



VoteCal

Statewide Voter Registration System Project

Communication Plan

VERSION 2.1

OCTOBER 2010

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1. OVERVIEW

The Communication Plan is the document that guides how, what, and when the Secretary of State (SOS) will communicate to stakeholders regarding the VoteCal project.

This document will be updated as deemed appropriate by the Project Manager at any time during the project based on the needs of the project. All signatories to the Communication Plan must approve the changes.

Supplemental Plans are working documents that have been and will be developed for the project phases to identify in greater detail how, what, and when the SOS will communicate during a particular project phase. Supplemental Plans will continue to be developed as the project progresses. These Plans may be updated by the Project Manager as deemed appropriate throughout the project. The signatories to those plans must approve the proposed changes.

1.1. PURPOSE OF THIS DOCUMENT

The VoteCal Statewide Voter Registration System Project (hereinafter referred to as "VoteCal") Communication Plan serves as an adjunct to the overall Project Management Plan and other related project plans. The purpose of this Communication Plan is to identify planned and typical methods of exchanging information both within the project and with stakeholders and interested parties outside the project. The Communication Plan identifies:

- The process to develop and issue communiqués;
- Roles and responsibilities; and
- Content and methods of distribution.

This Communication Plan is complemented by project phase-oriented supplemental plans that will describe the unique information needs, audiences, and communication approaches/methods needed for that specific phase. The supplements will also identify dates for communication events appropriate to that phase. Unless otherwise stated in the phase supplements, the roles and responsibilities, processes, audiences, and methods stated in this Communication Plan will be valid and operational for all project phases.

The VoteCal Project Team expects communication requirements to change throughout the life of the project and that revisions to this plan may be required to best align communication activities with stakeholders' needs. The VoteCal Communication Plan is adaptive and processes will be continually refined for effectiveness.

Mid-stream modifications to this Communication Plan or to the phase-oriented supplemental plans will be made as needed. The Project Manager will evaluate the effectiveness of the communications by January 2010 and modifications made to the process as determined appropriate. Evaluations of effectiveness of the communications will be conducted every six months by the Project Manager thereafter and modifications to the Plan made as necessary. Any changes to the Plan must be approved by the signatories to the Plan.

This Communication Plan is not intended to identify communication needs or responsibilities outside the control of the Secretary of State (SOS).

1.2. POTENTIAL COMMUNICATION BARRIERS TO EFFECTIVE PROJECT IMPLEMENTATION

The SOS considers VoteCal to be a large-scale, complex, information technology implementation project. Complexity arises from the following:

- A large and diverse number of stakeholders with vested interest in the successful outcome of the project, including:
 - Registered voters for whom the system will determine eligibility to vote
 - State and local elections officials who depend on the accuracy of the system data to conduct elections in California
 - Election management system (EMS) vendors who must build on their systems to enable them to interface directly with the VoteCal System and must meet the election requirements of their customers
 - The United States Department of Justice (USDOJ), who enforces the Help America Vote Act (HAVA)
 - Executive Branch control agencies (Department of Finance and Office of the State Chief Information Officer) and the California Legislature, who review and approve project requests for funding and/or authority
 - Candidates, proponents of ballot measures, and political parties who depend upon registration data to plan and conduct their campaigns
 - Third-party end users of voter registration data such as journalists, academic researchers, and government entities that utilize the data for a variety of purposes
- Virtually all election processes and data requirements are dependent on the availability and accuracy of voter registration data. For example, poll workers must be eligible voters; petition signatures are only valid if the signatory is a legally registered voter in the appropriate jurisdiction at the time of signing; and polling places are assigned based on the quantity and location of registered voters.
- VoteCal's implementation strategy will involve modification to, coordination with, and direct data communication with independent election management system (EMS) vendors that are not under the direct authority of the SOS or the VoteCal system integrator (SI) vendor.
- VoteCal's implementation will require modification of the current business practices and processes, roles and responsibilities of State and local elections officials to achieve HAVA compliance.

The size and complexity of this project introduces risk from lack of or miscommunication. Project team members and implementation vendor staff will depend on timely and accurate communication to coordinate activities and ensure that deliverables meet State and local requirements. SOS management and project oversight entities depend on timely and accurate communication to

appraise the project direction and to take corrective action when required. Local elections officials and the EMS vendors will depend on timely and accurate communication to ensure that the VoteCal System meets their needs for conducting elections, and understand the requirements imposed upon them in order to make appropriate plans, organizational changes, and resource allocations. Third-party end users of the data will depend on timely and accurate communication to ensure that the VoteCal implementation does not adversely affect their needs or the needs of their organization and constituencies.

It is important to recognize potential issues and overcome communication barriers for a successful project implementation including:

- Coordinating communication among a multitude of stakeholders with varying communication needs and methods.
- Geographical distance among stakeholders.
- Project atmosphere that discourages information sharing and collaboration among stakeholders.
- Failure to anticipate and respond timely and effectively to misinformation or information gaps.
- Failure to use common terms.

A variety of communication activities are planned to address many of these conditions and to complement other project management practices for controlling scope, distributing resources, and managing/mitigating issues and risks. Appendix C contains a glossary of terms for this project.

1.3. EXPECTED BENEFITS AND RESULTS

VoteCal recognizes that the project will be most successful in an atmosphere that fosters collegiality at all levels. The following are expected benefits of successfully implementing the Communication Plan:

- Stakeholders share a common understanding of project scope, processes, and expected outcomes.
- Stakeholder information needs are met and their respective roles and responsibilities are understood and embraced.
- The VoteCal Team works effectively and collaboration is fostered with vendors.
- Communication barriers are identified and responded to timely and appropriately.
- Open and honest discussions regarding the selection and implementation of the VoteCal System will foster acceptance of related changes to business and technology practices.
- Stakeholders' issues, concerns, and requirements are clearly understood; thereby enhancing vendor selection and end-product implementation.
- All appropriate audiences receive timely and appropriate information in the form useful to them.

