

EXHIBIT B

STATEMENT OF WORK

The Contractor shall ensure the completion of the IT Professional Services work described by the deliverables (below), including but not limited to completing the following requirements: Assess the current Washington State, state-wide elections business processes for the purpose of identifying opportunities for improvement/waste elimination and isolating desired-state business requirements for a state-wide elections systems modernization.

- Voter Registration business processes will be assessed at the state and county level: presently supported by VRDB (Voter Registration Database) and WEI (Washington Election Information) systems.
- County Election Management Systems, and other processes will be assessed with county assistance and coordination.
- Data handoffs with various partner organizations, including Department of Licensing, Electronic Registration Information Center, Department of Health and Department of Corrections, will be considered.
- Data handoffs with other systems and vendor supported systems including mailing vendors, tabulation systems and Geographic Information Systems.
- State and federal law and policy that define election operations to be supported by elections systems such as but not limited to: Revised Code of Washington (RCW) 29A; Washington Administrative Code (WAC) 434; Help America Vote Act (HAVA); Military and Overseas Voter Empowerment (MOVE) Act; Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA); National Voter Registration Act of 1993 (Motor Voter Act).

The objective of this contract is to position OSOS to replace the existing state-wide elections system. Deliverables from the contract will be created in collaboration with the 39 counties across the state and will serve as the basis for future procurement documents, leading to the implementation, testing, migration to and launch of a new elections system.

The Contractor will provide a number of deliverables to accomplish the following OSOS requirements:

1. Documentation of current systems and processes
2. Documentation of desired-state business processes for the state and counties
3. Documentation of detailed business requirements, based upon desired-state processes
4. Estimates of timeline and costs for a replacement system that will satisfy the defined business requirements

A detailed listing of the six contracted deliverables follows.

Deliverable No. 1 – Project Plan Work Package

Purpose

Objectives of this deliverable include:

- formally kick off the project;
- establish project management processes and tools:
 - project management documents including a Project Charter and a detailed Project Plan;
 - project team portal.

Approach

Perform analytical work as described in the “Analysis Approach” section of Exhibit B. For this deliverable, include:

- establish project organization, documents, portal, kickoff;
- review initial vision, objectives, strategic input and related targets;
- understand assumptions and constraints;
- formulate initial plan with project sponsor(s);
- initiate weekly status reporting, status review meetings.

Work Product

Results of completing this deliverable will be:

- Project Plan Package

Start Date	End Date
02/27/2015	03/13/2015

Deliverable No. 2 – Initial Requirements Work Package

Purpose

Objectives of this deliverable include:

- acclimate the Contractor’s team to the State’s Voter Registration team, environment, system, and processes;
- conduct high level discovery to provide a basis for the more detailed analysis to follow;
- leverage Contractor’s substantial voter registration experience to enable the analytical team to identify, gather and organize relevant documentation from state/county voter registration teams.

Approach

Perform analytical work as described in the “Analysis Approach” section of Exhibit B. For this deliverable, include:

- legal review;
- documentation review;
- technology review;
- high-level system demonstrations (state-level and county-level);

- stakeholder identification, primary contacts/roles;
- analysis work planning, initial documents/content.

Work Product

Results of completing this deliverable will be:

- Initial requirements
- Interview schedules, plan updates

Start Date	End Date
02/27/2015	03/27/2015

Deliverable No. 3 – Current State – Business Process Documentation Work Package

Subject Area: Voter Registration

Purpose

Objectives of this deliverable include:

- Understand the processes through which people are registered to vote in Washington;
- Identify legal requirements and operating rules that must be supported in registration processes;
- Clarify all sources, uses, and users of voter registration data.

Approach

Perform analytical work as described in the “Analysis Approach” section of Exhibit B. For this deliverable, include:

- View voter information
- Find voter by: matches, prohibited, jurisdiction, SSN, ID, address, barcode
- Signature history & management
- Reporting needs
- Voter data exports
- Cross-locality move information
- Voting history
- Voter registration forms

Work Product

Results of completing this deliverable will be:

- Voter registration requirements, to be added to the requirements register
- Current voter registration processes (state and county), with notable needs and issues
- Analysis notes and artifacts. These may include analyst’s notes, forms, public documents, user documents, lists from users, current system documentation, administrative policies and procedures, and legal content.
- Functional interface descriptions – county, state, and federal systems

Subject Area: Voter Registration Updates & Administration

Purpose

Objectives of this deliverable include:

- Understand under what circumstances, the means by which, and by whom voter registration information is updated and managed at the state and county levels;
- Identify (state and federal) legal requirements and operating rules applicable to voter registration updates;
- Review sources, uses, and users of voter registration data and confirm data and processes used to validate and manage the quality of Washington's voter registration data.

