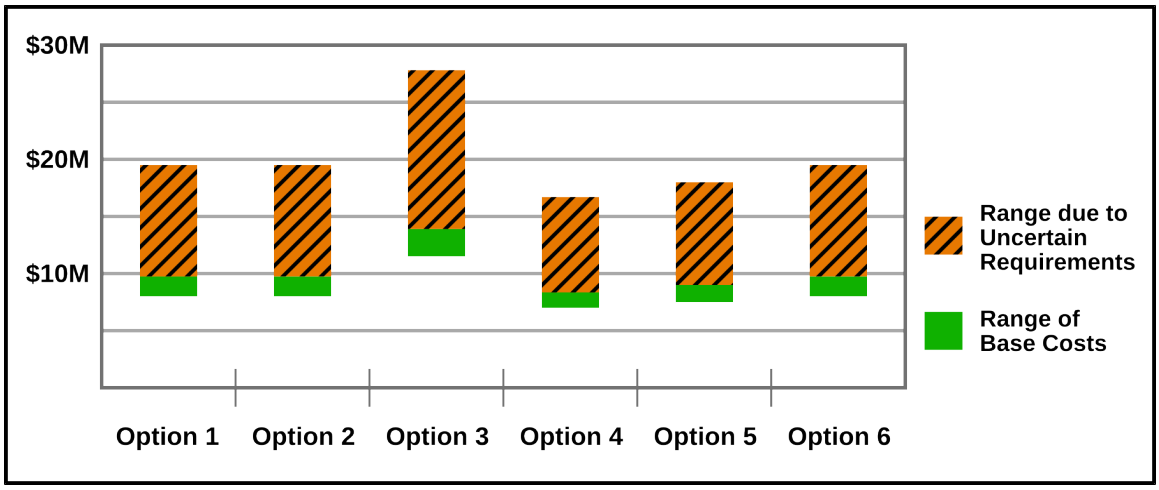
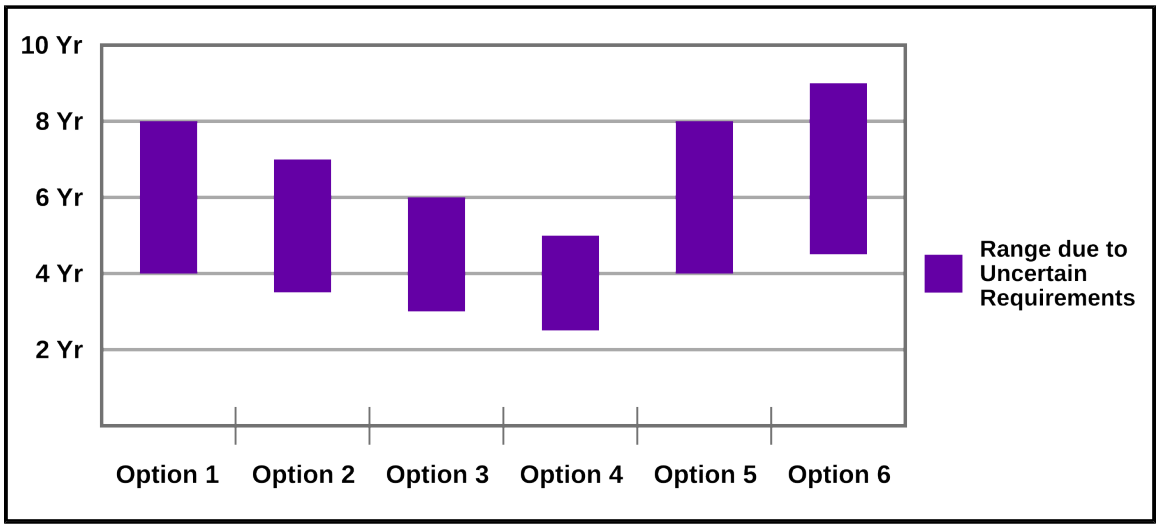
Looking at key Slalom report numbers graphically ...

