

State of Wisconsin\Government Accountability Board

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Director and General Counsel

July 13, 2011

Robert J. Lavelle
Grants Officer
Defense Human Resources Activity
4040 North Fairfax Drive
Arlington, VA 22203-1613

Dear Mr. Lavelle:

The Wisconsin Government Accountability Board is pleased to present our application and technical proposal for the Electronic Absentee Systems for Elections program.

We believe Wisconsin is presenting a viable proposal for improving the voting experience of UOCAVA electors and decreasing their various failure rates throughout the voting process. We intend to implement the system described in the accompanying application for the 2012 November General Election. We look forward to hearing from you.

If you have any questions, please contact Nathaniel E. Robinson, Elections Division Administrator at 608-267-0715 or Nat.Robinson@wi.gov. Thank you.

Sincerely,

GOVERNMENT ACCOUNTABILITY BOARD

A handwritten signature in black ink that reads 'Kevin J. Kennedy'. The signature is written in a cursive, flowing style.

Kevin J. Kennedy
Director and General Counsel

Cc: Nathaniel E. Robinson
Elections Division Administrator
Wisconsin Government Accountability Board

Wisconsin Electronic UOCAVA Voting Assistance System

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Technical Proposal from the State of Wisconsin
for Application to the Electronic Absentee Systems for Elections Grant
Proposed for the period of August 2011 – September 30, 2013

CFDA: 12.217 BAA: H98210-BAA-11-0001 Formerly: HQ0034-FVAP-11BAA-0001 CAGE Code:  DUNs: 
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TECHNICAL APPROACH AND JUSTIFICATION

1. Executive Summary

The Wisconsin Government Accountability Board (G.A.B.) is proposing the creation of an immediate online ballot delivery system for UOCAVA electors. This System will be integrated with our existing voter look-up, online registration, and ballot tracking tools to create a cost-effective process which offers a simple, straightforward voting experience. The online ballot request and delivery system would allow UOCAVA electors to access an online ballot immediately without having to wait for a reply or email from an election official.

The proposed System will require the creation of four new primary applications -- a Ballot Preparation Tool, an Online Absentee Ballot Request feature, an Online Ballot Delivery Tool and a Data Collection and Evaluation portal. The overall System will include the following high level components:

1. Ballot Preparation Tool – This tool will allow election officials to enter their ballot styles in a single template that can then be used by G.A.B. for the online ballot delivery tool, by voting equipment programmers, and by ballot printers.
2. Voter Look-up Tool – UOCAVA electors can see if they are registered and if so, verify that their information is current.
3. Online Registration Tool – The registration tool will allow military electors to provide needed personal information online immediately, and overseas electors to complete a registration form, print off their pre-filled registration form, sign, and mail.
4. Online Absentee Ballot Request – UOCAVA electors will be able to request an absentee ballot in conjunction with their voter registration.
5. Online Ballot Delivery – Once online ballots are available, military voters as well as registered overseas voters will be immediately directed to their online ballot, where they can mark, print, and mail the ballot.
6. Notifications – The System will send notifications to election officials regarding UOCAVA electors' usage. UOCAVA electors who have previously used the System will be notified when ballots are available online.
7. Online Ballot Tracking – The System will be connected to the current online ballot tracking system for UOCAVA electors and will automatically update when an UOCAVA elector prints their ballot and when a local election official scans a returned ballot.
8. Data Collection and Evaluation – An application will be created to gather UOCAVA data from the SVRS, the Wisconsin Election Data Collection System, and the online ballot delivery tool, and make that data available to the public. This information will be used to evaluate system performance and improve services to UOCAVA electors.

2. Goals and Objectives

The goal of the G.A.B. is to develop innovative approaches to absentee voting and to reduce voting impediments faced by UOCAVA electors, thereby improving their voting experience.

UOCAVA electors face increased burdens at every phase of the election and absentee voting process. Wisconsin's elections are administered at the municipal level and this decentralized model may create an additional burden for those UOCAVA electors who reside in smaller jurisdictions. Out of Wisconsin's 1,850 municipalities, over 1,600 have a population of fewer than 5,000. Sixty percent of Wisconsin's municipal clerks are part-time employees, and fifty-four percent have an additional full-time job. Some municipalities do not have internet access or a scanner or fax machine, creating difficulties when transmitting absentee ballots electronically. The lack of consistent availability of some local election officials and technology may, at times, delay the transmission of absentee ballots to electors. This delay is especially burdensome for UOCAVA electors and can contribute to the failure rates for UOCAVA electors in various stages of the absentee voting process.

The creation of this new System and its integration with existing election applications will help overcome many of the burdens UOCAVA electors encounter during the absentee voting process. Allowing military electors and registered overseas electors to immediately access their ballot will eliminate the additional burdens for UOCAVA electors caused by the inconsistency in local election official availability and lack of technology in some jurisdictions.