Approach

Perform analytical work as described in the "Analysis Approach" section of Exhibit B. For this deliverable, include:

- Maintain registration (in-person, mail-in, online, other agencies (NVRA tracking code)) and history
- Registration correction
- Scan and store voter documents
- Maintain document images, signatures
- Validate SSN (SSA)
- Standardize address (content, format)
- NCOA check, processing, list management
- Process MV registration (DOL interface)
- Process MV out-of-state notices
- Cross-state matching (ERIC, STEVE, EVVE)
- Maintain prohibited voter list, DOC matching
- Process death list, DOH matching
- Registration duplicates management
- Auto-cancel registration
- Process county transfer notice
- Add registration comment
- Change registration status
- Correspond with voter
- Jury pools & participation
- EAC interaction (Admin)
- Identify precincts & districts
- Maintain precincts & districts (Admin)
- Report precinct information
- Change locations

Work Product

Results of completing this deliverable will be:

- Voter registration update and administration requirements, to be added to the requirements register;
- Descriptions of current voter registration update and administration processes (state and county), with notable needs and issues;
- Functional interface descriptions - county, state, and federal systems;
- Analysis notes and artifacts.

Subject Area: Absentee Voting

Purpose

Objectives of this deliverable include:

- Understand and describe Washington’s absentee voting process: general laws/rules, ballot requests, fulfillment, management, processing, and subsequent reporting.

Approach

Perform analytical work as described in the “Analysis Approach” section of Exhibit B. For this deliverable, include:

- Absentee voter application (find, maintain, reject)
- Generate request for ID
- Absentee ballot (find, issue, receive, maintain)
- UOCAVA support
- Generate reminders, documents, labels
- Process, report absentee information

Work Product

Results of completing this deliverable will be:

- Absentee voting requirements, to be added to the requirements register;
- Descriptions of current absentee voting processes, with notable needs and issues;
- Analysis notes and artifacts.

Subject Area: Election Management

Purpose

Objectives of this deliverable include:

- Describe current needs, rules, and process to define entities, attributes and rules to conduct elections;
- Document users and uses of the election management functionality and of the information within it.

Approach

Perform analytical work as described in the “Analysis Approach” section of Exhibit B. For this deliverable, include:

- Jurisdictions, Districts/redistricting, Offices, Terms
- Polls: locations, equipment, workers
- Elections: setup, ballots, results
- Candidates: create, find, maintain, qualify, correspond
- Referenda, Measures, Petitions: create, find, maintain
- Prepare for election (poll list, poll books)
- Provisional ballots
- Election reporting
- Campaign finance integration

Work Product

Results of completing this deliverable will be:

- Requirements related to election management, to add to the requirements register;
- Descriptions of election management processes, with notable needs and issues;
- Analysis notes and artifacts.

Subject Area: Reports, Forms, Extracts

Purpose

Objectives of this deliverable include:

- Take inventory of all:
 - reports produced from the current system(s);
 - forms used in (or reproduced from) processes related to the current system(s);
 - it is particularly important to identify/understand official forms in use;
 - data extraction processes (system-to-human, system-to-system) currently in use;
 - ad hoc data search and retrieval capabilities currently in use.
- Describe general current needs served by (and issues related to) existing reporting, data extraction and query capabilities.

Approach

Perform analytical work as described in the “Analysis Approach” section. For this deliverable, include:

- Duplicates list(s)
- Mailings / labels
- Voter information exports
- Voting history
- Directories

Work Product

Results of completing this deliverable will be:

- Requirements to query/report/extract data and to publish it, to be added to the requirements register;
- Read-only data access processes and tools, used by state and county users, with notable needs and issues
- Notable functional county/state/federal interfaces (data moving in/out of VR-related systems)
- Analysis notes and artifacts.

