

## Project Closeout Report

### A. General Information

*Provide basic information about the project including: Project Title – The proper name used to identify this project; Project Working Title – The working name or acronym that will be used for the project; Proponent Secretary – The Secretary to whom the proponent agency is assigned or the Secretary that is sponsoring an enterprise project; Proponent Agency – The agency that will be responsible for the management of the project; Prepared by – The person(s) preparing this document; Date/Control Number – The date the report is finalized and the change or configuration item control number assigned.*

<b>Project Title:</b>	<u>Virginia Elections and Registration Information System</u>	<b>Project Working Title:</b>	<u>VERIS</u>
<b>Proponent Secretary:</b>	<u>Hon. Viola Baskerville</u>	<b>Proponent Agency:</b>	<u>State Board of Elections (SBE)</u>
<b>Prepared by:</b>	<u>Nelly Romero</u>	<b>Date/ Control Number:</b>	<u>4/30/2007</u>

#### **Background:**

The VERIS Project Charter was completed on August 30, 2004. The project had an initial, very aggressive completion date of December 31, 2005 driven by the federal government’s mandated date for compliance with the Help America Vote Act (HAVA).

One COTS package for this type of application was available and was selected as the favored solution via an RFP process. The core software was written for another state. Unfortunately, the state had very different voting laws and this ultimately presented major problems for the project. Extensive revision and customization was needed to overcome these differences. The project encountered many difficulties and fell behind schedule. User Acceptance testing in December 2005 revealed that the application had many unresolved and critical problems and was far from ready for implementation.

After the appointment of a new Project Director in February 2006, the project began a restructuring and re-staffing effort. The planned “Mock Election” testing in March 2006 with representatives from several localities revealed that the workflow processes were unworkable from both a system performance and usability perspective. It was also discovered that the GIS data was not current or accurate enough to meet requirements. A major re-work of the project was needed before it would be ready for production.

The restructuring and staffing effort concluded in July 2006 and a new project baseline schedule was developed projecting a revised Go-Live date of December 21, 2006. Due to various conditions in the overall ability of states to meet the original date and the Commonwealth’s ability to show progress toward meeting HAVA compliance, an extension of the end date was allowed.

The VERIS application was implemented on January 31, 2007 and supports all localities. Additional functionality and enhancements continue to be integrated into the application in a timely fashion.

Both original and Re-baselined information appear in this report with clarification where appropriate.

## B. Project Deliverables

List all Project Deliverables and the date each was accepted by the user. Identify any contingencies or conditions related to the acceptance.

<i>Deliverable</i>	<i>Date Accepted</i>	<i>Contingencies or Conditions</i>
Baseline software delivered	07-21-2005	
Project Management Plans	06-28-2005	Some plans modified during re-baseline
Business Requirements	06-02-2005	
Business Design	01-24-2006	
Technical Architecture – Plan	06-01-2006	
Technical Architecture – Testing	09-08-2006	
UAT Test Plan & Scripts	02-22-2006	
Mock Election Plan (BAT)	02-22-2006	
Mock Election Execution Support (BAT)	03-21-2006	
Interface Requirements & Design	01-25-2006	
Interface Delivery	10-12-2006	Excludes Death File Acceptance
Reports (Existing Custom Help) - Delivery	11-23-2006	
Reports (Standard) - Delivery	12-04-2006	
Training Plan - Introductory	08-31-2006	
Training Plan – Admin/Help Desk	10-19-2006	
Training Plan - Advanced	03-07-2007	
Data Conversion Plan	10-20-2006	
Data Conversion (statewide)	12-27-2006	Final conversion
Workflow Requirements, Design, Delivery (VR, Petition, Absentee)	10-23-2006	Poll Worker workflow will be completed post 06/07 election
Street File Requirements/Design,	11-01-2006	
Street File Delivery	03-28-2007	Street file implemented for go live but formal approval of final Streets File functionality delayed pending needed fixes. (Excludes Precinct Block Update)
Training Delivery – Intro all localities	01-31-2007	
Training Delivery – Admin/Help Desk	03-29-2007	Phased: Started in Oct 2006 and finished in March 2007
End User Documentation	02-20-2007	
Core Software Acceptance	01-17-2007	
VERIS Deployment	01-31-2007	
Training Delivery - Advanced	04-06-2007	

**NOTE:** “Date Accepted” may reflect a formal sign-off date or payment date which will be some period of time after the actual date delivered. For some items, the date may be the completion date. A “deliverable” may also consist of several items delivered over a period of time (i.e., interfaces) with the date of the last deliverable shown.