The proposed System is based upon the following three guiding principles:

- Simple, straightforward tools for UOCAVA electors that are easy to use and provide quick results
- Simple, straightforward tools for election officials to use and make it easier for them to serve UOCAVA electors
- Integration with existing tools to ensure consistent services to UOCAVA electors statewide and to maximize efficiency and cost effectiveness

The System will be located on the G.A.B.'s Voter Public Access (VPA) website. This website currently functions as a single portal where voters can look up their polling place, check their voter registration status, and soon will be able to fill out a voter registration form online. Currently, UOCAVA electors can check the status of their absentee ballots on the VPA website. Expanding our existing VPA website with new features allows us to improve the services being offered to UOCAVA electors. They can continue to use the same website they have always used to access the new features.

Integrating the new services with existing tools provides many benefits, including ease of upgrades and improvements. It simplifies system development and minimizes duplication of efforts, which reduces cost and implementation timelines. The integration with other current election administration applications will make the System more sustainable.

Using the existing VPA website improves the scalability of the System. VPA is already built to meet statewide demand based on usage, scaling up during peak usage and down during slow periods. This allows for potential expansion of services to other voting populations in addition to serving military and overseas voters. These services could also be offered to veterans, individuals with disabilities and other groups that could benefit from the enhanced absentee balloting features.

The use of an in-house IT team and existing infrastructure will eliminate any proprietary issues after the duration of the grant thus saving money as the System is upgraded with changing technologies and legislation. The G.A.B. will partner with the Wisconsin Department of Administration, Division of Enterprise Technology (DET) during the System's development, implementation and evaluation. The G.A.B. has a well-established partnership with DET in the management of the technical aspects of the Statewide Voter Registration System (SVRS), the Wisconsin Election Data Collection System (WEDCS) and the VPA website. Collaborating with DET in the creation of this System will ensure a smooth transition and knowledgeable assistance without proprietary conflicts.

The following sections provide additional details regarding the high-level components of the proposed System:

1. Ballot Preparation Tool

Currently, Wisconsin's 72 county clerks and 1,850 municipal clerks must enter contests and candidates in the SVRS system in order for a sample ballot to appear to voters on VPA. Some clerks must also provide contest and candidate information to voting equipment vendors so that voting equipment can be programmed to correctly display and tabulate ballots, while other clerks program the voting machines themselves. In addition, contest and candidate information must be provided to companies that print the physical ballots. For many clerks, this results in three separate repetitions of the same work. This sometimes leads to inaccuracies and omissions in the sample ballot on VPA.

Under this proposal, technical staff will build an interface where contest and candidate data can be entered into a single location. This interface will import contest and candidate information into SVRS and make reports available in a format that can be forwarded to voting equipment programmers and ballot printers. For UOCAVA electors, this will ensure the ballot information entered into SVRS is the same as that which appears on the official ballot. Using the online ballot delivery tool, UOCAVA electors can print correct ballots instantly, with no delays in contacting their municipal clerk and no need for the clerk to prepare and transmit a ballot by fax or email.

2. Voter Look-up Tool

The Voter Public Access website already allows UOCAVA electors to verify whether their registration is current and accurate.

Military electors do not need to be registered to vote under Wisconsin law; however, it is still necessary to collect some personal information from them to ensure that they can access all available services. Therefore, Wisconsin does keep such data in the SVRS for military voters. Overseas electors must be registered to request an absentee ballot. UOCAVA electors using the System whose registration information is current may immediately request an absentee ballot online. Voters who need to update their registration or voter information will be directed to the online registration tool.

Minor changes to the current voter look-up tool will be necessary to create links to the online registration tool and the absentee balloting tools.

3. Online Registration Tool

The online registration tool for UOCAVA electors will use the existing voter registration portal available to voters on the VPA website.

Even though military electors are not required to register, they must provide some basic information that the municipal clerk can use to determine the validity of their request. Often a military elector requests an absentee ballot without providing the necessary personal information. This requires the municipal clerk to follow up with the elector before sending the absentee ballot, further delaying the transmission of that ballot.

The use of the online registration tool will eliminate these delays for military electors. Military electors will be directed through a series of questions to gather basic voter registration information. Because they are not required to be registered, they can immediately update their personal information and will be directed to the Online Absentee Ballot Request portal.

Overseas electors are required to be registered under Wisconsin law and are required to sign a paper voter registration form. The online registration tool will guide them through a series of questions and will generate a pre-filled voter registration form. The overseas elector will need to print, sign, and mail the form to their municipal clerk, who will complete the registration process when they receive it. Once the overseas elector has printed their voter registration form, they will be directed to the Online Absentee Ballot Request portal.

