Project Initiation Plan

City and County of San Francisco
Open Source Voting System

Prepared by: Department of Technology
October 2018

Document Purpose

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

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

Approach and Methodology

	Project Initiation	Phase A: Plan	Phase B: Design
Objectives	■ **Initiate the project based with a clear, consensus understanding of the scope, approach, schedule and application of effective project control**	■ **Review available background information and conduct discovery interviews with the stakeholders (Elections Department, Elections Commission,TAC, industry leaders, and City leadership**	■ **Analysis of OSV Environment (technology, data, processes, applications) and System Architecture (existing and future)**
Activities	■ 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	■ 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	■ 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
Deliverables	■ **Project Initiation Document (PID);** ■ **OSV Project Charter and Governance Model** ■ **Status Report (Monthly)**	■ **Project Meetings, defined project schedule and development strategies and requirements** ■ **Current State Assessment**	■ **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**

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Approach and Methodology

	Phase C: Build	Phase D: Implementation	Phase E: Communication
Objectives	■ **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** ■ **Assemble identified initiatives, along with relationships and dependencies, into the OSV Road Map.**	■ **Build an implementation model to guide CCSF in the realization of its strategy and Road Map**	■ **Build consensus and awareness of the OSV project and associated benefits with CCSF leadership**
Activities	■ 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 ■ Perform an alternatives assessment for key initiatives where choices or different approaches exist ■ 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	■ Review RFP respondents and select design team ■ Identify high level anticipated program level benefits and operational improvements and program level risks associated with implementation of the OSV Road Map ■ Identify high level business continuity and disaster recovery considerations ■ Identify and define election operational and logistic model ■ Develop execution model summarizing tactical initiation activities, supported by architectural, data, project and program governance frameworks	■ Conduct final report review with CCSF Project Team ■ Develop executive briefing ■ Deliver executive OSV Road Map briefing to the project team, Elections Commission and Stakeholder community ■ Conduct follow-up sessions to the briefing if required
Deliverables	■ **OSV Development Road Map** ■ **OSV Request for Development Proposal**	■ **OSV Build Team Selection** ■ **OSV Program Implementation Model**	■ **Final OSV Road Map, Cost, Schedule** ■ **Executive Briefing**

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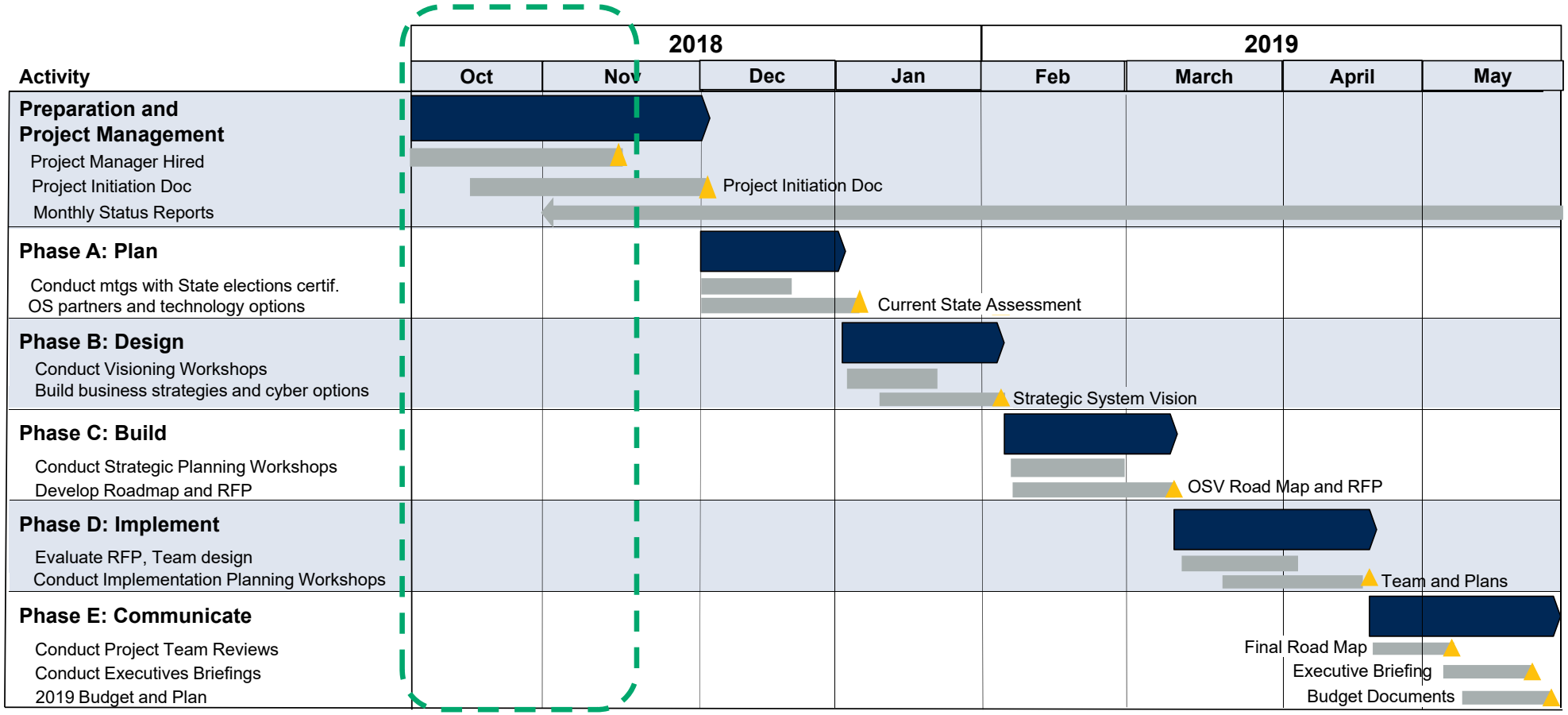
Project Schedule Overview



