction Software ²¹					\$9,795	\$9,795	\$9,795	\$29,385
WebEx Meeting Center and Support Center ²²				\$4,416	\$4,416	\$4,416	\$4,416	\$17,664
Telecommunications²	\$0	\$0	\$0	\$442,536	\$442,536	\$442,536	\$442,536	\$1,770,144
Contract Services	\$0	\$0	\$0	\$0	\$26,384	\$26,384	\$26,384	\$79,152
Web-page language translation ⁷					\$26,384	\$26,384	\$26,384	\$79,152
Data Center Services	\$0	\$0	\$0	\$15,000	\$30,000	\$30,000	\$30,000	\$105,000
DTS Data Center Floor Costs COEMS ⁹				\$15,000	\$30,000	\$30,000	\$30,000	\$105,000
Agency Facilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SOS Costs - County Training¹³	\$0	\$0	\$0	\$0	\$0	\$0	\$9,700	\$9,700
Other - Indirect Cost Rate Proposal (ICRP)¹⁷	\$0	\$0	\$0	\$777,950	\$926,220	\$926,220	\$926,220	\$3,556,610
Other - Statewide Cost Allocation Plan (SWCAP)¹⁸	\$0	\$0	\$0	\$75,285	\$89,634	\$89,634	\$89,634	\$344,187
Other - O&E¹⁹	\$0	\$0	\$0	\$0	\$0	\$0	\$79,000	\$79,000
Other - Training¹⁵	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$10,000
Other - External Agency Interface Maintenance²³	\$0	\$0	\$0	\$0	\$362,995	\$362,995	\$362,995	\$1,088,985

1 - Based on 4 developers at \$8000/workstation. One-time purchase that will not be used after VoteCal development is complete.
2 - Cost detail in "telecomm" worksheet. One-time costs in 09/10. Ongoing in 09/10 and each FY thereafter.
3 - Cost detail in "systems integrator" worksheet
4 - Costs through FY 08/09 represent actuals. FY 09/10 through end of project represent projection based on actuals and project phase.
5 - Cost detail in "county remediation" worksheet
6 - Estimated based on a full-time contracted resource at \$150/hr. for 2080 hrs. - contracts in the first year will be approximate 9 months
7 - Cost detail in "web trans" worksheet - this is anticipated to be an ongoing expense
8 - Estimated level of effort at 400 hrs. at \$100/hr. - specific scope of work in the SPR
9 - High bandwidth communications - Three racks at \$800/month per rack + potential additional electrical costs starts Jan 2010
10 - Cost detail in worksheet "county jad"
11 - Cost detail in worksheet "county data conversion and imp"
12 - Cost detail in worksheet "county training"
13 - Cost detail in worksheet "SOS - county training"
14 - Nework staff training - two resources at \$5000 each
15 - Cost detail in worksheet "SOS staff travel & training"
16 - Cost detail in worksheet "IT - travel - network planning"
17 - ICRP costs based on SOS formula
18 - SWCAP costs based on Department of Finance formula. These payments end when federal funds end.
19 - OE&E calculations in worksheet "Alt P - staff detail"
20 - Annual hardware maintenance contract option from System Integrator proposal (There are no separate one-time hardware purchases for the VoteCal system as the vendor bid a solution that includes hardware)
21 - Assumes unlimited hits and LAN server license for AccuMail Gold
22 - Based on 12 licenses for WebEx Meeting Center and Support Center
23 - See "External Interface" worksheet
24 - Cell 20E Based on 2% cost for HW/SW/Telecomm procurement + \$200/contract review for each of 40 contracts, Cell 20F based on 70 contract review s @ \$200 each, and Cell 20G based on 10 contract review s @ \$200 each