4. Online Absentee Ballot Request Tool

The Online Absentee Ballot Request Tool will be created as part of this System. This new tool will pull in the voter's registration information and will generate an absentee ballot request. It will give the voter the appropriate options depending on the elector's UOCAVA status. Military electors can request absentee ballots indefinitely, for a specific election, or for all elections in a calendar year. Overseas electors can request ballots for Federal elections for up to two general election cycles. Information entered by the voter will be saved as an absentee application in SVRS to assist clerks in record-keeping and make ballots available promptly for future elections.

Overseas electors who are using the Online Absentee Ballot Request Tool, but are not previously registered, will not have their absentee application information automatically updated in the SVRS. However, when an overseas elector prints their registration form to be mailed to the appropriate clerk, their absentee ballot request will also print. The System will generate and email to notify the municipal clerk that the overseas elector's registration and absentee ballot request is en route. The clerk will then process the absentee ballot request at the same time as the registration.

If ballots are currently available, military and registered overseas electors will be directed to the Online Ballot Delivery tool. If ballots are not currently available, the voter's absentee ballot request will be updated in the voter registration system, and the voter will be sent a notification when ballots become available for the next election.

5. Online Ballot Delivery Tool

The Online Ballot Delivery Tool is a new feature that will allow UOCAVA electors to "pick-up" their ballot online. The tool will pull the voter's registration information from SVRS, allowing the Online Ballot Delivery system to know what ballot to present the voter, and to track that the voter has "picked-up" their ballot.

Military and registered overseas electors will have the capability to use the Online Ballot Delivery Tool without sending a separate absentee ballot request. They will search for their name and date of birth using the voter look-up tool. Once the elector identifies their information is in the Statewide Voter Registration System (SVRS), they will request and be provided with an online ballot all in the same online session. Military electors who are not in the SVRS will be directed through the online registration tool and will be provided an online ballot after supplying personal information. Overseas electors who are not in the SVRS (not registered) will be directed through the online registration tool but must print, sign, and mail their registration before being provided with an online ballot.

The Online Ballot Delivery Tool will display the voter's ballot, and allow the voter to mark the ballot from their computer screen. The voter will then be able to print the ballot and mail it to their municipal clerk. A foldable, certification envelope will be printed as well, with all the appropriate information pre-filled, including the address where the voter should mail the ballot.

Once the ballot is printed, the System will update the SVRS to show the ballot has been issued and a notification will be sent to the appropriate municipal clerk that an absentee ballot has been printed by an UOCAVA elector. When the local election official receives the voter's ballot, the official will update the record in the SVRS to show that the ballot has been returned. The voter can then use the Online Ballot Tracking Tool to view the status of their ballot. If desired, notifications can also be sent to the elector that their ballot has been received.

6. Email Notifications

Notifications are sent to UOCAVA electors at the email address that is provided during the use of the Online Registration Tool, Online Absentee Ballot Request Tool and/or the Online Ballot Delivery Tool. Notifications to municipal clerks are sent to the email address on file in the SVRS. Sample notifications include:

- UOCAVA electors with current absentee applications will be notified when ballots are available for online delivery.
- Overseas electors with a pending voter registration will be notified when the registration has been processed and when they are able to use the Online Ballot Delivery Tool.
- An elector will be notified when their absentee ballot is received by the municipal clerk.
- Election Officials will be notified when electors access the tools on VPA and update their voter registration, request an absentee ballot, and/or print an absentee ballot.

Since most UOCAVA electors are away from their residence, the traditional notices published in local publications and posted in local facilities do not serve them. Sending an email notification when online ballots are available will provide a useful notice to UOCAVA electors as well as a reminder of an upcoming election.

7. Online Ballot Tracking

Through VPA, military and overseas electors can currently check the status of their absentee ballots. Because the Online Ballot Delivery Tool will be integrated with the SVRS and VPA, all ballots could be tracked using the same application. This provides a higher level of service to our military and overseas electors.

8. Data Collection and Evaluation

The System will include a portal specifically for local election officials with dashboards and other quick statistics and metrics. The portal will also display some statistics online to be viewed publicly, creating transparency during the absentee balloting process.

The dashboard for local election officials provides immediate information on the use of the system, and how their UOCAVA electors are being served. This will help UOCAVA electors during the election cycle as their appropriate municipal clerk has all of the updated information needed to assist them.

After an election is complete, statistics from the SVRS and the tools used through VPA can be evaluated to improve UOCAVA absentee balloting procedures for future elections. The SVRS already maintains information on all UOCAVA electors, including when a ballot was sent and received by the clerk. Ballots requested through the Online Ballot Delivery

Tool will be compared to the delivery and return rates of absentee ballots sent to UOCAVA electors through other methods to determine the effectiveness of the System.