Development Project Costs



Development Elapsed Time



Option 4 is least costly, quickest, and has nearly lowest risk rating.

About 85% of the development cost range is because of Slalom's uncertainty about requirements.

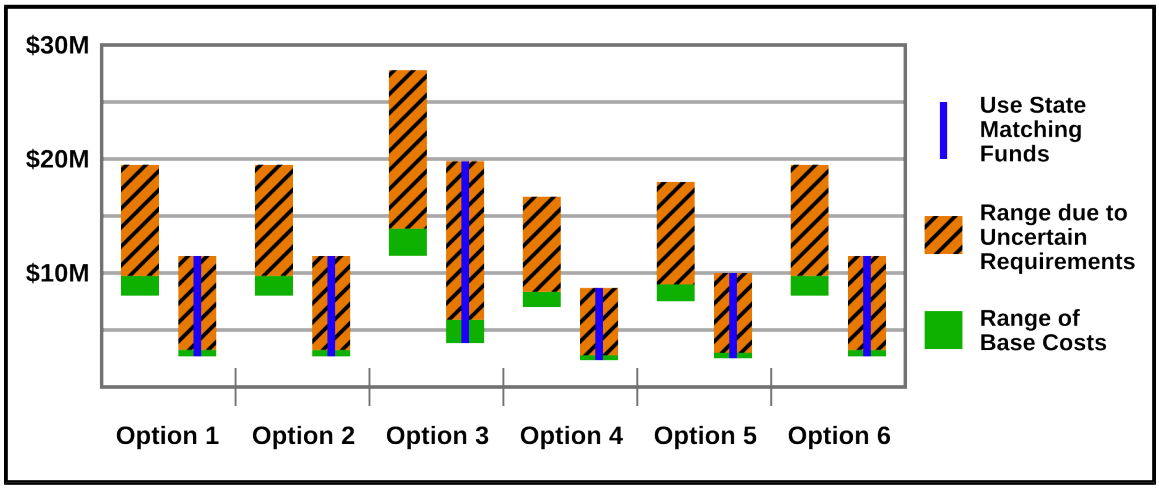
Good ways to reduce exposure to high costs are to:

- Document all requirements known within the Department of Elections.
- Avoid unessential, nice-to-have requirements.
- Focus on greater use of an agile development process.

Some potentially significant development costs appear to not be quantified in the Slalom report.

San Francisco's costs decline with state matching funds, for example a 2-to-1 match of up to $8 million.

Development Costs With State Matching Funds: Project vs. Counties



All options look better. Option 4 is still lowest cost to counties, but ...

San Francisco's share of costs would be further cut in half for Option 5 and by 25% for Option 6 if San Francisco partnered with another jurisdiction willing to share county costs equally.

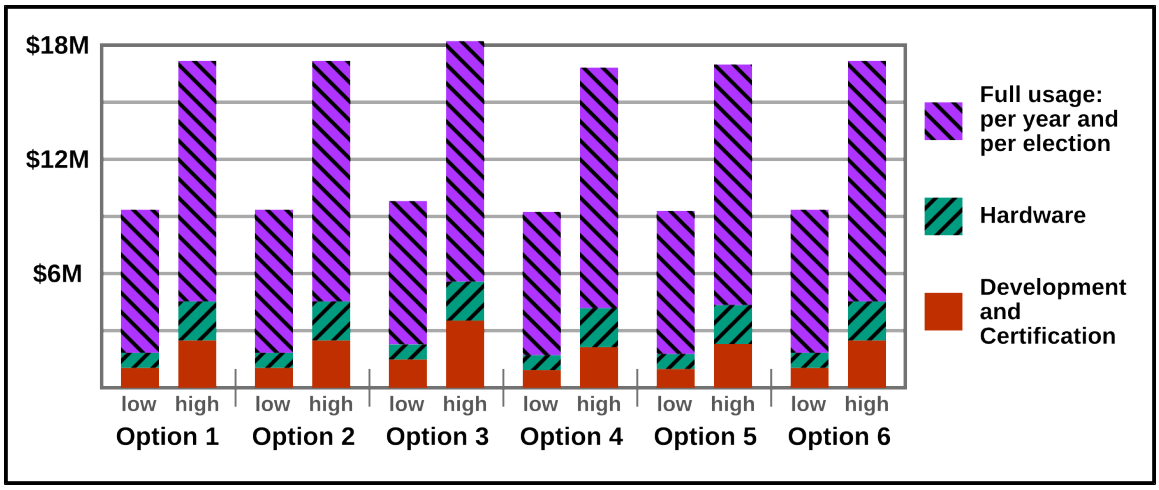
Consider a hybrid of Options 4 and 5? Bring all resources to bear with vendor speed and matching funds for partnered development! What is San Francisco doing to make partnering look attractive to another California county?

