Project Initiation Plan

City and County of San Francisco
Open Source Voting System

Prepared by: Department of Technology
October 20-8
The purpose of the Open Source Voting (OSV) Project Initiation Plan is to inform stakeholders on the process, approach and methods that will be used to support the project activities as well as gain consensus on the drivers, opportunities and priorities. The Project Plan serves as a key input to the OSV Roadmap.
Introduction Summary

- The City and County of San Francisco (CCSF) is home to nearly 900,000 residents and has been a national leader in innovation and technology.

- With a recognition that open source voting systems can improve the transparency of election systems and offer a non-commercial choice for a voting system, CCSF is embarking on a plan and program to develop an open source voting system (OSV). The Open Source Project will focus on:

  "Leveraging open source technology to: improve the quality and transparency of election voting, enable the sharing of the open source code with the elections community, deploy robust reporting capabilities, and drive improvements in Election Systems through participatory system development and agency cooperation."

  **CCSF Open Source Voting Goals**
  - Accuracy of the Participation and Vote
  - Privacy
  - Transparency of the Process
  - Security in the Process
  - Equity and Accessibility
  - Tax Dollars Spent Effectively

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Project Overview

- Project Initiation
  - Overview
  - Introduction Summary
  - Approach and Methodology
  - Project Schedule Overview

Phase A: Plan: Current State Assessment Document
Phase B: Design: Strategic System Vision
Phase C: Build: OSV Road Map and Request for Proposal
Phase D: Implementation: OSV Build Team and Implementation Model
Phase E: Communication: Final Road Map, Cost and Schedule

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## Approach and Methodology

### Project Initiation

**Objectives**
- Initiate the project based with a clear, consensus understanding of the scope, approach, schedule and application of effective project control
- Hire a Project Manager to lead/manage the project
- Confirm stakeholder participation (agency level and central and governance and decision-making model)
- Review background documents and studies
- Review current state of OS election projects
- Review and document possible OS platforms and tools
- Build and establish Independent Validation and Verification (IVV) resource

**Deliverables**
- Project Initiation Document (PID)
- OSV Project Charter and Governance Model
- Status Report (Monthly)

### Phase A: Plan

- Review available background information and conduct discovery interviews with the stakeholders (Elections Department, Elections Commission, TAC, industry leaders, and City leadership)
- Investigate OS partnerships
- Discuss and outline State Certification process with Sec of State
- Conduct operational observations of Elections
- Assess Open Stack development options and approaches
- Conduct briefings to confirm findings; establish key strategic priorities
- Document future state objectives and guiding principles to serve as an input to the strategic planning and technical standards
- Develop a communications plan
- Project Meetings, defined project schedule and development strategies and requirements
- Current State Assessment

### Phase B: Design

- Analysis of OSV Environment (technology, data, processes, applications) and System Architecture (existing and future)
- Conduct Strategic Visioning workshops with the leadership team, key stakeholders and industry experts
- Determine License conditions and assignment
- Assemble possible business strategies and analyze the cost, City risk and schedule
- Evaluate cybersecurity options, approaches, risks and infrastructure designs

- Identification and documentation of project goals, objectives, priorities, gap and barriers, high level milestones/designs for implementation and plan/approach for technical and security platform
  - Strategic System Vision
## Approach and Methodology

<table>
<thead>
<tr>
<th>Phase C: Build</th>
<th>Phase D: Implementation</th>
<th>Phase E: Communication</th>
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<tbody>
<tr>
<td><strong>Objectives</strong></td>
<td><strong>Activities</strong></td>
<td><strong>Deliverables</strong></td>
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<tr>
<td>Based on the framework and direction established in the previous phase, define initiatives to enhance, manage and sustain the OSV platform and supporting operational considerations</td>
<td>Build an implementation model to guide CCSF in the realization of its strategy and Road Map</td>
<td>Build consensus and awareness of the OSV project and associated benefits with CCSF leadership</td>
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<td>Assemble identified initiatives, along with relationships and dependencies, into the OSV Road Map.</td>
<td>Review RFP respondents and select design team</td>
<td>Conduct final report review with CCSF Project Team</td>
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<td><strong>Activities</strong></td>
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<td>Develop executive briefing</td>
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<td>Provide OS industry insight and best practices to drive the definition of strategic initiatives to promote CCSF OS system development and community engagement. Initiatives will be focused on the OS architecture and supporting technology platforms.</td>
<td>Identify high level anticipated program level benefits and operational improvements and program level risks associated with implementation of the OSV Road Map</td>
<td>Deliver executive OSV Road Map briefing to the project team, Elections Commission and Stakeholder community</td>
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<td>Perform an alternatives assessment for key initiatives where choices or different approaches exist</td>
<td>Identify high level business continuity and disaster recovery considerations</td>
<td>Conduct follow-up sessions to the briefing if required</td>
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<td>Develop high level use case for each key component; use case will include high level requirements, resource and infrastructure needs, estimated costs, duration and schedule dependencies</td>
<td>Identify and define election operational and logistic model</td>
<td><strong>Deliverables</strong></td>
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<td>OSV Development Road Map</td>
<td>OSV Build Team Selection</td>
<td>Final OSV Road Map, Cost, Schedule</td>
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<td>OSV Request for Development Proposal</td>
<td>OSV Program Implementation Model</td>
<td>Executive Briefing</td>
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### Project Schedule Overview

#### Activity

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<th>Activity</th>
<th>Oct</th>
<th>Nov</th>
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<td><strong>Preparation and Project Management</strong></td>
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<td>Monthly Status Reports</td>
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<td><strong>Phase A: Plan</strong></td>
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<td>Conduct mtgs with State elections certif. OS partners and technology options</td>
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<td>Build business strategies and cyber options</td>
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<td>Evaluate RFP, Team design</td>
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<td>2019 Budget and Plan</td>
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*Open Source Voting System Project*
Budgeting and Total Cost of Ownership

Construction
- Software: Plan, Design, Engineer, Build, Test and Operate
- Hardware: Design, Development, Test, Production, Support, Disaster Recovery
- System for Certification
- Training – Staff and Volunteers

On-Going
- Software and Hardware Maintenance – Patches, Upgrades, Refresh
- Certification
- Training – Staff and Volunteers
Project Teams, Roles and Governance

The Open Source Voting System project teams will include City leadership, Project Manager and staff, the Elections Commission and TAC, an independent Validation and Verification Firm and the Community. The Community will be instrumental in supporting the OSV Work Groups who will prepare recommendations and deliverables for the project as well as the Community Engagement group who will provide requirements and advocacy.

Govt Agency Partners
- CA Counties
- Rank Choice Election Systems in WA
- Federal Partners

Industry
- Linux Foundation
- Cloud Native
- OpenStack Foundation

Community Engagement
- OSET
- Lincoln Networks
- Electronic Frontier Foundation
- CA for Election Reform
- CAVO
- Fred Nelson, Prime S

Local Contributors
- Brent Turner
- CAVO
- CA for Election Reform

OSV Steering Committees
- Partnership Development & Financing
- Software Tools and Platform Standards
- Cybersecurity and Hardware
- Accessibility
- Open Source Licensing Terms & Conditions
- External Communications

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