Smartphone Application

After the development of the Online Ballot Delivery Tool, the System will be made available on a Smartphone application. The use of wireless technology continues to grow. Providing UOCAVA electors the opportunity to download an application on their Smartphone will assist them in using the System for all elections and in any location. The availability of a Smartphone application will not only make voting more accessible, it will serve as a reminder of election activity and the user will know exactly where to access a ballot for each election on a routine basis.

The absentee ballot must still be printed and mailed to the appropriate clerk so the user's Smartphone must be connected to a printer in order for the UOCAVA elector to complete the absentee voting process.

Security

Security must be at the center of all the services offered to UOVACA electors. Electors must feel confident their personal information is protected. Ballots must be protected against security breaches such as tampering, duplication, interception, or other forms of corruption. The System will contain a robust security architecture to ensure voter confidence and system security.

Overall, the system will be secured using the following high-level components:

- HTTPS / SSL – All websites developed as part of this system will use industry standard internet data security protocols. This will ensure any information provided by the elector as part of the system is secured.
- User ID and Password Authentication – Electors will need to set up their own unique user ID and password to access certain components of the System. Only those users will be able to retrieve their personal information in order to cast their ballot.
- Cyber Threats – Industry standards and best practices will be used to prevent cyber attacks, including but not limited to use of load balancing and virtual IP addresses to prevent denial of service attacks, use of tools such as CAPCHA to prevent bots, and use of appropriate programming standards to prevent SQL injection attacks.
- Data Retention – All data entered by and/or presented to users will be posted and stored on the secure web server and database side of the System. No data will be posted or stored on the client side. No voted ballot information will be stored.
- Record Storage – The System will be housed in the official State of Wisconsin owned and operated Data Center. The Data Center provides industry standard security measures to protect State systems such as voter registration, driver licensing and social service records.

- Ballot Security – The voted ballots that are printed and returned to clerks will be given a unique identifier and a tamper-resistant barcode. The barcodes will not be readable if tampered with or photocopied. The System will alert the municipal clerk if more than one ballot with the same unique identifier is returned.

In addition, the G.A.B. will address the authenticity of the UOCAVA elector and their absentee ballot during the development of the System. The System is designed to eliminate the dependence on the municipal clerk for an electronic ballot. This changes the clerk's direct oversight in issuance of absentee ballots and allows any person identifying as an UOCAVA elector to access an absentee ballot online. The clerk's oversight, however, is built into the System's processes.

The municipal clerk will receive an email notification when a ballot is printed, including the personal information of the UOCAVA elector. The clerk maintains the opportunity to validate the UOCAVA elector, their request and the ballot before the absentee ballot is forwarded to the polling place and counted. As previously stated, the ballot printed from the Online Ballot Delivery Tool will have a unique identifier and tamper resistant barcode to ensure that the ballot has not been duplicated. The elector will also receive a notification when their absentee ballot has been received by the municipal clerk. Since in Wisconsin no absentee ballots are counted until Election Day, this will safeguard the UOCAVA absentee voting process.

Summary

Funding for this application will provide improved services to Wisconsin's UOCAVA electors. By establishing a single location for voters to register, apply for absentee ballots, and print absentee ballots on demand, the System will remove a number of obstacles UOCAVA electors face throughout the voting process. Combining the new Online Ballot Delivery Tool with the Statewide Voter Registration System and email notifications will also benefit Wisconsin's local election officials. They will be able to track UOCAVA electors' ballots more easily and provide a higher level of service.

Using the G.A.B.'s current partnership with the Wisconsin Department of Administration, Division of Enterprise Technology will ensure that the development process is responsive to the needs of voters, local election officials, and the G.A.B. Developing this project in-house means that Wisconsin will own the software and be able to integrate the System with existing applications, and easily maintain and modify it in the future.

3. Schedule and Milestones*

- 1) Initial Phase: August 2011 – October 2011: The initial phase of the project consists of defining the project, planning a detailed timeline, recruiting necessary staff and tools and informing all local election officials. Some initial planning will be accomplished through the grant application process. However, project objectives and timelines may need to be redefined based on the funds available. G.A.B. staff will evaluate new technologies and solutions, obtain software and other supplies, and recruit management, support, and technical staff for the project.
- 2) Analysis Phase: November 2011 – December 2011: The second phase of the grant will define business requirements, security needs, and database structure. It will also model expected usage by UOCAVA voters, voting equipment programmers, ballot printers, and local election officials. During this phase, newly hired staff will work with G.A.B. subject matter experts to document existing features of the SVRS and VPA systems, and extrapolate required features of the upgraded system.
- 3) Design Phase: January 2012 – March 2012: A third phase of the grant will consist of designing new software and updated software code for the SVRS and VPA systems. During this phase, the system architects will create system architecture and data models, design views for software and mobile devices, and design system reports. Also during this phase, staff will begin asking for user input to ensure that new features meet user needs.
- 4) Construction Phase: March 2012 – August 2012: During this phase, technical staff will build the system to match the previously formulated designs. The final product will be tested, and training documents will be prepared. The developed software will be demonstrated to local election officials and electors to further refine its features.
- 5) Implementation Phase: August 2012 – November 2012: After the system is complete, clerk users will be trained on the new features, and the system will be installed in production. Instructions for UOCAVA electors will be posted online. Any changes identified during user acceptance training will be implemented. After September 19, 2012, UOCAVA electors will use the System to register, apply for absentee ballots, and print ballots to be mailed back to their municipal clerk for the November General Election. G.A.B. staff will support clerks and electors with questions on how to use the System, and record any issues for follow up.
- 6) Evaluation and Reports Phase: December 2012 – September 2013: During this phase, surveys of UOCAVA electors and municipal clerks will be conducted to gauge their feedback on the System and its usage. A report covering financial costs, usage statistics, comparison to past elections, and elector and clerk satisfaction will be submitted to the FVAP by April 2013. Issues with the software identified during the November 2012 and April 2013 elections will be corrected and a final update to FVAP will be submitted in September 2013. Project staff will transfer maintenance and support duties to regular G.A.B. Staff.