### C. Performance Baseline

Document how the project performed against each Performance Goal established in the Project Performance Plan.

<b>Project Business Objective</b>	<b>Performance Goal</b>	<b>Results</b>
Meet the requirements of HAVA pertaining to statewide voter registrations lists	Implement a system that meets all HAVA requirements – Specific Requirements <ul style="list-style-type: none"> <li>• Single, uniform, centralized, interactive computerized statewide voter registration list.</li> <li>• Compliance with the National Voter Registration Act of 1993 with safeguards to ensure that eligible voters are not removed in error.</li> <li>• SSN Verification through DMV</li> </ul>	SBE can now provide a HAVA compliant Voter Registration system to the voters of the Commonwealth of Virginia.
Automate election management and registration processes that are now manual	<ul style="list-style-type: none"> <li>• Provide identity (using name, date of birth and SSN) verification through DMV</li> <li>• Automate the link to the Health Dept’s vital statistics records to the extent permitted by the Code of Virginia</li> <li>• Provide verification of deceased voters through Social Security Administration’s Master Death File (MDF)</li> <li>• Automate the link to the State Police and courts (for felony convictions) to the extent permitted by the Code of Virginia</li> </ul>	These previously manual processes have been automated as part of the new VERIS system.

### D. Cost (Budget) Baseline

State the Planned Cost and Funding for the project, as approved in the Initial Cost Baseline and the Project Charter. State the Actual Cost and Funding at completion. Document and explain all cost and funding variances, including approved changes to the cost baseline.

<b>Expenditures (\$000)</b>				
	<i>Planned (Re-baseline)</i>	<i>Actual</i>	<i>Variance</i>	<i>Explanation</i>
<i>Internal Staff Labor</i>	\$1,550,000	\$1,699,576.97	(\$149,576.97)	Project was extended extra and overtime required.
<i>Services</i>	\$7,000,000	\$5,367,304.76	\$1,632,695.24	Remaining retainage and contract deliverables, GIS, Final IV&V, and Virginia Interactive
<i>Software</i>	\$1,485,000	\$1,715,802.15	(\$230,802.15)	Additional enhancements needed
<i>Hardware</i>	\$65,000	\$203,076.18	(\$138,076.18)	Required upgrades to servers, and purchased bar code scanners for localities
<i>Maintenance</i>	\$215,000	\$128,844.40	\$86,155.60	Charges less than expected
<i>Materials and Supplies</i>	\$ 0			
<i>Facilities</i>	\$ 0			
<i>Telecommunications</i>	\$75,000	\$119,021.53	(\$44,021.53)	VITA Port charge increases; higher usage of VITA conference call due extension of project
<i>Training</i>	\$696,000	\$376,824.00	\$319,176.00	Outstanding services scheduled and to be performed - not all charges have cleared
<i>Other</i>	\$914,000	\$162,735.09	\$751,264.91	Contingency
<i>Total</i>	12,000,000	\$9,773,185.08	\$2,226,814.92	

<b>Funding Source (\$12,000,000)</b>				
	<i>Planned</i>	<i>Actual</i>	<i>Variance</i>	<i>Explanation</i>
<i>General Fund</i>				
<i>Non-General Fund</i>				
<i>Federal</i>	12,000,000	\$9,773,185.08	\$2,226,814.92	Help America Vote Act of 2002 (HAVA) Section 101 and 303(a) funding
<i>Other</i>				
<i>Total</i>	12,000,000	\$9,773,185.08	\$2,226,814.92	

## E. Schedule Baseline

Compare the initial approved schedule baseline against the actual completion dates. Enter the planned start and finish dates from the initial schedule baseline. Document all actual start, finish dates, and explain any schedule variances, including approved changes to the schedule baseline

