

**STATE BOARD OF ELECTIONS**

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## **Project Planning Phases**

### **Project Management Procurements (February 2013 – December 2013)**

- CATS II Request for Resumes
  - Process required to recruit a Senior Project Manager in March to start the development of the Initiation and Concept Development Phase documentation.
- Request for Proposal for Project Management Services
  - Process required to recruit “Just in Time” project management resources (see below) to complete the Concept Development Phase documentation and initiate and complete the Planning and Requirements Phase documentation.
- Certification Testing
  - Process of pre-certifying voting system equipment prior to the RFP process. This eliminates the need for certification of systems during the proposal process.

### **Initiation Phase (February 2013 – April 2013)**

- Project Charter
  - Identifies the Project Manager, Project Sponsor, and Executive Sponsor and authorizes the Project Manager to execute the project.
- Concept Proposal
  - Describes the need or opportunity to improve existing agency business functions using automation and technology. This document identifies unmet strategic goals or mission performance improvements (e.g. inventory system processing)
- Project Organization Chart
  - A graphical representation of the project’s hierarchical positions and their relationships.
- Stakeholder Register
  - Details the identification, assessment, and classification of project stakeholders and stakeholder groups that are impacted by the implementation of the new voting system.

### **Concept Development Phase (March 2013 – June 2013)**

- Project Scope Statement
  - Documents the scope of a project and its business case with the high-level requirements, benefits, business assumptions, alternatives analysis, and program costs and schedules. The Scope Statement is used as a baseline and input into the Change Control process for any changes to the project during the lifecycle.
- Updated Information Technology Project Request
  - This annual request serves as the formal budget request for the project and has information provided by the project scope statement.

- Updated Project Organization Chart and Stakeholder Register
  - See description in Initiation Phase above.
- Responsibility Assignment Matrix (RAM)
  - Defines in detail the roles, authority, responsibility, skills, and capacity requirements for all project tasks needed to complete the project. SBE and contractor responsibilities are addressed in the RAM.
- Project Staffing Estimates
  - Details a preliminary estimate of resources required to complete the project and serves as an input for the project staffing management plan in the Planning Phase.
- Work Breakdown Structure
  - Provides a preliminary Work Breakdown Structure (WBS) and a WBS Dictionary to define all project activities from planning to implementation. Primary input source for the development and execution of the Project Schedule and timelines.

**Planning Phase (July 2013 – (October 2013 – April 2014) )**

- Project Management Plans
  - Scope Management
    - Briefly reiterates the project scope, defines its verification and control procedures, and describes how requirements will be defined. The Scope Management Plan must address these scope management processes: Collect Requirements, Verify Scope, and Control Scope.
  - Schedule Management
    - Establishes the specific procedures for how the project schedule will be managed and controlled and is as detailed as necessary to control the schedule through the life cycle based on the size, risk profile, and complexity of the project.
  - Cost Management
    - Establishes the activities and criteria for planning, structuring, and controlling project costs. Cost estimating and cost controls are the most important evaluation and control items in State projects. Costs and cost variances must be reported regularly to DoIT and other oversight organizations. Any cost change over five percent requires legislative approval.
  - Quality Management
    - Identifies the relevant quality standards and determine how those standards will be satisfied for the project.
  - Staffing Management
    - Elaborates on staffing work completed in the Concept Development Phase – the preliminary organization chart, RAM, and preliminary staffing estimates – by describing how and when human resource requirements will be met.
  - Stakeholder Management

- Details the requirements to effectively engage the several stakeholder and stakeholder groups in project decisions and execution based on an analysis of their needs, interests, and potential impact.
  - Communications Management
    - Describes the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and disposition of project information.
  - Risk Management
    - Details how teams will identify, manage, and mitigate project related risks.
  - Procurement Management
    - Defines the procedures to purchase or acquire all products and services needed from external resources in order to perform project tasks.
  - Change Management
    - Details how project changes will be monitored and controlled from project inception through completion.
- Procurement Documentation
  - Voting System Request for Proposal
    - All documentation associated with the voting system solicitation to include all the documentation requirements for the lifecycle of an RFP. *This includes including any potential changes to the new voting system legislation.*
  - Inventory System Request for Proposal
    - All documentation associated with the inventory system solicitation to include all the documentation requirements for the lifecycle of an RFP.

#### **Requirements Analysis Phase (August 2013 – October 2014)**

- Concept of Operations
  - A formal statement of a system's functional requirements, including, but not limited to: functional process requirements, data requirements, system interface requirements, and non-functional or operational requirements.
- Requirements Traceability Matrix
  - A table that links requirements to their origins and traces them throughout the project life cycle. Developing the RTM helps to ensure that each requirement adds business value and that approved requirements are delivered.
- Test Master Plan
  - Documents the scope, content, methodology, sequence, management of, and responsibilities for test activities.
- Procurement Execution
  - *From RFP Issuance – Contract Award (Voting System)*
  - *From RFP Issuance – Contract Award (Inventory System)*
- Certification Testing
- Determine all other procurements of products and services required