1.4. COMMUNICATION SUCCESS FACTORS

Virtually all project processes are dependent on clear, accurate, timely, and appropriate information communicated in a respectful and professional manner. Communication activities are threaded throughout all project phases and are dependent on high quality, collaborative communication. VoteCal is committed to these communication success factors:

- **Awareness**—Stakeholders must be informed of VoteCal’s goals and objectives, outcomes, and the associated impacts, so they will be prepared for the operational changes and able to contribute to the successful implementation of the VoteCal System.
- **Content**—Communication must be relevant, meaningful, and at an appropriate level of detail for the targeted audience. Specifics such as assigned tasks, due dates, and critical milestones must be easy to spot and clearly described. Communication strategies should be based on the stakeholders’ information needs and expressed preferences and incorporated into message design, format, and timing. If communication cannot be publicly shared, the reason for restricting any information must be clearly explained.
- **Frequency and Timeliness**—All information that may be publicly shared is released in a regular and timely manner to allow stakeholders the opportunity to comprehend and react to the communication. Communication should occur as scheduled to avoid raising false concerns over the status of VoteCal or its management.
- **Context**—Communication must provide the relevant context of the message (i.e. critical action date, scheduled milestone, status update, policy change or reminder, etc.). All communication should clearly indicate that the program sponsor and Project Manager are the sources of information in order to convey their commitment and support of the project’s success.
- **Format and Media**—All communication must be developed and delivered in a format that is efficient, understandable, and easily accessible. New communication methods will be introduced as they become available and evaluated for their effectiveness. To the extent that they are effective, existing and familiar communication methods should be used.
- **Communication Flow**—Communication must be consistent across audiences and communication channels. At each stage of the review and approval process, verification of format, content, and continuity with the goals and objectives of VoteCal will be conducted. Through various mechanisms, stakeholders are provided an opportunity to ask questions, elevate concerns, and obtain responses.
- **Effectiveness**—Regular assessments of the communication products, processes, and stakeholders’ feedback will be conducted. Communication issues and risks (and associated resolution activities) will be tracked within the project’s monitoring processes. VoteCal will build continuous improvements into communication products by employing phase-oriented communication planning and formal updates to this plan as necessary.

1.5. ASSUMPTIONS

The successful execution of the Communication Plan is dependent upon the following assumptions:

- Timely participation and support as needed from key resources, including:
 - VoteCal Executive Steering Committee members
 - VoteCal Project Director
 - VoteCal Project Manager
 - VoteCal Project Staff (including selected vendor management and staff)
 - Stakeholder Advisory Committee members
 - County elections officials and staff, individually and through the key county technical advisory committees
 - All vendors engaged in the project
 - All partner state agencies and legislative staff
- Adequate administrative support for the development, production, and distribution of communication products

2. COMMUNICATION PROCESS

2.1 DEVELOPMENT, REVIEW, AND APPROVAL PROCESS

Generally, the Communication Lead is responsible for ensuring the communication occurs and is responsible for distribution of all communication items. The Communication Lead will identify the communication need based on this Communication Plan and project activities. The Communication Lead will notify the responsible producer and ensure the producer creates the communiqué with sufficient time to seek approvals and be published by the established deadline. Some communications will take the form of a document (e.g., email, posting on the VoteCal website, CCROV) while other communications may take the form of a presentation or a telephone conversation. Regardless of communication method, the Communication Lead will let the person responsible for producing the content to know to begin his/her work. The author of the message will work with the person appointed to approve the communication until the communication meets with approval. Generally, communications are approved by the Project Manager. See Communication Matrix for identification of author, reviewer, and approver by communication item.

There are special circumstances when communications must be approved by others. Those circumstances are noted below. Once approval is received, the author supplies the communication to the Communications Lead for distribution or posting to the website. The Communications Lead is responsible for distributing all communications. Should the communication be through a presentation or telephone conversation, the person responsible for presenting the information will do so. Not all oral presentations will be captured and provided in writing.

2.2 SPECIAL CIRCUMSTANCES REVIEW AND APPROVAL PROCESS

In some circumstances, the review and approval process will vary from the process established above. Communications with specified stakeholders or communication about specified issues will follow processes described below.

2.2.1 COMMUNICATION WITH COUNTY ELECTIONS OFFICIALS AND EMS VENDORS

All VoteCal communications to county elections officials and, if appropriate, EMS vendors, with the exception of meetings and events, will be delivered through any or all of the following communication methods:

1. An email to the CACEO distribution list transmitted by the Elections Division Lead;
2. An email to designated county VoteCal representative distribution lists provided by SOS; and/or
3. Posted to the VoteCal website.

Once developed by the producer, the succession of the review and approval process of all VoteCal communication to county elections officials (and, if appropriate, county EMS vendors) is as follows:

1. The Communication Lead reviews it to ensure the message is on point and for line edits;
2. One of the Elections Division Leads for content and tone;
3. The Assistant Elections Division Chief will review for compliance with Division policy and approve the communication or if there is a question will escalate to the Elections Division Chief;
4. If necessary, the Elections Division Chief will perform the final level of review and approval.

*Note: Communication that contains confidential information will **not** be assigned a CCROV number and will **not** be posted to the VoteCal website.*

VoteCal communications related to policy and other highly sensitive issues to county elections officials (and, if appropriate, county EMS vendors) will be sent via CCROV in addition to other methods identified above. (These are typically known as 'formal' communications.)

2.2.2 VOTE CAL PROJECT MEETINGS AND EVENTS

Whenever a meeting request or event involves county representatives and/or county EMS vendors, VoteCal communication will be distributed through email to relevant region(s) or workgroup(s).

The succession of the review and approval process of VoteCal communication regarding county and/or county EMS vendor meetings and events is as follows:

1. The Communication Lead develops the communication;

2. The Elections Division Leads review for line edits, content and tone;
3. The Elections Division County Liaison and the Elections Division Chief review and edit all aspects. Meeting and event notices must be approved by one or both of these persons.
4. The Communication Lead will contact the President of CACEO to inform him/her of the communication content and approach.
5. Lastly, the Communication Lead will send an email to CACEO area regional chairs to alert them to the soon-to-be released communication.

2.2.3 COMMUNICATIONS RELATED TO NON-STANDARD ISSUES

Some communication will require approval from SOS senior staff. The categories that may require additional levels of review and those who would approve the communication are shown in the table below.