* The Schedule and Milestones in this application are based on the assumption that the grant will be awarded in August of 2011. A later award date may affect the dates and timelines described in this section.

List of Major Tasks and Approximate Deadlines

Initial Phase

Project Charter	October 3, 2011
Initial Project Plan	October 31, 2011
Staff Hired	October 31, 2011
Staff Workspace and Supplies	October 31, 2011

Analysis Phase

Requirements Document	November 7, 2011
Define Software Architecture	November 14, 2011
Data Diagrams	November 28, 2011
Process Flow and Usage Scenarios	December 12, 2011
Draft List of Issues	December 19, 2011

Design Phase

Design Specification	January 30, 2012
Data Model	February 13, 2012
Object Models	February 27, 2012
Test Plans	March 27, 2012
Mobile Devices Purchased	March 27, 2012
Program and Financial Report 1	April 30, 2012

Construction Phase

Beta Version of Product	July 2, 2012
Testing Results	July 30, 2012
Training Documentation	August 6, 2012

Implementation Phase

Training of Election Officials Complete	September 14, 2012
First Use of System	September 19, 2012
Program and Financial Report 2	September 24, 2012
November Election	November 6, 2012
Data Collection Complete	December 1, 2012

Evaluation and Reports Phase

Survey of Voters and Clerks Complete	February 18, 2013
2013 April Election (Military Voters Only)	April 1, 2013
November 2012 Usage and Data Analysis Report	April 30, 2013
Program and Financial Report 3	April 30, 2013
Updated Issues List	May 6, 2013
Final Software Updates	August 5, 2013
Transition to G.A.B. Staff Support	September 30, 2013
Final Data Report/Program and Financial Report 4	September 30, 2013

4. Reports

This is a list of reports with approximate deadlines based on a six-month reporting period. Reports can be provided on a quarterly basis, if requested. Additional reports can be added if desired.

Program and Financial Report 1
SF-425 Federal Financial Report
Program Report on System Design

April 30, 2012

Program and Financial Report 2
SF-425 Federal Financial Report
Program Report on System Construction and Testing

September 24, 2012

Program and Financial Report 3
November 2012 Election Data Analysis
Number of Participating Jurisdictions and Voters
Comparison of Outcomes, 2010 to 2012
User Satisfaction Data
SF-425 Federal Financial Report
Program Report on System Performance and Issues

April 30, 2013

Program and Financial Report 4
April 2013 Election Data Analysis
SF-425 Federal Financial Report
Addenda to Previous Program Reports
Program Report on System Updates and Maintenance

September 30, 2013

Management Approach

The Wisconsin Government Accountability Board (G.A.B.) is proposing the creation of an online balloting system for UOCAVA electors. The State of Wisconsin's decentralized election administration model can present challenges to UOCAVA electors who may live in municipalities whose clerks have no fax machine or email, and/or very limited and inconsistent office hours.

The G.A.B.'s grant proposal will allow for any UOCAVA elector from Wisconsin to verify registration information or register online, request an absentee ballot, and immediately access their ballot online. UOCAVA electors will now have all of their voting needs available online at their convenience without having to contact their municipal clerk. This provides coverage and assistance to UOCAVA electors in all of 1,850 Wisconsin municipalities, which comprise 1/6 of the local election jurisdictions in the United States.

The System being proposed by the G.A.B. will be integrated with the current Statewide Voter Registration System (SVRS), the Wisconsin Election Data Collection System, and Wisconsin's Voter Public Access (VPA) website. Currently, UOCAVA voters can use VPA for voter look-up and absentee ballot tracking, and online registration will be available by fall 2011. The new system will expand upon these features to provide complete and immediate absentee ballot access to UOCAVA electors. The online balloting system will allow most UOCAVA electors to access their ballot in one session without waiting for an election official to respond to a ballot request.