Subject Area: Public Web Site

Purpose

Objectives of this deliverable include:

- Clarify State and County systems exposure on the Internet, to the public, or where login is required;
- Understand ways in which data and capabilities are accessible via the Internet, either to human users (typically through a browser) or to other computer systems (typically through defined interfaces).

Approach

Perform analytical work as described in the “Analysis Approach” section of Exhibit D. For this deliverable, include:

- Voter information
- Online Voter Registration
- Online Absentee Ballots
- Provisional ballot lookup
- What's On Your Ballot
- Documentation Review
- Election Night Reporting

Work Product

Results of completing this deliverable will be:

- Current requirements for public and/or secure access to VR-related data and system capabilities (through a browser, a web service, or some other Internet-based capability) to add to the requirements register;
- Descriptions of Internet publication, access and usage processes, with notable needs and issues;
- Analysis notes and artifacts.

Subject Area: Technology

Purpose

Objectives of this deliverable include:

- Understand and document information technology (IT) currently in use to operate voter registration systems in Washington, both at the State and County levels;
- clarify technology standards/requirements that have been formalized, with related issues and needs;
- describe any IT-related initiatives that currently exist that directly relate to voter registration systems;
- identify technology vendors and partners currently engaged with existing voter registration systems and processes, including licenses and agreements in place.

Approach

Perform analytical work as described in the “Analysis Approach” section of Exhibit D. Work required for this deliverable will be to assess, understand, and document the current state of the following at the State and County levels, including interfacing systems and protocols for communicating with them. For this deliverable, include

- Platform – physical systems (hardware, software, network) on which the systems run
- Architecture – logical / technical summary of system(s) structure and interaction
- Data – database(s), data sources/sinks, interfaces
- Security – overall system, access, and functional security/authentication in interacting systems

Work Product

Results of completing this deliverable will be:

- Specific technical requirements currently in place, to be added to the requirements register, including those that have been formalized and those that exist because they are (and will continue to be) in place;
- Inventory of information technologies currently in use;
- Architectural overview of existing systems (VR-specific and interfaces);
- Analysis notes and artifacts.

Start Date	End Date
03/28/2015	05/18/2015

Deliverable No. 4 – Future State Analysis

Subject Area: Voter Registration

Purpose

Objectives of this deliverable include:

- Understand expected changes to legal requirements and operating rules that must be supported or for which flexibility should exist to support in the future;
- Document new data requirements: definitions, sources, uses, users;
- Identify process changes needed to how people register to vote and improvements for consideration;
- Determine how new technologies may be used to improve processes directly related to registration.

Approach

Perform analytical work as described in the “Analysis Approach” section of Exhibit D. For this deliverable, assess expected future needs and processes with regard to:

- View voter information
- Find voter by: matches, prohibited, jurisdiction, SSN, ID, address, barcode
- Signature history & management
- Reporting needs
- Voter data exports
- Cross-locality move information
- Voting history
- Voter registration forms

Work Product

Results of completing this deliverable will be:

- New voter registration requirements, to add to the requirements register
- Revisions to voter registration processes (state and county), with notable needs and issues, and process improvement opportunities, for review and discussion
- Analysis notes
- Updated/new functional interface descriptions - county, state, and federal systems.

Subject Area: Voter Registration Updates & Administration

Purpose

Objectives of this deliverable include:

- Document required/proposed revisions to data, rules, processes and roles for updating and managing voter registration information at the state and county levels;
- Update (current state) review of sources, uses, and users of voter registration data and confirm how the quality of Washington's voter registration data and processes will be validated and managed in the future.

Approach

Perform analytical work as described in the "Analysis Approach" section of Exhibit D. For this deliverable, assess expected future needs and processes with regard to:

- Maintain registration (in-person, mail-in, online, other agencies (NVRA tracking code)) and history
- Registration correction
- Scan and store voter documents
- Maintain document images, signatures
- Validate SSN (SSA)
- Standardize address (content, format)
- NCOA check, processing, list management
- Process MV registration (DOL interface)
- Process MV out-of-state notices
- Cross-state matching (ERIC, STEVE, EVVE)
- Maintain prohibited voter list, DOC matching
- Process death list, DOH matching
- Registration duplicates management
- Auto-cancel registration
- Process county transfer notice
- Add registration comment
- Change registration status
- Correspond with voter
- Jury pools & participation
- EAC interaction (Admin)
- Identify precincts & districts
- Maintain precincts & districts (Admin)
- Report precinct information
- Change locations

Work Product

Results of completing this deliverable will be:

- New/revised voter registration update and administration requirements, to be added / applied to the requirements register;
- Descriptions of new/revised voter registration update and administration processes (state and county), describing how notable needs and issues can be addressed;
- Updates to functional interface descriptions - county, state, and federal systems;
- Analysis notes.