ISSUE	APPROVER
Impact on roles and responsibilities: Communication regarding significant changes to county elections office versus SOS responsibilities.	Elections Division Chief
Legal issues: Communication related to the interpretation or application of State or Federal laws, Public Records Act requests, and pending or potential legal actions.	SOS Chief Counsel
HAVA-related policy: All communication related to interpretation and application of HAVA mandates that could affect SOS policy with respect to HAVA compliance. All communications to US Department of Justice (USDOJ).	Deputy Secretary of State, HAVA Activities
Government officials: Communication from or to members of the legislature or legislative staff, elected officials, the Department of Finance (DOF), the Office of the State Chief Information Officer (OCIO), Department of General Services (DGS) or other state government officials.	Project Director
Politically sensitive: All communication to or inquiries from news media, political parties, voter advocacy groups, or key public persons.	Elections Division Chief, Project Director, SOS Communications Director
Requests for specific action from recipient(s): All communication to voters, constituent advocacy groups, and users of voter registration data (as defined in sections 2.4.4, 2.4.5, and 2.4.6 respectively) that require specific project information be supplied.	Project Director

2.2.4 PUBLIC RECORDS ACT REQUESTS

Occasionally, VoteCal team members may receive requests from the public for information. If any team member receives any of these requests, the recipient will notify the VoteCal Project Manager immediately. The Project Manager will direct all Public Records Act (PRA) requests immediately to the SOS Office of Constituent Services for

tracking purposes. The PRA request will be assigned to an attorney in the Elections Division who will have the responsibility of collecting documents and responding to the requestor. To the degree possible, records will be distributed electronically.

The project may refuse to disclose any records that are exempt from disclosure under the PRA and relevant statute.

2.2.5 ESCALATION

Should any person within the review and approval process disagree with a decision, they may escalate it to the Project Director for resolution. The Project Director will resolve the issue within two business days, unless the communication is time-sensitive requiring resolution within the same business day. The Project Director may involve the Project Sponsor to resolve the issue.

3. ROLES AND RESPONSIBILITIES FOR STAKEHOLDERS

Many people will be involved in the VoteCal communication process as producers, contributors, approvers, and consumers/recipients of communication products. This section describes their roles and responsibilities in the communication processes of VoteCal.

Some will only need periodic review of key milestones, findings, and decisions (i.e., status information). Others will require very detailed and frequent communication as their roles may be directly affected by the project. The information in this section is not meant to be exhaustive of all potential involvement in the communication process. Additional specificity will be included in project phase-related supplements. An organization chart can be found in the most recently approved Project Charter. Contact lists that identify contact information for each of the following participants can be found in the Communication Plan folder, stakeholder subfolder in the project library.

3.1 PROJECT DIRECTOR

The VoteCal Project Director is responsible for the overall success of the VoteCal Project and operational direction of project activities. The VoteCal Project Director collaborates with the Communication Lead and Project Manager on sensitive communication content. The Project Director may be the creator or approver of content.

3.2 PROJECT MANAGER

The VoteCal Project Manager ensures that processes and objectives of the VoteCal Communication Plan are adhered to. The VoteCal Project Manager collaborates with the Communication Lead to resolve any issues related to communication. The VoteCal Project Manager identifies communication needs or opportunities that arise as a result of project activities, and may assist the Communications Lead craft communication content or determine timing. The VoteCal Project Manager is the source of some communication products and an approver of others.

3.3 VOTECAL COMMUNICATION LEAD

The VoteCal Communication Lead is responsible for developing and managing the implementation of this Communication Plan. The VoteCal Communication Lead will work closely with all parties to ensure successful implementation of this Communication Plan. The VoteCal Communication Lead will be responsible for:

- Coordinating, scheduling, and implementing the communication responsibilities set forth in this Communication Plan;
- Assisting in the development and/or management of communications consistent with previously released information and the guidelines found in this Communication Plan.
- Ensuring that communications to stakeholders are presented appropriately and are consistent with this Communication Plan;
- Ensuring that all communication is properly reviewed and approved prior to release;
- Tracking, managing, and redirecting stakeholder inquiries to the appropriate person to ensure an appropriate and timely response;
- Ensuring “records” of all project communication documentation are provided to the Project Assistant to file in the Project Library;
- Developing phase-oriented communication plan supplements as well as any needed modifications to this Communication Plan;
- Developing and maintaining contact lists of county elections officials, EMS vendors, constituency advocacy groups, and users of voter registration data if obtainable; and
- Managing formal communication channels, such as the project website, “blog sites” for participant groups, and email distribution lists.

3.4 SOS CHIEF COUNSEL

The SOS’s Chief Counsel will review and approve communication products if the VoteCal Project Director deems such products require legal analysis or input.

3.5 ELECTIONS DIVISION CHIEF

The Elections Division Chief will review and approve communications to county elections officials and staff and election management system (EMS) vendors for content and tone as noted above. The Elections Division Chief will be assisted by the County Liaison staff as the Elections Division Chief determines necessary.

3.6 ELECTIONS DIVISION LEADS

The Elections Division Leads represent the view of the Elections Division Chief and will act as the primary Elections Division subject matter experts for initial review of the content of the communication. The Elections Division Leads will ensure that all communication conveys the appropriate tone and provides line edits to communiqués. The Elections Division Leads oversee the VoteCal Communication Lead.

3.7 INFORMATION TECHNOLOGY DIVISION (ITD) CHIEF

The ITD Chief will contribute to communications involving information technology (IT) content and will review and approve such communications for content and accuracy.

3.8 INFORMATION TECHNOLOGY DIVISION LEADS

The ITD Leads will ensure that communication is conveyed in the appropriate manner to the ITD staff and will channel feedback from ITD to the VoteCal Project Team as appropriate. The ITD Project Leads will also coordinate ITD input for the development of communication as appropriate.

3.9 DEPARTMENT OF GENERAL SERVICES (DGS) DESIGNATED ANALYST

The DGS Analyst will manage the VoteCal procurement. All responsibilities of the DGS Analyst are only for the procurement phase of the VoteCal project. All bidder communication regarding proposal requirements and the procurement process will be directed to the designated DGS Analyst, who will forward the communication from the bidder to the VoteCal Project Manager. Conversely, all SOS communication to bidders will be directed to the DGS Analyst, who will ensure that the communication is appropriate and consistent between bidders and promote the integrity of a fair and competitive bid and deliver the message.

The DGS Analyst will be responsible for raising project issues and guiding the project bid and contract documents (i.e. Request for Proposal, addenda) through any necessary legal review and approval process at DGS.

The DGS Analyst will provide support, in the form of training and guidance to the VoteCal Project Manager and the Proposal Evaluation Team. The DGS Analyst will arrange all confidential meetings with potential bidders, review agendas for those meetings, and participate in those meetings to ensure that oral communication conforms to the integrity of the bidding process.