The System will be developed with the use of a newly hired in-house consultant IT staff made up of a technical team lead, a solutions architect, and a database architect. The consultant IT staff will work under the general oversight of G.A.B.'s current IT Team Lead, David Grassl, as it integrates the System with other election IT applications. The Wisconsin Department of Administration's Division of Enterprise Technology (DET) will be assisting the G.A.B. in the selection of the grant IT staff. Using in-house IT staff and partnering with another state agency will ensure the State owns all proprietary information. The G.A.B. will be left with the license and code for the completed System allowing any updates and improvements to be made without renegotiating contracts.

In addition to IT staff, the G.A.B. will hire four full time employees for the two years and one full time employee for one year of the project's development, implementation, and post-production evaluation and its subsequent revisions. The four full time employees on staff for two years include a project manager, a training coordinator, an administrative assistant, and a financial specialist, all under the supervision of the Elections Division Administrator. A Help Desk staff member will be added for one year to assist in the implementation and evaluation of the online balloting system. Other current G.A.B. staff members, including the Elections Division Administrator, a staff attorney, the Elections Supervisor, election specialists, trainers, and current IT staff, will contribute expertise as needed during the project development, implementation, and evaluation.

The project manager will ensure that technical, training, financial, and support staff are working together to complete system milestones in a timely manner. The project manager will be gathering data and evaluating the workflow and overall strategy during the development of the project. The project manager can then ensure that construction and implementation of the

software proceeds on schedule, and that each of the milestones listed in the Schedules and Milestones section of this application is completed on time. The project manager will also oversee wrap-up of the project, evaluation and final reports, and transition of the System to regular G.A.B. staff.

The financial specialist will ensure that all regular staff working on the grant properly complete federal timesheets and are prorated accordingly. All supplies, reimbursements, information on allowable expenses and auditing reports will be managed by the financial specialist. All of this information will be collected and included in at least four semi-annual financial reports.

The training coordinator will analyze business requirements during the development of the project, then test the software, produce training materials and provide training. The training coordinator and administrative assistant, along with the Help Desk staff, will help train and support users when the System is ready for use. During the evaluation phase, these staff members will administer surveys and gather data to improve the System.

The online balloting system's IT staff will first work closely with voting equipment vendors and county and municipal clerks to construct a Ballot Preparation Tool. This tool will be used by county and municipal clerks to create their ballot style arrangements and then utilized by the Online Ballot Delivery Tool, voting equipment vendors and ballot printers. The G.A.B. intends to use standard formats, such as the EML (Election Mark-up Language) format outlined in the Voting Information Project (VIP), when constructing the Ballot Preparation Tool. This will allow voting equipment vendors to import and export candidate, contest, and results data in VIP/EML standard format. Since 31 states currently use the EML data format, many other states could modify the Ballot Preparation Tool to interface with their voting equipment.

The G.A.B. will also be collaborating with municipal and county clerks to gather their input as the System is being developed. As the election administrators of their local election jurisdictions, clerks will receive email notifications from the online balloting system, will track absentee ballots, and will determine the authenticity of UOCAVA electors and their absentee ballots. The municipal and county clerks will also have an opportunity to provide feedback on the System and its usage during testing and then again after its implementation for the 2012 General Election.

The G.A.B. will also be partnering with the Wisconsin Department of Military Affairs to create a focus group of military personnel to test and provide feedback on the online balloting system. The G.A.B. also plans on using the military focus group as a sounding board for the full implementation plan and to gather ideas on the promotion of the online balloting system.

Definition and Formalization of the Applicant's Strategic Goals: The G.A.B.'s goal is to improve the absentee balloting process for UOCAVA electors. The new System has several different components that address every major obstacle to military and overseas voters' experience, making registration, absentee requests, and voting the ballot as seamless and convenient as possible.

The ballot preparation interface will ensure that UOCAVA electors have access to the same ballot that all other voters do. Municipal clerks will have to enter contest and candidate information in only one location, and that information will be used by voting equipment programmers, ballot printers, and the Online Ballot Delivery Tool available to UOCAVA electors. This will eliminate current problems with the sample ballot available on the VPA being sometimes incomplete or incorrect.

The current VPA website allows voters to see if they are registered and to verify that their address and personal information is correct. Online registration will allow Military voters to instantly update this information, although overseas electors must mail in a paper form to register.

A new Online Absentee Ballot Request Tool will ensure that absentee ballot requests are immediately entered into the SVRS, allowing voters to apply online at any time and eliminating the delay of applying by mail or the necessity of contacting their local clerk to apply by fax or email. Having the ballot available online for immediate printing ensures that every UOCAVA elector receives their ballot with enough time to return it and have it counted.