<i>WBS Elements Activity or Task</i>	<i>Planned Start Date</i>	<i>Actual Start Date</i>	<i>Planned Finish Date</i>	<i>Actual Finish Date</i>	<i>Variance</i>	<i>Explanation of Variance</i>
Contract Approval			?	?		Delay in procurement process
Project Plan Development / Schedule & Approval (original/re-baseline)	02-14-2005	02-14-2005	03-30-2005 ----- -----	03-30-2005 ----- 07-17-2006	None -----	
IV&V Project Plan Review	03-14-2005	03-14-2005	03-21-2005	04-04-2005	+2 weeks	Report date vs last on-site date
Project Execution (original/re-baseline)	01-03-2005 ----- 04-03-2006	01-03-2005 ----- 04-03-2006	12-23-2005 ----- 12-31-2006	01-31-2007	+13 months ----- +1 month	New workflow process required GIS not workable requiring addition of Street File processing Many unexpected defects to fix
IV&V Execution Reviews (Quarterly)	06-27-2005 08-22-2005 ----- 12-15-2006	06-27-2005 08-22-2005	07-01-2005 08-26-2005	07-29-2005 10-18-2005	+28 days +7.5 weeks  Cancelled	Report date vs last on-site date Report date vs last on-site date & major project problems Planned quarterly execution reviews suspended by CACI and not resumed after re-baselining.
IV&V Test Planning & Execution Review	Prior to Test ----- 08-23-2006	----- 08-22-2006	Prior to Test -----	----- 09-22-2006	Cancelled ----- +1 week	----- Report date vs last on-site date
IV&V Closeout Review (original/re-baseline)	01-11-2006 ----- 03-23-2007 (revised on 9/2006)	03-19-2007 ----- 03-19-2007	01-16-2006 -----	04-18-2007	+13 months -----	Cumulative issues and project restructuring delayed project implementation and delayed Closeout IV&V Review.
Project Closeout (original/re-baseline)	11-30-2005 ----- 02-22-2007	03-21-2007	01-16-2006 ----- 04-23-2007	05-30-2007	-----	Unplanned schedule delays -----

## F. Scope

Document any changes to the Project Scope and their impact on Performance, Cost, or Schedule Baselines.

<i>Scope Change</i>	<i>Impact of Scope Change</i>
Workflow Enhancements (Amendment #5)	\$550,000 Poll Worker workflow will be completed post 06/07 election
Additional Data Conversion run (Amendment #6)	\$94,800
Additional End User Training Class (Amendment #8)	\$12,260 (or \$7,236)
Street File Definition, Development & Implementation (Amendments #9 & 13)	\$244,259 +15% of development cost for annual maintenance Some Street File functionality will not be available until February 2007
Pollbook Updates (Amendment #10)	\$18,700
Extension of Services (Amendment #11)	\$190,000 Extends services out to May 31, 2007.
Denial Reasons (Amendment #12)	\$18,600
Report Mentoring (Amendment #14)	No net change for Unisys contract \$40,180 for an additional staffing resource
Amendments #17, 18, 19, 21, 22, 26, 27 each under \$10K	\$29,725 Small enhancements needed
Additional Voting Credit Import Specification (Amendment # 20)	\$12,609
Extension of Services (Amendment #23)	\$47,500 (invoice 3/2007) Extends Unisys PM and on-site support services out to March 2, 2007
Citizenship Requirements (Amendment #24)	\$58,000
NCOA Process (Amendment #25)	\$35,000 Delivery schedule TBD
Amendments # 28, 29, 30, 32, 34 each under \$10k	\$25,363 Additional small enhancements needed
Street File Relinking Design	\$17,642
Provisional Votes Election Results (Amendment #33)	\$25,230
Election Reporting of Overvotes (Amendment #35)	\$9,475

## **G. Operations and Maintenance**

*Describe the plan for operation and maintenance of the product, good, or service delivered by the project. State the projected annual cost to operate and maintain the product, good, or service. Identify where and why this projection of cost differs (if it differs) from the Project Proposal. If the operation and maintenance plan is not in place, what is the target date for the plan and what is the impact of not having operations and maintenance for the product, good, or services in place.*

### **1. Operations and Maintenance Plan**

Hardware, network, non-application software, and disaster recovery support is provided by VITA via a service level agreement.

Post Implementation support for the application software is covered by sections in the vendor contract.

Post Implementation customer support for the application is provided via a Quest Help Desk Service Agreement with Quest.

Post Implementation support of the deployment, use and support of the application will be provided by a Program Office set up and staffed by DGS personnel via an MOU

Services include:

- Program management and direction
- Project management
- Application analysis
- System testing
- Operational support
- Defining and executing maintenance support requirements
- Vendor coordination
- Database maintenance and support
- Product enhancements and corrections.