Where appropriate, the DGS Analyst may be asked to review communications such as memos and agendas with stakeholders to ensure that communication does not disclose confidential information or otherwise compromise the integrity of the bidding process. Where confidential information is a component of the communication, and the recipient has a need-to-know the information (for example, reviewing the Request for Proposals before it is released), the recipient will sign a non-disclosure statement, which will be filed in the VoteCal project library.

3.10 VOTECAL PROJECT ASSISTANT

The VoteCal Project Assistant is responsible for supporting the VoteCal Project Manager by acting as the librarian and will be responsible for retention of communications in the Project Library. All team members will be able to save to the library, but only the Project Assistant will be able to delete files from the library. The Project Library available to the team can be found here:

\\Sofps4\SOS_SHARE\Projects\HAVA\SWDb\VoteCal_Project_Library

The Project Assistant will establish and maintain an electronic archive of project documentation for use by SOS project management and staff, vendor

management and staff, and oversight consultants. The Project Library will contain all project documents, some of which have higher security and access levels than others based on the information contained in the document and the need to preserve the confidentiality of voter registration records per statute. The VoteCal Project Manager will determine access privileges for the Project Library as a whole and for individual documents as needed. Requests to access documents with confidential information should be approved by the Project Director. Additionally, confidential documents such as technical specifications and source code will require the SOS CIO's permission to access.

Some project documents (for example, status reports, calendars, presentations) will be made available via the VoteCal website, which is located at: http://www.sos.ca.gov/elections/votecal_home.htm.

As the team moves to use the SharePoint tool, the Project Assistant will establish team member access to the project library documents. This will be completed by the 4th quarter 2009. When that is done, the Project Assistant will train the team to access the documents.

3.11 VOTECAL PROJECT SPONSOR

The VoteCal Project Sponsor provides policy leadership and oversight as needed and is responsible for facilitating the direction and decision-making process related to VoteCal. As Chair of the Executive Steering Committee (ESC), the VoteCal Project Sponsor will ensure that the ESC will review and approve sensitive communications as deemed appropriate.

3.12 DEPUTY SECRETARY OF STATE, HAVA ACTIVITIES

The Deputy Secretary of State, HAVA Activities (Deputy SOS, HAVA) is broadly charged with the successful implementation of and full compliance with HAVA mandates.

The Deputy SOS, HAVA is directly responsible for the formation and management of the Stakeholder Advisory Committee. The Deputy SOS, HAVA will keep the Committee appropriately informed of project events and policy implementation and ensure that Committee feedback and concerns are brought to the attention of the VoteCal Project Manager and Communication Lead.

The Deputy SOS, HAVA is responsible for development and submission of project status to the USDOJ as required by the agreement between SOS and the USDOJ. The Deputy SOS, HAVA will collect project status from the Project Manager and report it to the USDOJ while providing a copy to the Communication Lead to store in the Project Library. The Deputy SOS, HAVA reviews and approves communication related to HAVA issues and assists in the development of communication with the Stakeholder Advisory Committee.

3.13 EXECUTIVE STEERING COMMITTEE

The Executive Steering Committee (ESC) consists of key SOS senior staff under the leadership of the VoteCal Project Sponsor. The ESC will participate in the review and approval process of communications as deemed appropriate by the Project Sponsor. We do not anticipate the ESC needing to meet to deliberate on communications.

3.14 INDEPENDENT PROJECT OVERSIGHT CONTRACTOR (IPOC)

The IPOC is responsible for monitoring and evaluating project efforts and deliverables in terms of best practices for management of information technology projects. IPOC will seek to positively influence the project so that, when necessary, corrective action can be taken to keep the project on-track.

The IPOC will provide early identification and warning of factors that may adversely affect the successful implementation of VoteCal. The IPOC is required to provide monthly reports to the State Chief Information Officer on the status of VoteCal and to identify any issues that could adversely affect the successful outcome of the project.

Consequently, the IPOC must be informed of and provided free access to project documents and meetings in order to provide complete, timely, and accurate evaluations.

3.15 CALIFORNIA DEPARTMENT OF FINANCE

The California Department of Finance (DOF) is the control agency responsible for fiscal review and approval of VoteCal. All communication to DOF must be approved by the SOS Management Services Division (MSD) Chief and the SOS Chief Information Officer (CIO).

3.16 SOS CHIEF INFORMATION OFFICER

The SOS CIO is the principal point of contact between the VoteCal Project Team and the state control agencies (DGS, OCIO, DOF Information Technology Consulting Unit [ITCU], and the Office of Information Security and Privacy Protection [OISPP]) and the Legislature. It is the responsibility of the SOS CIO to keep the Project Manager informed of any policy or reporting changes that could impact VoteCal. All formal communication with state control agencies regarding VoteCal is to be reviewed and approved by the CIO.

3.17 OFFICE OF THE STATE CHIEF INFORMATION OFFICER

The OCIO is the control agency responsible for review and approval of VoteCal from a technical perspective. The State CIO is the successor to Office of Technology Review, Oversight and Security (OTROS) for IT project oversight and has assumed responsibility for IT project approval and oversight. The State CIO is a recipient of project-related reporting including Feasibility Study Reports (FSRs), Special Project Reports, and monthly project oversight and status reports.

3.18 CALIFORNIA LEGISLATIVE ANALYST'S OFFICE (LAO)

The LAO provides staff review and analysis of VoteCal to the California Legislature and, in particular, the Joint Legislative Budget Committee. The LAO receives requests for project and funding approval at the same time they are provided to DOF and OCIO. The LAO may also request information about the status of the project. All direct communication with the LAO is to be approved by the SOS MSD Chief and SOS CIO.

3.19 US DEPARTMENT OF JUSTICE (USDOJ)

Under HAVA, the USDOJ is charged with the responsibility for enforcement of HAVA's mandates. Under the Memorandum of Agreement with the USDOJ dated November 2, 2005, the Deputy SOS, HAVA is responsible for providing the USDOJ with monthly status reports on the development and implementation of VoteCal until its successful completion. Further, under this agreement the Deputy SOS, HAVA is required to provide USDOJ with immediate notice of any significant events that could adversely affect VoteCal and its successful implementation.

All formal communication with USDOJ regarding VoteCal is to be explicitly approved by and routed through the Deputy SOS, HAVA.

3.20 COUNTY ELECTIONS OFFICIALS AND STAFF

County elections officials will be active participants, individually and through their county elections associations, in the review of system requirements and implementation of VoteCal. The county elections officials and their staff are critical partners in the success of the VoteCal project in that they will be most directly affected by many of the changes associated with the VoteCal system.