The proposed online balloting system also assists local election officials who do not have the needed technology to electronically transmit a ballot by allowing them to direct electors to the Online Ballot Delivery Tool. These smaller municipalities do not have the financial means to pay full time staff or provide the needed technical equipment required to transmit ballots electronically.

An additional strategic goal is to save costs by building a system with in-house staff without the use of an outside vendor. The use of in-house staff will allow the System to be integrated with current technology without concerns about proprietary information. The in-house staff will also be able to make changes and updates as discovered through the evaluation phase without having to worry about what has been established by a vendor contract. The use of in-house staff will also ease the eventual transition from project staff to regular staff who will maintain the System indefinitely.

Analysis and Measurement of Current Processes: Currently, UOCAVA electors can view a sample ballot online through the VPA website, but they cannot print that sample ballot and return it. The sample ballot allows UOCAVA electors to fill out a State or Federal Write-In Absentee Ballot with correct candidate information. The sample ballot is dependent, however, on the municipal clerk's use of the SVRS, the data entered there, and the timeliness of the data entry. Some municipal clerks are responsible for posting their own contest and candidate information to SVRS, while other municipalities rely on the county clerk for that service. This means that all ballot data may not be consistently entered in the SVRS and thus not displayed on VPA. Voting equipment vendors and ballot printers use a separate template or system for gathering ballot programming and printing information. Municipal and county clerks must enter contest and candidate information into at least two locations separately, meaning the printed ballot and sample ballot on VPA may not match.

The current process used for UOCAVA electors to obtain an absentee ballot in the State of Wisconsin begins with verification of registration or voter information. Military electors are not required to register but their absentee ballot request must provide personal information that will allow the elector to be identified. Overseas electors must be registered in order to obtain an absentee ballot. If the overseas elector is registered the absentee ballot request can be honored immediately, but those who are not registered must submit a registration form before their absentee ballot request can be honored. The Federal Postcard Application works as both a registration form and an absentee ballot request.

Once a valid absentee ballot request is received, the municipal clerk must transmit an absentee ballot to the UOCAVA elector within 24 hours of receiving that request. If the UOCAVA elector requests the absentee ballot be mailed, the municipal clerk mails the ballot, certificate envelope and instructions to the elector. If the UOCAVA elector requests the ballot be emailed or faxed to them, the municipal clerk must comply. The municipal clerk must initial a ballot and then fax or email the ballot, the certificate envelope, and instructions to the elector. If the municipal clerk does not have the technology or equipment to fax or email a ballot, they are required to work with a neighboring municipality or county which has the appropriate equipment.

The municipal clerk then tracks the transmission of the absentee ballot in the SVRS. The VPA site makes the ballot information from SVRS available online for all UOCAVA electors to track the status of their ballot. Not all municipal clerks use the SVRS, so some clerks have another municipal or county clerk track this information on their behalf. This results in information entered through a secondary source. The system also defaults to the date the information is being entered, resulting in some inaccurate statistics.

The absentee ballot may be transmitted electronically but it must be returned by U.S. Postal Mail or a private delivery company. The absentee ballot must be accompanied by a completed certification envelope and contain the signature of the elector and a U.S. citizen witness. When the absentee ballot is returned the municipal clerk must then update the UOCAVA elector's absentee ballot information in the SVRS to reflect the receipt of that ballot.

The G.A.B. does not have accurate quantitative statistics on the time between the date an absentee ballot request was received and the date the ballot was transmitted. However, based on discussions with municipal clerks, it is apparent that the absentee ballot is not consistently sent within the 24 hours required by law. The municipal clerks without fax or scanning equipment may take several days to transmit the ballot because of their office schedules and the availability of another office's equipment used to transmit the absentee ballot.

In the 2010 General Election, 64% of the absentee ballots sent to UOCAVA electors were not returned by the elector. This data indicates that UOCAVA electors are not updating their information, are not receiving their absentee ballots or are failing to return the ballot. The G.A.B. anticipates that number of unreturned ballots will decrease as a result of the online balloting system because UOCAVA electors will have a convenient platform to verify mailing information, and instantly print a ballot instead of waiting for their clerk to respond to their request. This will also save transit time because mail delivery of ballots sent to foreign countries

and military posts can be inconsistent and slow. Once in a foreign country's mail system, the U.S. has no authority or control over the handling of that absentee ballot.

UOCAVA electors who request to have an absentee ballot transmitted electronically can have the ballot emailed or faxed to them. This eliminates the transit time of mailing a ballot, but the amount of time between when the request is made and when the ballot is sent can vary. If a military elector only has a day or two at one post before moving to another location without internet access, the emailed or faxed ballot may not be received in time. In the 2010 General Election only 34% of absentee ballots emailed to military electors were returned and 38% of absentee ballots emailed to overseas electors were returned. This compares to a return rate of 67% for non-UOCAVA electors.