The six development options at a glance, plus a hybrid option:

	Options						
	1	2	3	4	5	6	H
SF Dept of Elections	Y	Y	Y	Y	Y	Y	Y
Other SF Departments		Y	Y	Y	Y	Y	Y
Open Source Cmty (Volunteers)	Y	Y			Y	Y	Y
Development Vendors			Y	Y			Y
Existing Assets				Y			Y
Other CA Jurisdiction(s)					Y		Y
Non-CA Jurisdiction(s)						Y	

Development costs are only about 10% to 20% of total costs over 8 years of use.

Average Annual Total Cost of Ownership* Over 8 Years of Use



* Based on Slalom reported costs, assuming 5 elections every 4 years.

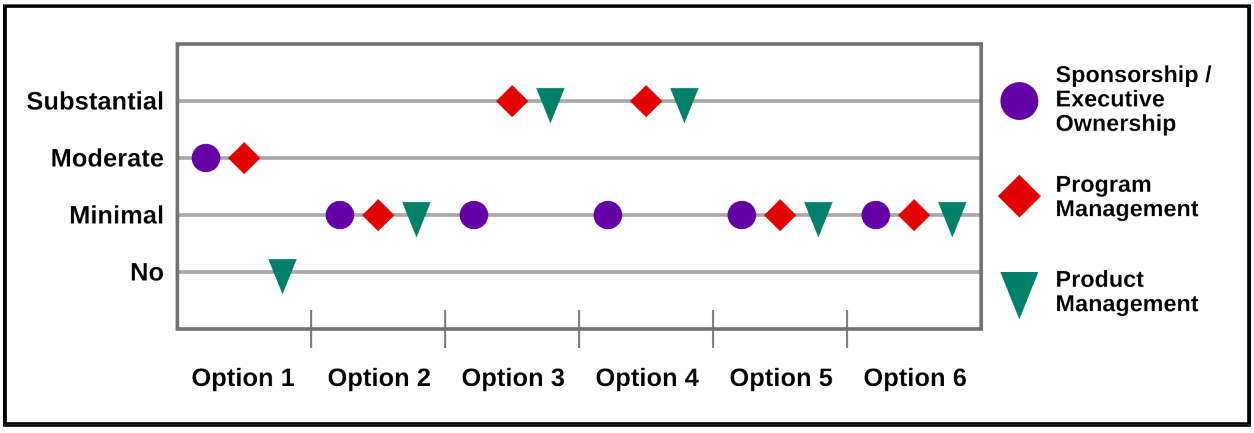
Slalom's estimates for hardware and full usage costs are especially opaque, making it difficult to review what seem to be particularly high estimates.

The differences between the low and high estimates appear to be primarily due to applying the +100% contingency as a result of Slalom's uncertainty about requirements.

Efforts to manage and contain development costs and to narrow cost estimates should be extended to hardware and usage costs.

Is desire to own responsibility, to be accountable for outcomes, a foundational problem? (See capability details in Section 13, Appendix D.)

Evidence of Desire to Own / to be Accountable for Outcomes



If so, what are possible remedies?