### **Design Phase (November 2014 – April 2015)**

- System Design Document
  - Defines the construct details of each of the system components and interaction with other components and external systems including interfaces.
- System Development Document
  - Establishes the hardware and network development approach and procedures to be employed to include requirements for issue tracking and configuration management and any other information that aids in the implementation of the system.
- System Security Consensus Document
  - Document containing all the information relevant to completing the system's Certification and Accreditation.
- Security Plan
  - Scope, approach, and resources required to assure system security.
- Data Retention Plan
  - Project policies for data and records management.
- Disaster Recovery Plan
  - Requirements designed to restore operability of system, applications due to any extended interruption of the agency's business services.
- Test Plans
  - Complete testing requirements for each system (voting and inventory)

### **Development Phase (November 2014 – April 2015)**

- System Development Document (Updates)
- Test Analysis Reports
  - Documents a description of the tests and the results mapped to the system requirements. Also identifies system capabilities and deficiencies.
- Conversion Plan
  - Describes the strategies and approaches for migrating data from the existing system(s).
- Implementation Plan
  - Define all planned activities to ensure successful implementation into production operations.
- Training Plan
  - Documents the technical and user training needed on the new systems.
- Implementation of inventory system
- Begin delivery of voting system equipment to the State

### **Test Phase (April 2015 – October 2015)**

- Information Technology Systems Certification & Accreditation
  - Completion of the Security Risk Assessment, Sensitive System Security Plan, Security Operating Procedures, Security Test and Evaluation and Certification Statements.
- Test Problem Reports

- Documents problems encountered during testing.
- Defect Logs
- Readiness Document
- Acceptance Testing for Voting System
- Acceptance Testing for Inventory System
- Delivery of equipment to the local boards
- Testing of equipment at the local board level
- Begin delivery and pickup of old and new voting systems
- Begin technical and user training
- Electronic Pollbook upgrades

**Implementation Phase (September 2015 – December 2016)**

- Readiness Document (Update)
- Standard Operating Procedures
  - Documents the details of the business processes related to the operations and maintenance of the systems.
- Disposition Plan
  - Requirements for the disposition of the current voting system.
- Voter Outreach
- Election Judge's Training
- Conduct Mock Election
- Technical and user training
- Primary Election 2016
- General Election 2016

## **Project Management Resources Needed in FY14**

### ***Project Manager***

- Responsible for overall project governance, communications with all stakeholders, planning, budgeting, execution, monitoring, control, quality assurance, and implementing course corrections as needed (This includes working with SBE and coordinating this project's needs with other areas).
- Performs that day-to-day management of tasks as they pertain to the functional and non-functional deliverables for the project.
- Identifies issues and risks and has the lead for managing the issues and risks that include recommending possible resolutions or mitigation strategies.
- Single Point of contact for the State regarding the day-to-day operations of the project. This includes managing the contract requirements for the Master Contractor.
- Responsible for ensuring that work performed under the task order agreement(s) remain within scope, is consistent with the requirements, and are delivered on time and on budget.
- Identifies critical paths, tasks, dates, testing, and acceptance criteria.
- Provide solutions to improve efficiency during the project life cycle.
- Monitors issues, provides resolutions, and status reports.
- Ensures the creation and application of PMI and State SDLC standards in managing the project.
- (As needed, other responsibilities to be identified and documented)

### ***Deputy Project Manager***

- Responsible for the development, management, and maintaining the Project Management Plan which describes the processes and activities for how the project will be executed, monitored, and controlled. The plan includes the following sub-management plans; Scope, Schedule, Quality, Resource, Communications, Financial, Project Change, Risk, Procurement, and any other deemed necessary to complete the project.
- Schedule and facilitate regular weekly status, risk, and issue discussions.
- Detailed reporting of project status, hours worked, project financials, risk and issue dispositions for the past week, action items.
- Collect, organize, store, and manage project artifacts and information.
- Facilitate lessons learned.
- Manage and maintain the integrated project master schedule on a day-to-day basis.
- Produce and deliver schedule reports to include resource allocation; past due tasks; overall schedule variance; task variance and resource variance reports.

### ***Business Analyst 1 - Voting System***

- Responsible for understanding and documenting the current and future business processes. This includes the evaluation of current processes, creation and application of process improvements, re-engineering methodologies and principles that leads to process modernization, ensure processes are compliant and efficient, and ensure real time metrics can be derived from the defined processes. (This includes working with SBE, local boards, and any other stakeholder group to capture, document, and manage requirements)
- Lead business requirements gathering efforts (e.g. JAD or focus workgroups) and recommends technical approach to meet the requirements.
- Oversees the testing and validates that the final product satisfies the defined requirements.

- Reviews and provide quality assurance of technical documentation such as user guides, training manuals, and other documentation to ensure their subject area is accurately represented.

***Business Analyst 2 – Inventory System***

- Responsible for understanding and documenting the current and future business processes. This includes the evaluation of current processes, creation and application of process improvements, re-engineering methodologies and principles that leads to process modernization, ensure processes are compliant and efficient, and ensure real time metrics can be derived from the defined processes. (This includes working with SBE, local boards, and any other stakeholder group to capture, document, and manage requirements)
- Lead business requirements gathering efforts (e.g. JAD or focus workgroups) and recommends technical approach to meet the requirements.
- Oversees the testing and validates that the final product satisfies the defined requirements.

***Technical Writer***

- Author, proofread and edit RFP and other technical documentation content.
- Lead any/all RFP and SDLC documentation development process.
- Participate in planning sessions to fully understand business requirements and the best procurement approach and strategy.
- Edit drafts for consistency, clarity, appropriateness, and grammar.