Subject Area: Absentee Voting

Purpose

Objectives of this deliverable include:

- Describe changes (required and proposed) to Washington's absentee voting process: legal changes and impact thereof, business rules, ballot requests, fulfillment, management, processing, and reporting.

Approach

Perform analytical work as described in the "Analysis Approach" section of Exhibit D. For this deliverable, assess expected future needs and processes with regard to:

- Absentee voter application (find, maintain, reject)
- Generate request for ID
- Absentee ballot (find, issue, receive, maintain)
- UOCAVA support
- Generate reminders, documents, labels
- Process, report absentee information

Work Product

Results of completing this deliverable will be:

- New absentee voting requirements, to be added to the requirements register;
- Descriptions of future absentee voting processes;
- Analysis notes.

Subject Area: Election Management

Purpose

Objectives of this deliverable include:

- Describe future needs, rules, and process to define entities, attributes and rules to conduct elections;
- Update users and uses of the election management functionality and of the information within it.

Approach

Perform analytical work as described in the “Analysis Approach” section. For this deliverable, assess expected future needs and processes with regard to:

- Jurisdictions, Districts/redistricting, Offices, Terms
- Polls: locations, equipment, workers
- Elections: setup, ballots, results
- Candidates: create, find, maintain, qualify, correspond
- Referenda, Measures, Petitions: create, find, maintain
- Prepare for election (poll list, poll books)
- Provisional ballots
- Election reporting
- Campaign finance integration

Work Product

Results of completing this deliverable will be:

- Future election management needs and changes, to add to and update the requirements register;
- Revisions to election management processes, with notable needs and issues;
- Analysis notes.

Subject Area: Reports, Forms, Extracts

Purpose

Objectives of this deliverable include:

- Describe needs and user/usage changes regarding:
 - reports produced from the future system(s);
 - forms needed in (or to be reproduced from) processes related to the future system(s);
 - clearly identify/understand official forms needed;
 - data extraction processes (system-to-human, system-to-system) that will be needed;
 - ad hoc data search and retrieval capabilities that should be in the new system(s).

Approach

Perform analytical work as described in the “Analysis Approach” section of Exhibit D. For this deliverable, assess expected future needs and processes with regard to:

- Duplicates list(s)
- Mailings / labels
- Voter information exports
- Voting history
- Directories

Work Product

Results of completing this deliverable will be:

- Requirements to query/report/extract data and to publish it, to be added to the requirements register;
- Read-only data access processes and tools, to be used by state and county users;
- Revisions to (and new) functional county/state/federal interfaces (data moving in/out of VR-related systems)
- Analysis notes.

Subject Area: Public Web Site

Purpose

To improve how the OSOS leverages the Internet (pre-election, during election, post-election), objectives of this deliverable include

- Improve VR systems exposure to the public;
- Extend secure-access capabilities to VR-related functions anywhere and anytime;
- Identify opportunities for better voter service and overall cost savings;
- Make appropriate data and capabilities available to external systems, with sufficient authentication.

Approach

Perform analytical work as described in the “Analysis Approach” section for Exhibit D. For this deliverable, assess expected future needs and processes with regard to:

- Voter information
- Online Voter Registration
- Online Absentee Ballots
- Provisional ballot lookup
- What's On Your Ballot
- Documentation Review
- Election Night Reporting

Work Product

Results of completing this deliverable will be:

- To-be state requirements for public and/or secure access to VR-related data and system capabilities (through a browser, a web service, or some other Internet-based capability) to add to the requirements register;
- Descriptions of Internet publication, access and usage processes, with notable needs and issues;
- Analysis notes.