The active participation of the county elections officials in the development and implementation of the VoteCal system is critical to the success of the project. Throughout the project, regular communications will be delivered to county elections officials and their staffs to ensure they are informed of project status, are provided opportunities and mechanisms to raise concerns, and are involved in design and implementation as appropriate.

3.21 CALIFORNIA ASSOCIATION OF CLERKS AND ELECTIONS OFFICIALS

As the representative association of county elections officials, the California Association of Clerks and Elections Officials (CACEO) offers many channels for disseminating information to the officials as well as collecting their feedback and concerns about VoteCal and its effect on their business processes. These channels include:

- Monthly teleconferences with the Secretary of State;
- Monthly meetings of the Association's HAVA sub-committee;
- Semi-annual conferences in December and each summer;
- Direct communication with the CACEO Executive Committee; and
- Regional coordinators and meetings with county elections officials and staff within those regions.

The VoteCal Project Team will take advantage of CACEO member expertise as appropriate and leverage CACEO communication methods to share project information, solicit feedback, and encourage project support.

3.22 COUNTY ELECTIONS OFFICIALS INFORMATION TECHNOLOGY STAFF

Communication with county elections officials' information technology (IT) representatives will be important for ensuring the county elections officials' technical infrastructures, IT staff, and IT contractors can effectively support implementation of VoteCal. The VoteCal Project Team will work with county IT

representatives to leverage their expertise and experience during the design and subsequent phases of the project. Communication with county IT representatives must be approved by the SOS ITD Chief and the SOS CIO.

3.23 COUNTY TECHNICAL ADVISORY COMMITTEES

Two County Technical Advisory Committees were formed for VoteCal to provide feedback and guidance on the proposed system design and requirements. These committees were strategically appointed to represent the diversity of California counties in terms of size and complexity, existing election management system vendors, geographic location, and technological and policy expertise. Committee members will act as subject matter experts on historic voter registration processes and the practical conduct of elections in California. Members are bound by confidentiality and conflict of interest agreements to allow them access into the procurement strategies and detailed requirements of VoteCal. These Committees sunset when the procurement process is complete.

3.24 ELECTION MANAGEMENT SYSTEM (EMS) VENDORS

The EMS vendors will be impacted by the implementation of VoteCal, which will require modifications to existing systems for a smooth and complete integration.

The EMS vendors may be bidders or partners of bidders for VoteCal; consequently, communication with these vendors is restricted until after the contract has been executed. During the procurement phase of the project, no member of the VoteCal Project Team shall have direct communication with an EMS vendor without express permission and approval of the communication content from the DGS.

During subsequent phases of the project, the EMS vendors will be important partners and subject matter experts for voter registration systems and related elections processes. The EMS vendors will receive communications to inform them of project updates and will be provided opportunities to participate in identification of requirements for the VoteCal interface.

3.25 PROCUREMENT BIDDERS

A variety of corporations and business entities will be bidding on VoteCal. Contact and communication with these bidders must be carefully managed to ensure:

- Relevant information is shared to encourage thoughtful, complete, and competitive solution proposals.
- No bidder receives preferential treatment or receives more or less access to project information.
- All bidders receive necessary information on a timely basis.
- All bidders are fully informed of the nature and limits of appropriate interactions with all project participants.

All communication with procurement bidders will be routed through and approved by the DGS Analyst.

3.26 PARTNER STATE AGENCIES

SOS works with State Agencies including the California Department of Motor Vehicles (DMV), the California Department of Corrections and Rehabilitation (CDCR), and the California Department of Public Health (CDPH) to exchange, validate, and update voter information. During the procurement phase of VoteCal, these partners will be contacted for technical input as needed.

During the design and implementation phases, these departments will become implementation partners working closely with the VoteCal Project Team and implementation vendor staff. It is important to ensure that these departments receive accurate and timely communication regarding project status. They must also participate in the design, implementation, and testing of the interfaces between their relevant systems and VoteCal.

3.27 VOTERS AND CONSTITUENT ADVOCACY GROUPS

All Californians rely on fair and uniformly administered access to participate in the electoral process and that the process remains open and free from fraud. Communication targeted to these groups must be of a broadcast nature, and will generally be informational in nature, such as project status, frequently asked questions (FAQ), and news releases. The VoteCal website will serve as the main source for dissemination of such communication and as a submission point for questions about the project. The VoteCal website information will be developed in part with this audience in mind. During the latter phases of the project, outreach efforts will be targeted directly to these representative organizations and their membership.

3.28 USERS OF VOTER REGISTRATION DATA

There are a wide variety of individuals and organizations that are legally entitled access to voter registration data. These include:

- Political parties;
- Candidates for elected office;
- Proponents and opponents of a ballot measure;
- Elected officials for contacting their constituencies;
- Political scientists and academic researchers;
- Journalists;
- Legislative Data Center;
- Statewide Database Project (for developing reapportionment plans); and
- Other governmental agencies, such as State and Federal Courts (for formulation of jury pools).

The VoteCal website will serve as the main source of information for this audience.

3.29 STAKEHOLDER ADVISORY COMMITTEE

The Stakeholder Advisory Committee represents the interests and concerns of the end users of VoteCal. This committee includes members representing voter constituencies (e.g., the National Association of Latino Elected and Appointed

Officials [NALEO], the National Association for the Advancement of Colored People [NAACP], the League of Women Voters, county elections officials, users of registration data, and data privacy advocates). Committee members will be kept informed of the progress of VoteCal and asked for input as appropriate.

The Deputy SOS, HAVA is responsible for facilitating the meetings of this group and is the point of contact for project communication with its members.

3.30 MEMBERS OF THE LEGISLATURE

The SOS provides annual reports to the Legislature on the status of HAVA implementation, including VoteCal. Individual members of the Legislature as well as legislative committees may request information regarding the purpose or status of VoteCal beyond what is regularly provided to the LAO, the DOF, or the public. Communications to this audience will comply with existing internal SOS processes for communication with the Legislature.

4. COMMUNICATION MEDIUM

The communication medium is the format for delivering messages to the targeted audience. The VoteCal Project Team intends to use a combination of communication methods, matching the communication content and message format with the most effective and appropriate method for the target audience. Not all communication mediums are appropriate for all audiences and, depending on the length or format of the message, some methods are not effective or viable.

