

Appendix A Scope of Services

1. Description of Services

Contractor agrees to perform the following Services:

Provision of a Business Case that assesses the feasibility of the City's options to develop a highly accessible, open source voting system (System), and the costs and time frames associated with those options.

All written Deliverables shall be submitted electronically and formatted to allow for printing all information on sheets of paper that measure 8 ½ X 11 inches.

2. Reports. Contractor shall submit written reports as requested by the City to the Department of Elections (Department). Format for the content of such reports shall be determined by the Department. The timely submission of all reports is a necessary and material term and condition of this Agreement. The reports shall be submitted electronically and shall allow for printing onto sheets of paper that measure 8 ½ X 11 inches.

3. Department Liaison

In performing the Services provided for in this Agreement, Contractor's liaison with the Department will be John Arntz, Director.

A. Project Background

The City and County of San Francisco (City) is considering the feasibility of its options for developing a highly accessible, open source voting system (System), and the costs and time frames associated with those options.

To identify the options available to the City in developing the System, the City's Department of Elections (Department) issued a request for proposals (RFP) from individuals or firms (Contractors) who are qualified to prepare a business case to inform the City of its options and the associated costs and timelines. Further, the business case must consider post-development matters as well.

B. Project Definitions

The Contractor must complete the business case by January 26, 2018, for review by the City, which will inform the City's any next steps regarding possibly developing a System.

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C. Project Deliverables (and timeline)

The project is expected to last approximately seventeen (17) weeks and follow an approximate timeline as follows:

Area	Task #	Task	Detail	Week																
				1 2-Oct	2 9-Oct	3 16-Oct	4 23-Oct	5 30-Oct	6 6-Nov	7 13-Nov	8 20-Nov	9 27-Nov	10 4-Dec	11 11-Dec	12 18-Dec	13 25-Dec	14 1-Jan	15 8-Jan	16 15-Jan	17 22-Jan
Program Management	P.1	Monthly Status	Formal monthly status reporting																	
	P.2	Confirm Schedule & Meetings	Confirm program timeline and schedule all applicable meetings within the City / State Federal Agencies																	
	P.3	Business Case Template	Define business case template																	
	P.4	Summarize Assessment	Assemble final review documentation																	
	P.5	Review	Review final deliverable																	
	P.6	Finalization	Incorporate any updates/changes																	
High Level Requirements	D.1.a	Definitions & Confirmation	Definition of each option, strategy & development approach																	
	D.1.b	Combinations	Define valid combinations of options / strategies & development approaches																	
	D.1.c	Challenges & Risks	Confirm set of potential challenges & risk profiles																	
	D.1.d	Business Case Details	Business Case details per valid combination																	
	D.2	Functional Requirements	Confirm voting software functional requirements																	
	D.3	Accessibility Requirements	Confirm accessibility requirements																	
Development Phase Data Gathering	E.1	Preventative Maintenance	Determine how to incorporate preventative maintenance between election cycles																	
	E.2	Application Review	Required steps for completing & submitting an application for review and approval by the California Secretary of State																	
	E.3	Application Challenges	Potential challenges when applying for the Secretary of State's review																	
	E.4	Public Requests	Methods to handle public responses and requests for software code changes																	
	E.5	Certification	Addressing issues during certification process																	
	E.6	Development Issues	Development issues that might cause cost overruns and delays																	
	E.7	Hardware Components	Criteria to identify the best hardware components																	
	E.8	Integrity & Security	Approaches for system integrity and security & whether this should be a separate component																	
	E.9	Collaboration with Jurisdictions	Feasibility of collaborating with other jurisdictions																	
	E.10	Incorporate other	Feasibility of incorporating technology or software developed by another jurisdiction or entity																	
Post Development Phase Issues	F.1	Licensing	The City's responsibilities for maintaining any licenses, including the costs for maintaining the original open source, copyleft license																	
	F.2	Deployment Approaches	Deployment approaches (entire city, some polling places, pilot, etc.)																	
	F.3	Storage	Storage of the system between and during election cycles																	
	F.4	Approvals	Obtaining approval from the Secretary of State after modifications or updates occur																	
	F.5	Training	Level of training required																	
Remaining Cost Issues	G.1	Partnering - Jurisdictions	Costs (potential savings) – partner with other jurisdictions. Definition of how this would work.																	
	G.2	Partnering - public-private	Costs (potential savings) – partner with non-profit or commercial entity in a public-private partnership																	
	G.3	Other Sources	What funding could be obtained from other sources such as the State of California																	
	G.4	Additional funding	Assess whether other organizations or companies could contribute to the project by providing resources (funding, resources, technical skill, etc.).																	

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The Contractor shall provide each of the following deliverables in writing to the City for review and approval to achieve the project objectives.