Subject Area: Technology

Purpose

Objectives of this deliverable include:

- Understand and document planned and opportunistic information technology (IT) to operate Washington’s voter registration systems in the foreseeable future;
- confirm IT standards/requirements describing how and where they are applicable in the future;
- clarify technology requirements for all interfaces that will be needed.

At this stage, it is important to not constrain technical requirements such that they preclude opportunities, but it is also important to be clear where:

- the State may have technology standards to which new systems must adhere;
- interfacing systems will have certain technologies and protocols with which new systems must be compatible;
- different solutions will appear (from which to choose) and each will almost certainly use different technologies.

Approach

Perform analytical work as described in the “Analysis Approach” section of Exhibit D. For this deliverable assess expected future needs and processes with regard to:

- Platform - physical systems (hardware, software, network) on which the systems run
- Architecture - logical / technical summary of system(s) structure and interaction
- Data - database(s), data sources/sinks, interfaces
- Security - overall system, access, and functional security/authentication in interacting systems
- Open data initiatives will be considered that are applicable for voter registration in Washington

Work Product

Results of completing this deliverable will be:

- Future technical requirements that are clearly applicable, to be added to the requirements register;
- Inventory of expected information technologies on which future systems will rely;
- Architectural overview of proposed solutions – both core systems and interfaces;
- Analysis notes.

Throughout the project and prior to Final Delivery, the Executive Sponsor and the Service Delivery Manager will work with the various Subject Area study teams to State of Washington ensure the final proposal material is consistent and represents the future state solution for all stakeholders and meets the overall objectives of the OSOS.

Start Date	End Date
05/18/2015	07/03/2015

Deliverable No. 5 – Final Delivery

Purpose

Objectives of this deliverable include:

- Review project objectives, approach, activity, work products;
- Explain high-level findings and recommendations;
- Summarize current (as-is), future (to-be) states, and gaps between them;
- Describe process revision/improvement recommendations;
- Discuss recommendations for next steps and transitional (current-to-future) activities;
- Review budget/planning input.

Approach

For this deliverable, summarize the results of the project and recommendations regarding how to proceed:

- Conduct initial high-level results review with key stakeholders – revise as needed;
- Finalize project documents, publish to project portal;
- On-site presentation of results, findings, recommendations, budget/planning input.

Work Product

Results of completing this deliverable will be:

- Requirements Register
- Conceptual Overview
- Process Summary
- Plan & Budget
- Presentation of Findings & Recommendations
- Final updates to content on project portal

Start Date	End Date
07/04/2015	08/27/2015

Deliverable No. 6 – Weekly Project Status Reports

Purpose

Schedule management is often a very challenging aspect of the overall project management process. The project schedule is dependent on many interrelated components including:

- Accurate identification of the tasks and activities involved.
- Accurate estimate of the effort and duration of each task.
- Identification and assignment of properly skilled, available resources.

Start Date	End Date
02/27/2015	08/27/2015

Project Team Structure/Internal Controls

The Quest project team will be led by the Service Delivery Manager with strong support of the Project Manager. The Service Delivery Manager will oversee all studies and maintain continuity across the Subject Areas and keep the focus on common goals with the assistance of the Executive Sponsor. Each Subject Area analysis will be led by a Facilitator (generally the Service Delivery Manager), Business Analyst and a Subject Matter Expert who will be heavily involved to lend their expertise and deep perspective. The Project Manager will track all team tasks, assignment, deliverables and status reports, contract management, and is responsible for the organization and management of material posted to the project portal.

Steve McNear, Executive Sponsor

Sean Fahey, Service Delivery Manager

Jim Stewart, Project Manager

Subject Area – Team A

Wendi Mott, Voter Registration Subject Matter Expert

Rick Petrecca¹, Business Analyst/Technical Writer

Subject Area – Team B

Kelly Sprague, Voter Registration Subject Matter Expert

Kristin Arabally, Business Analyst/Technical Writer

Subject Area – Team C

James Darragh, Voter Registration Subject Matter Expert

Matt Hazard, Business Analyst/Technical Writer

Subject Area – Technical Team

Mike Cameron, Technical Architect

Cory Biggs, Senior Software Developer

Kevin Reid, Quest FirstTuesday® DBA

¹ Rick Petrecca replaced Darrin Snider in Exhibit D.