As much as practical, the project will use electronic communication (e-mail, website) to quickly and efficiently distribute information and materials, and as a backup for communication previously distributed on paper. Most messages developed for broad distribution will be posted on the VoteCal website, and notice of that posting will be transmitted via e-mail to appropriate parties. Additionally, a Real Simple Syndication (RSS) web feed is available for subscribers to receive notice of updates to the VoteCal website. Non-public information will be relayed to the appropriate party via e-mail, meeting, or telephone call.

The VoteCal Project Team will use paper, face-to-face meetings, and teleconference calls to ensure stakeholders who do not have access to the website or e-mail receive important communication.

The communication methods identified as appropriate for VoteCal are described below.

4.1 MEETINGS

Meetings are an important vehicle through which the VoteCal Project Team will communicate with stakeholders. Meetings may be face-to-face, conference call, or a combination of these two. Members of the VoteCal Project Team will also attend meetings hosted by stakeholders upon request and, if required, appropriate approval.

Meetings will be used by VoteCal whenever face-to-face communication is essential to ensure understanding, address concerns, foster commitment and consensus, or provide a "face" for the project to engender positive stakeholder regard or allay concerns and the project budget provides for such meeting attendance. To make best use of VoteCal Project Team and stakeholder time,

meetings will be used judiciously when personalized communication is most appropriate and effective.

4.2 ELECTRONIC MAIL (EMAIL)

Email will be the preferred method for ensuring timely communication and distribution of status, assignments, schedules, and announcements.

4.3 TELEPHONE AND VOICE MAIL

Telephone communication will be used when interaction is required to gain immediate response, personally respond to concerns, encourage support, confirm attendance, and other situations. Voice mail will be used as a messaging alternative when personal contact is deemed appropriate or most effective but circumstances prevent contact at the desired time.

4.4 FACSIMILE (FAX), FAX BROADCAST

FAX delivery of written documents and notices is a proven method for rapid and broad distribution of official SOS communication products, especially to county elections officials. VoteCal will also use this method as a backup for e-mail for distribution of VoteCal Project policy changes or event timing to a large number of recipients.

4.5 WEBSITE

The VoteCal website is a practical and effective approach for communicating project information. Publications on the website are intended to share project information with stakeholders.

Prior to posting, all other documents, pages, and links must be approved by the VoteCal Project Manager. The website will be updated on a regular basis and updates will be made through the VoteCal Communications Lead to ensure version control.

4.6 PRESENTATIONS

Presentations will be developed to meet the information needs of specific audiences. All materials developed for meetings will be archived in the project library and, if appropriate, posted to the VoteCal public website.

4.7 MEETING MINUTES

Minutes from meetings will capture decisions that were made and be distributed to the appropriate audience based on the content. Not all meetings will result in minutes.

4.8 REPORTS

Throughout the VoteCal project, various reports will be written to document project status. These reports will be distributed to the appropriate audience based on the purpose for their development.

4.9 PROJECT DOCUMENTS

In every technology project, planning documents are created to guide the project during deployment. The VoteCal project plans will be developed per Project

Management Body of Knowledge (PMBOK) standards. These plans will be disseminated to the persons with responsibilities in the plan.

5. CONTENT

Content refers to the message of the communication that has been identified for the successful deployment of the VoteCal system. At various stages in the project, the SOS needs to communicate with a variety of stakeholders – from reviewers to approvers to consumers. The content of the messages is different based on the purpose of the communication and project phase.

The matrix in Appendix A identifies the medium through which the content will be distributed, along with the frequency of distribution and audience for each communication.

APPENDIX A: VOTECAL COMMUNICATION PLAN MATRIX

VoteCal Project – Communication Plan Matrix					
Medium for Communication	Author/ Reviewer/ Approver	Audience	Content and Purpose of Communication Item	Frequency	Media and Distribution
.....REPORTS.....					
Office of the Chief Information Officer (OCIO) Monthly Progress Report (See http://www.ocio.ca.gov for template)	Project Manager / Project Director / Project Sponsor	OCIO Independent Project Oversight Contractor (IPOC)	Provide high level project status in the CA-Project Management Methodology (CA-PMM) format	Monthly	Email w/attachment
		Project Director Project Sponsor	Provide high level project status in the CA-Project Management Methodology (CA-PMM) format	Monthly	Hardcopy
Project Management Monthly Status Report to IPOC	Project Manager / Project Director / Project Director	Project Director Project Sponsor IPOC	Provide a review of monthly activities and progress, issues, and changes	Monthly	Email Shared Drive
Special Project Report (SPR)	Project Manager / Project Director / Executive Steering Committee	Department of Finance OCIO LAO/Legislature	Provide a mechanism to communicate and seek approval from the control agencies and Legislature for major project changes in terms of scope, cost, and/or schedule.	As needed	Hardcopy Email
		Contract Manager County Elections Officials and their staff IPOC	Provide SPR once approved for informative purposes only	Within a week of approval of SPR	VoteCal Website CCROV Shared Drive
Notification that SPR was submitted to control agencies	Communications Lead / Elections Program Lead / Assistant Elections Division Chief	County Elections Officials	Notify parties that SPR was submitted to control agencies and Legislature	Within a week of submittal to Control Agencies	CCROV VoteCal website RSS Feed

VoteCal Project – Communication Plan Matrix					
Medium for Communication	Author/ Reviewer/ Approver	Audience	Content and Purpose of Communication Item	Frequency	Media and Distribution
Risk and Issue Management Monthly Status Report	Project Manager – no reviewer since it is a printout	IPOC Project Director Project Sponsor	Provide a database printout that identifies risks and issues, severity rating, and strategies for managing the risk or issue as appropriate for tracking purposes.	Monthly	Hardcopy Shared Drive
		Contract Manager	Make available an update on risks or issues that could affect contracts. Contract Manager to retrieve from shared drive.	Monthly	Shared Drive
Risk and Issue High Severity Report	Project Manager – no review necessary since it is a printout	Project Director	Provide update of new high severity risks and issues with mitigation strategies to discuss and resolve	Within two business days of identifying	Hardcopy Email with attachment
		Project Sponsor	Provide update of new high severity risks and issues with mitigation strategies to discuss and resolve	Within two business days of providing to Project Director	Hardcopy Email with attachment
		Executive Steering Committee	Provide update of new high severity risks and issues with mitigation strategies to identify mitigation strategies and seek approval on these strategies	Within one week of identification to Project Sponsor	Hardcopy
		OCIO	Provide update of new high severity risks and issues with mitigation strategies	Within 15 calendar days of identifying a high severity risk	Email
Notification that High Severity Risks and Issues Were Identified	Communications Lead / Elections Program Lead / Assistant ED Chief	County Elections Officials	Provide update of new high severity risks and issues with mitigation strategies	Within one week of resolution by Project Sponsor	CCROV