Area	#	Task	Detail
Program Management	P.1	Monthly Status	Create and present a formal monthly status report to the Department. Status report will show the progress for all deliverables along with current risks and issues.
	P.2	Confirm Schedule and Meetings	Confirm program timeline and schedule applicable meetings within the City and State. This initial task will attempt to put as many required meetings in calendars for the length of the program to schedule in advance the time required from key resources.
	P.3	Business Case Template	Define business case template. This template will contain the business case details per valid combination of option, strategy, development approach.
	P.4	Summarize Assessment	This is the final work to format the business case data into different views and packages. The different views will be at different levels of detail for different audiences.
	P.5	Review	Review final deliverable. This is the internal review by the Department of Elections of the City and County of San Francisco
	P.6	Finalization	Incorporate any updates/changes. Based on the review, this time period is to allow for any changes to the final document
High Level Requirements	D.3	Accessibility Requirements	Confirm the standard accessibility requirements required for any option considered. There will be one set of accessibility requirements, regardless of the options evaluated.
	D.1.a	Definitions	Define all viable options, strategies, and development approaches. This will be a combination of confirming the already listed variables and brainstorming other potential solutions.
	D.1.b	Combinations	Using the finalized definitions from deliverable D.1.a, define valid combinations of options, strategies and development approaches. These combinations will be the foundation for the business case assessment. Each combination will be unique.
	D.1.c	Challenges and Risks	Confirm set of potential challenges and risk profiles. These challenges and risk profiles will be analyzed for each option, strategy, development combination.
			Complete the detailed analysis for each option, strategy, deployment combination. The analysis consists of gathering data for each topic below for each combination: <ul style="list-style-type: none"> 1) Determine accessibility requirements 2) Implementation schedule 3) Cost <ul style="list-style-type: none"> a) (G.1) – Long-term total cost of ownership b) (G.2) – Costs per system lifecycle <ul style="list-style-type: none"> i) Assessment ii) Development – software and firmware

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Area	#	Task	Detail
	D.1.d	Business Case Details	<ul style="list-style-type: none"> iii) Hardware to operate with the software iv) Obtaining Secretary of State’s approval v) Manufacturing costs for non-COTS components vi) Testing methods for software and hardware vii) Implementation into Operations viii) Costs for updating software and hardware 4) Potential challenges 5) Risk profiles 6) Ownership options 7) Options for attracting contractors 8) Determine whether individual components are valid 9) Development phases 10) One vs. multiple contractors 11) Is agile applicable? 12) Infringement on existing patents or IP 13) Ranked choice voting functionalities as a separate component 14) Limits to the quantities of language related services 15) How to evaluate contractors 16) System security and potential issues 17) (E.4) Dividing the system development into components 18) (G.1) Long-term total cost of ownership
	D.2	Functional Requirements	<p>Confirm voting software functional requirements. This information will be needed to define the cost section of the business case, along whether specific components can be handled in a different manner.</p> <ul style="list-style-type: none"> 1) Number of processes 2) Number of activities 3) Required capabilities <p>There will be one set of functional requirements, regardless of the options evaluated.</p>
	E.1	Preventative Maintenance	Define how to incorporate preventative maintenance between election cycles.
	E.2	Application Review	Define the required steps for completing and submitting an application for review and approval by the California Secretary of State
	E.3	Application Challenges	Define the potential challenges when applying for the Secretary of State’s review
	E.4	Public Requests	Document the methods to handle public responses and requests for software code changes

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Area	#	Task	Detail
Development Phase Data Gathering	E.5	Certification	Define how to address issues during certification process
	E.6	Development Issues	List the development issues that might cause cost overruns and delays
	E.7	Hardware Components	Define the criteria to identify the best hardware components
	E.8	Integrity and Security	Define the approaches for monitoring system integrity and security and whether this should be a separate component from the main part of the software build
	E.9	Collaboration with Jurisdictions	Define the feasibility of collaborating with other jurisdictions. What additional costs / savings would happen with this approach?
	E.10	Incorporate outside technology	Define the feasibility of incorporating technology or software developed by another jurisdiction or entity. What additional costs / savings would happen with this approach?
Post Development Phase Issues	F.1	Licensing	Define the he City's responsibilities for maintaining any licenses, including the costs for maintaining the original open source, copyleft license
	F.2	Deployment Approaches	Define the potential deployment approaches (entire city, some polling places, pilot, etc.)
	F.3	Storage	Document the methods for storage of the system between and during election cycles
	F.4	Approvals	Define how to obtain approval from the Secretary of State after modifications or updates occur
	F.5	Training	Define the level of training required for the constituents of the new system
Remaining Cost Issues	G.1	Partnering - Jurisdictions	Define the costs (potential savings) – for the option of partnering with other jurisdictions. Definition of how this would work.
	G.2	Partnering - public-private	Define the costs (potential savings) – for the option of partnering with non-profit or commercial entity in a public-private partnership
	G.3	Other Sources	Document what funding could be obtained from other sources such as the State of California
	G.4	Additional funding	Assess whether other organizations or companies could contribute to the project by providing resources (funding, resources, technical skill, etc.).