**2. Operations and Maintenance Cost**

<b>Expenditures (\$000)</b>				
	<i>Planned</i>	<i>Actual</i>	<i>Variance</i>	<i>Explanation</i>
<i>Internal Staff Labor</i>				
<i>Services &amp; Maintenance</i>	See contract provisions, service agreements, and MOU with DGS			
<i>Software Tools</i>				
<i>Hardware</i>				
<i>Materials and Supplies</i>				
<i>Facilities</i>				
<i>Telecommunications</i>				
<i>Training</i>				
<i>Contingency (Risk)</i>				
<i>Total</i>				

<b>Funding Source (\$000)</b>				
	<i>Planned</i>	<i>Actual</i>	<i>Variance</i>	<i>Explanation</i>
<i>General Fund</i>				
<i>Non-General Fund</i>				
<i>Federal</i>				
<i>Other</i>				
<i>Total</i>				



## I. Project Documentation

Identify all project documentation materials stored in the project library or other repository. Identify the type of media used and the disposition of the project documentation (see Communications Plan).

<i>Report(s) and Document(s)</i>	<i>Media Used</i>	<i>Storage Location</i>	<i>Disposition</i>
Project Analysis (Initiation)	File	Project Folder	Archive to USB drive
Project Proposal (Initiation)	File	Project Folder	Archive to USB drive
Project Charter (Initiation)	File	Project Folder	Archive to USB drive
Business Requirements	File	Project Folder	Archive to USB drive
Technical Requirements	File	Project Folder	Archive to USB drive
Resource Plan	File	Project Folder	Archive to USB drive
Budget Plan	File	Project Folder	Archive to USB drive
Performance Plan	File	Project Folder	Archive to USB drive
Procurement Plan	File	Project Folder	Archive to USB drive
Communications Plan (Re-baseline)	File	Project Folder	Archive to USB drive
Change Management Plan	File	Project Folder	Archive to USB drive
Risk Management Plan (Re-baseline)	File	Project Folder	Archive to USB drive
QM Testing Plan (Re-baseline)	File	Project Folder	Archive to USB drive
Training Plan (Re-baseline)	File	Project Folder	Archive to USB drive
SBE Operations Manual	File	Project Folder	Archive to USB drive
Change Requests and Amendments	File	Project Folder	Archive to USB drive
Project Acceptance Forms (for invoicing)	Paper	SBE Finance	
Post Implementation Support (MOUs and Agreements)	File	Project Folder	Archive to USB drive
Post Implementation Defect and Issues Processing	File	Project Portal	Archive to USB drive
MS Project Schedule	File	Project Folder	Archive to USB drive
Status Meeting Minutes	File	Project Folder	Archive to USB drive
AOC Meeting Minutes (includes project status report)	Audio Tape		
Risk Management Committee Meeting Minutes	File	Project Folder	Archive to USB drive
IV&V Reports	File	Project Folder	Archive to USB drive
Close Out Report	File	Project Folder	Archive to USB drive

## J. Lessons Learned

Identify Lessons Learned for feedback to the Commonwealth Project Management process. Lessons Learned should be stated in terms of Problems (or issues) and Corrective Actions taken. Provide a brief discussion of the problem that identifies its nature, source, and impact. Site any references that provide additional detail. References may include project reports, plans, issue logs, change management documents, and general literature or guidance used that comes from another source.

<i>Statement of Problem</i>	<i>Discussion</i>	<i>References</i>	<i>Corrective Actions</i>
<b>SEE IV&amp;V CLOSE OUT REPORT FOR LESSONS LEARNED AND BEST PRACTICES</b>			

## K. Dates for Post Implementation Review and Report

Identify the date for completing the post implementation report and the person responsible for this action.

<i>Action</i>	<i>Date</i>	<i>Responsible Person</i>
<i>Post - Implementation Review</i>	N/A: External Close Out IV&V done	Conducted by CACI
<i>Post - Implementation Report</i>	See Close Out IV&V	Conducted by CACI

## L. Approvals

<i>Position/Title</i>	<i>Signature/Printed Name/Title</i>	<i>Date</i>
<i>Project Manager</i>	Nelly Romero	5-30-2007
<i>Project Sponsor</i>	Valarie Jones	5-30-2007
<i>Program/Agency Management</i>	Jan Fatouros	5-30-2007