VoteCal Project – Communication Plan Matrix					
Medium for Communication	Author/ Reviewer/ Approver	Audience	Content and Purpose of Communication Item	Frequency	Media and Distribution
Annual Report to the Legislature	Project Director / HAVA Coordinator / SOS Legislative Affairs Director	Legislature	Project status update	January 1 annually	Hardcopy
Monthly Report to USDOJ	HAVA Coordinator / Project Sponsor and Project Director / HAVA Coordinator	USDOJ	Project status update	Monthly (within 3 business days of beginning)	Email with attachment
. .Project Documents. .					
Project Charter	Project Manager / Project Director / Executive Steering Committee	Stakeholders Project Team Project Vendors County Elections Officials and their staff IPOC	Provide a high-level description of the project; identify client, project sponsor and key stakeholders, project objectives, project scope, assumptions and constraints, costs by phase, and acceptance criteria.	When first developed and as revised	Email Shared drive VoteCal Website CCROV
Organization Charts - Contractor - EMS vendors	Project Manager for each organization/ Project Manager / Project Director	Project Team County Elections Officials and their staff SI Vendor EMS Vendors IPOC	Identifies vendor project personnel and reporting relationships	As reporting relationships change and are approved by SOS if key staff involved	Email Shared drive
Notification that project organization charts were revised	Communications Lead / Elections Program Lead / Assistant ED Chief	County Elections Officials and their staff	Notifies that vendor project personnel and reporting relationships changed. May include attachment of revised organization chart.	As reporting relationships change and are approved	CCROV

VoteCal Project – Communication Plan Matrix					
Medium for Communication	Author/ Reviewer/ Approver	Audience	Content and Purpose of Communication Item	Frequency	Media and Distribution
Change Control Plan	Project Manager / Project Director / Core Team, Project Director and Project Sponsor	Contract Manager SI Vendor IPOC	Describe a process to identify potential changes and determine whether to accept a proposed change. Will also describe roles and responsibilities.	When developed and when revised	Email w/ attachment Shared Drive
		All parties identified as having a responsibility for actions in the plan	Describe a process to identify potential changes and determine whether to accept a proposed change. Will also describe roles and responsibilities.	When developed and when revised	Hardcopy Email Shared Drive
Change Control Log	Project Manager / Change Control Team / no approver	Project Director Project Sponsor SI vendor	Provide identification of accepted changes	As determined by process	Hardcopy Email Shared Drive
Communication Plan, Communication Plan Supplements	Project Manager / Project Director / Core Team, Project Director and Project Sponsor	Project Team VoteCal Communications Lead SOS Communications Director SI vendor Those in Plan's review process IPOC	Identifies various methods used to generate and disseminate project information to all project stakeholders.	When developed and when revised	Email Hardcopy Shared Drive
Configuration Management Plan	Project Manager / Project Director / Core Team, Project Director and Project Sponsor	Project Sponsor Project Director IV&V Project Team SI vendor EMS vendors IPOC	Describe a process to ensure deliverables align with requirements as being developed	When developed and when revised	Hardcopy Email Shared Drive

VoteCal Project – Communication Plan Matrix					
Medium for Communication	Author/ Reviewer/ Approver	Audience	Content and Purpose of Communication Item	Frequency	Media and Distribution
Contract Management Plan	Project Manager / Project Director / Core Team, Project Director and Project Sponsor	Project Sponsor Project Director Contract Manager Deputy Secretary – HAVA Activities SI vendor EMS vendors County Elections Officials SOS Management Services Division Procurement Office IPOC	Describe a process to identify how contracts will be developed and managed and deliverables tracked. Will also describe roles and responsibilities.	When developed and when revised	Hardcopy Email Shared Drive
Cost Control Plan	Project Manager / Project Director / Core Team, Project Director and Project Sponsor	Project Director Contract Manager SOS Budget Unit Deputy Secretary – HAVA Activities IPOC	Provide a mechanism to identify, display, and communicate planned, actual, and projected expenditures.	Once developed and when revised	Hardcopy Email Shared Drive
		Project Sponsor	Provide before making changes of greater than <i>five</i> percent	As needed	Hard copy Email w/attachment Shared Drive
		OCIO	Provide information from plan before making changes of greater than <i>ten</i> percent	As needed	Email w/attachment
Issue Management Plan	Project Manager / Project Director / Core Team, Project Director and Project Sponsor	Project Sponsor Project Director Project Team EMS vendors SI vendor IPOC	Describe a process to identify, track, and resolve issues. Identifies roles and responsibilities, escalation procedures, and appropriate timing.	When developed and when revised	Hardcopy Email w/attachment Shared Drive

VoteCal Project – Communication Plan Matrix					
Medium for Communication	Author/ Reviewer/ Approver	Audience	Content and Purpose of Communication Item	Frequency	Media and Distribution
Risk and Issue Tracking Database Report	Project Manager – no review necessary since it is an output	Project Director	Provide current description and evaluation of issue, criticality rating, and mitigation strategy along with assignments and due dates.	Monthly within 3 business days	Hard copy Shared Drive
		Core Team	For purpose of review before Risk and Issue Tracking Team Meetings	Monthly – one week before meeting	Hard copy Shared Drive
Risk and Issue Tracking Database Report for High Severity Risks and Issues			Provide current description and evaluation of issue for high criticality issues.	Monthly with project status report	Email w/attachment
Quality Management Plan	Project Manager / Project Director / Core Team, Project Director and Project Sponsor	Project Sponsor Project Director Contract Manager IV&V IPOC	Describe a process to identify how quality will be evaluated. Will also describe roles and responsibilities.	When developed and when revised	Email Shared Drive
	OCIO	SI Vendor EMS Vendors	Describe a process to identify how quality will be evaluated. Will also describe roles and responsibilities so that vendors who will be held to these criteria know what they are.	When developed and when revised	Hard copy
Risk Management Plan	Project Manager / Project Director / Core Team, Project Director and Project Sponsor	Project Sponsor Project Director Contract Manager Project Team SI vendor IPOC	Describe a process to identify, track, and mitigate risks. Identifies roles and responsibilities, escalation procedures, and appropriate timing for adherence to plan.	When developed and when revised	Hard copy Email Shared Drive
Schedule	Project Manager / Core Team / Project Director	Project Sponsor Project Director Contract Manager Deputy Secretary – HAVA Activities	Identify major milestones and activities along with resources and dates for both SOS and vendor activities. Use to ensure sufficient resources and time and subsequently to track project progress.	When developed and when revised	Email Shared drive