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Open Source Voting System Project

Budgeting and Total Cost of Ownership

Construction

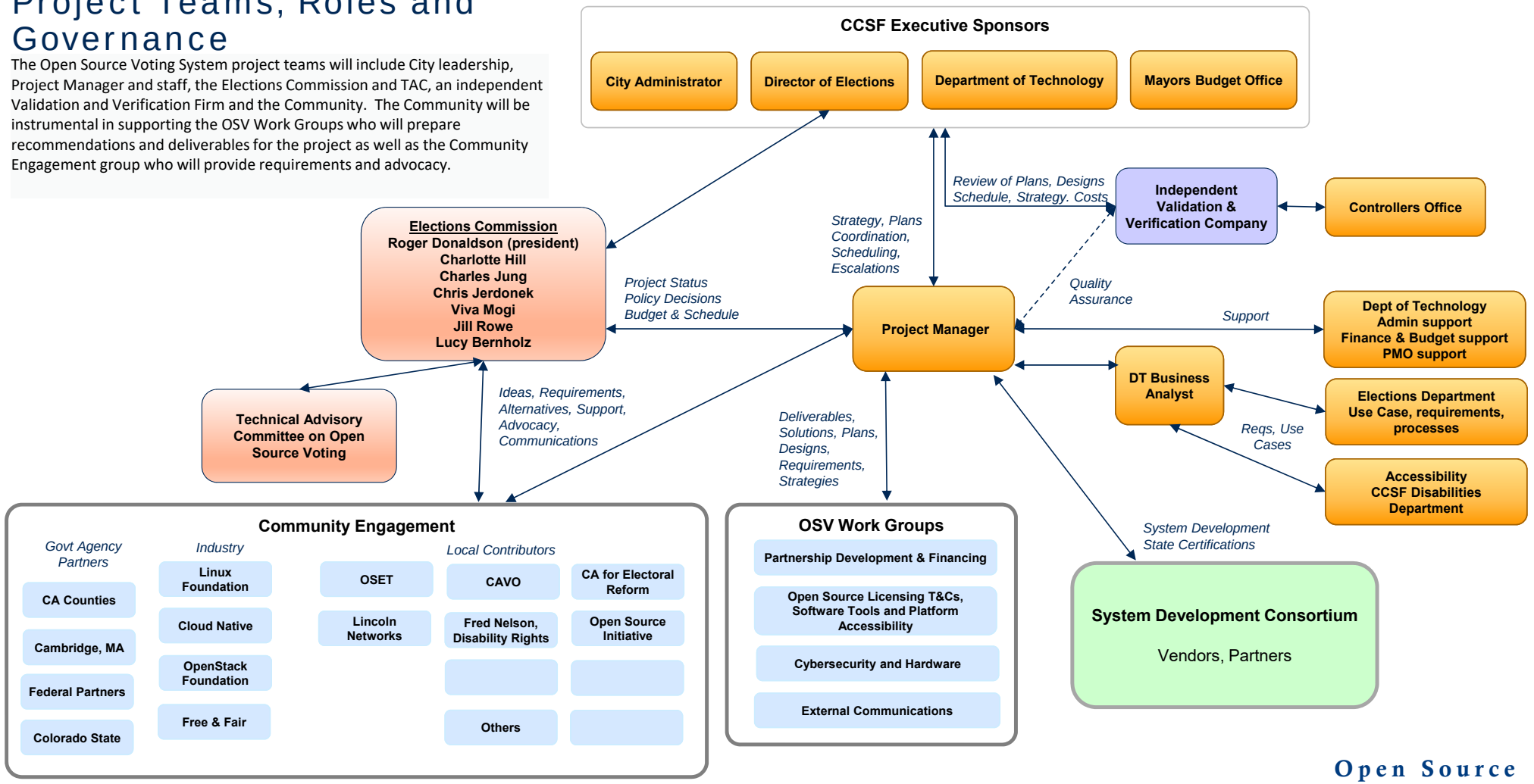
- Software: Plan, Design, Engineer, Build, Test and Operate
- Hardware: Design, Development, Test, Production, Support, Disaster Recovery
- System for Certification
- Training – Staff and Volunteers

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.



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Contacts

Linda Gerull
Executive Director / City CIO
Department of Technology
linda.gerull@sfgov.org

John Arntz
Director
Elections Department
john.arntz@sfgov.org

Keith Kawas
Manager, Project Management Office
Department of Technology
keith.kawas@sfgov.org