VoteCal Project – Communication Plan Matrix					
Medium for Communication	Author/ Reviewer/ Approver	Audience	Content and Purpose of Communication Item	Frequency	Media and Distribution
		IPOC IV&V SI vendor EMS vendors	Identify major milestones and activities along with resources and dates for both SOS and vendor activities	When developed and when revised	Email
Vendor Contracts	Contract Manager / SOS Procurement / Project Director	Contract Manager Project Manager Project Director IPOC	Define scope, schedule, budget, roles and responsibilities, deliverables, and requirements for contracted services to hold vendor accountable to the scope, schedule, and budget and know SOS' responsibilities.	Prior to contract engagement	Hardcopy Email Shared drive
		SOS Procurement DGS (as necessary) Vendor (as appropriate)	Define scope, schedule, budget, roles and responsibilities, deliverables, and requirements for contracted services for approval.	Prior to contract engagement	Hardcopy Email w/attachment Shared Drive
Deliverable Expectation Document	Project Manager / Core Team / Project Director	Project Sponsor Project Director Deliverables Review Team	Provide a mechanism to communicate and obtain approval of deliverable objectives, outline, content, and acceptance criteria prior to commencing work on the deliverable.	Per schedule, prior to start of work on deliverable	Hardcopy
		Deliverables Review Team	To evaluate deliverable against	Within 5 days of being approved	Hardcopy Shared Drive
Deliverable Transmittal	Project Manager / Project Team / Project Director	Project Manager Contract Manager Vendor (as appropriate)	Provide a mechanism to communicate that SOS has taken delivery of a project deliverable.	At time of State's receipt of project deliverable	Hardcopy
Acceptance Certificate	Project Manager / Core Team / Contract Manager	Project Team Vendors (as appropriate) Contract Manager	Provide signed acceptance of project deliverables to know that deliverable was completed and payment can be issued.	Upon State's receipt of project deliverable	Hardcopy

VoteCal Project – Communication Plan Matrix					
Medium for Communication	Author/ Reviewer/ Approver	Audience	Content and Purpose of Communication Item	Frequency	Media and Distribution
.....Meetings..... ..					
Executive Steering Committee Project Status Meeting minutes	Project Director / Project Sponsor / Executive Steering Committee	Core Team IPOC	Document project progress, high level risks and issues and their mitigation strategies as appropriate.	Within one week of monthly meeting	Shared Drive
Executive Steering Committee ad hoc meeting minutes	Project Director / Project Sponsor / Executive Steering Committee	Core Team IPOC	Document decisions related to emerging project issues, risks, policies, and/or problems requiring immediate attention or resolution.	With one week of meeting	Shared Drive
Core Team Meeting	No written document produced	Core Team	Discuss any topic that needs to be addressed	Daily	Oral presentation
Project Team Meeting minutes	Project Assistant / Project Manager / N/A	Project Team	Provide update on project status, identify potential risk or issue; discuss outstanding items. Discuss milestones or upcoming events of note.	Three days of weekly meetings	Shared Drive
Change Control Board Meeting minutes	TBD by process	Project Director Vendor (as appropriate) Others TBD by process	Discuss, prioritize, approve/reject change control requests that have scope, budget, or schedule implications.	TBD by process	Hardcopy Shared Drive
CACEO Monthly HAVA Subcommittee meeting	No written notes or minutes	County Elections Officials	Project status update	Monthly as scheduled by CACEO	Conference call
CACEO conferences (e.g., New Law, Annual, Semi-annual) as invited to present	Elections Lead / Project Director / Elections Division Chief	County Elections Officials	Project status update	As scheduled by CACEO	PowerPoint Shared Drive VoteCal website
Elections Division project status meeting presentations	Elections Lead / Project Director / Elections Division Chief	Elections Division staff	Explain history of project, next steps, and new items since last presentation	Quarterly starting July 2009	PowerPoint Shared Drive

VoteCal Project – Communication Plan Matrix					
Medium for Communication	Author/ Reviewer/ Approver	Audience	Content and Purpose of Communication Item	Frequency	Media and Distribution
VoteCal Kickoff and next steps	Elections Lead / Project Director / Elections Division Chief	County Elections Officials and their staff at regional meetings	Explain history of project and next steps	Once per region in August 2009	PowerPoint Shared Drive VoteCal website
Notification that discovery session minutes are available	Communications Lead / Elections Program Lead / Assistant ED Chief	County Elections Officials and Staff	Notice that discovery session minutes are available. May attach minutes.	Within one week of meeting	RSS Feed VoteCal Website CCROV?

APPENDIX B: PROJECT MANAGER'S MONTHLY REPORT (SAMPLE)

VoteCal Project Status Report

Submitted by: [Name], VoteCal Project Manager

Reporting Period: MM/DD/YYYY –MM/DD/YYYY

Significant Accomplishments for [Month] 2009:

-
-
-
-
-

Next Month:

-
-
-
-
-

Current Status:

-
-
-
-
-

Open Action Item Summary:

-
-
-
-
-

Milestone Status:

-

APPENDIX C—ACRONYM DEFINITIONS

ACRONYM	DEFINITION
BCP	Budget Change Proposal
CACEO	California Association of Clerks and Elections Officials
CDCR	California Department of Corrections and Rehabilitation
CDPH	California Department of Public Health
CIO	Chief Information Officer
DMV	Department of Motor Vehicles
DOF	Department of Finance
EMS	Elections Management System
FAQs	Frequently Asked Questions
FSR	Feasibility Study Report
HAVA	Help America Vote Act
ITCU (DOF)	Information Technology Consulting Unit (Department of Finance)
ITD	Information Technology Division
IPOC	Independent Project Oversight Contractor
IV&V	Independent Verification and Validation
LAO	Legislative Analyst's Office
NAACP	National Association for the Advancement of Colored Persons
NALEO	National Association of Latino Elected and Appointed Officials
NVRA	National Voter Registration Act or 'Motor Voter'
OCIO	Office of the State Chief Information Officer
OISPP	Office of Information Security and Privacy Protection
RFP	Request for Proposal
SOS	Secretary of State
SOW	Statement of Work
SPR	Special Project Report
US DOJ	United States Department of Justice