Identification of each Process and the Elements that are Related to the Processes: The System will first require municipal and county clerks to enter their ballot information into the Ballot Preparation Tool. This tool would be used to upload data into SVRS for sample ballot display on VPA and use in the Online Ballot Delivery Tool. The Ballot Preparation Tool will also be used by voting equipment programmers and printers to ensure the same ballot is available in all locations.

The online ballot will be available at the same time as paper ballots, at least 45 days before federal elections. All UOCAVA electors with an email address on file will receive a notification when absentee ballots are available. The UOCAVA elector will have the option to download a Smartphone Application or visit the VPA website to begin the process of retrieving an absentee ballot online. The UOCAVA elector will still have the option to receive a ballot by mail or fax (if the internet is not available to the elector) but all email requests will be directed to the Online Ballot Delivery Tool.

Through the Smartphone Application or VPA, the UOCAVA elector will identify as a military or overseas elector. Once the elector has verified their UOCAVA status, they will enter their name and date of birth and VPA will search the SVRS for their information. If the elector's information is in the SVRS, they will be asked to select their name from the matches found. If the elector's information is correct, they will be able to complete an absentee application and then, if ballots are available, directed to a ballot based on their address.

If UOCAVA electors find their information is incomplete, out of date or do not find their information when searching on the VPA site, they will be directed to the Online Registration Tool. Military electors' information will be entered automatically or updated in the SVRS since they are not required to register. Overseas electors who need to register will be directed to print, sign, and mail a registration form, and an optional absentee application form, to the appropriate clerk. The clerk's information, an origami envelope, and instructions will print with the registration and absentee application form.

Overseas electors who are already registered or military electors who complete the online registration process can immediately request an absentee ballot online. Electors can use this feature to apply for an absentee ballots months in advance of an election if desired. They can request a ballot to be delivered by mail or fax, or to receive email notification when online

ballots are available. Overseas electors who must mail in a registration form will also receive an email notification when their registration has been processed and they are able to use the Online Ballot Delivery Tool.

Once directed to the Online Ballot Delivery Tool, the elector will be directed to mark, print, and mail the ballot to the appropriate clerk. Instructions, a certification, and an origami envelope with the appropriate clerk's address and contact information will print with the ballot. Both the envelope and the ballot will print with a unique identifier and a tamper-resistant bar-code. Barcodes will not be readable if tampered with or photocopied. The System will alert the municipal clerk if more than one ballot with the same unique identifier is returned.

When the online ballot is printed by the UOCAVA elector, the SVRS will record that an absentee ballot was "sent" to that UOCAVA elector and an email will be sent to the appropriate municipal clerk informing them that an absentee ballot was printed and for which elector. The email notification allows the municipal clerk an opportunity to confirm the UOCAVA elector's status before the ballot is counted. The clerk will update the SVRS when the absentee ballot is received. The updated information in SVRS will display on VPA for the UOCAVA elector to check the status of their ballot.

The System will also be integrated with the Wisconsin Election Data Collection System (WEDCS). UOCAVA absentee ballot data from the online balloting system will be uploaded into the WEDCS and combined with other absentee data collected. The data will then be displayed online for public access and transparency.

Identification of Potentials Risks and Mitigating Strategies:

- Not Completing Project on Time – The schedule and timeline is structured to allow ample time for project completion. The project has been thoroughly planned but has the flexibility to pull the resources of regular staff if needed.
- Lack of Cooperation from Voting Equipment Vendors – The grant team would provide financial incentives to the vendors for exploring a uniform ballot preparation template.
- Legislative Hurdles – This project may require some clarifying statutes or rules before its full implementation.
- Local Election Official Non-Compliance – Grant staff will follow up with non compliant clerks to ensure proper usage.
- Non-UOCAVA Electors Attempting to Use the System – The municipal clerk will receive an emailed absentee ballot request when the absentee ballot is printed. If the clerk has reliable information that the voter is falsifying a UOCAVA status the ballot can be challenged at the polling place.
- Duplication of Ballot – A unique identifier will be printed on the ballot so the System will alert the clerk if more than one ballot with that unique identifier is returned.

Formalization of Performance Indicators for each Process: The Ballot Preparation Tool's performance will be measured by the creation of an instrument that can be used by the SVRS, voting equipment programmers, and ballot printers. The second performance indicator will be the usage of the Ballot Preparation Tool to create all ballots for Wisconsin's 1,850 municipalities. The number of ballot styles will vary upon election. The 2012 General Election will provide the first opportunity to use the Ballot Preparation Tool. The April 2013 Spring Election, however, will present a greater challenge because the ballots will contain a wider variety of contests and candidates for municipal, county, and school district offices. The number of municipalities and counties that use the System for the November 2012 and Spring 2013 elections will be tracked to ensure compliance. A list of issues regarding ballot programming, printing, and online display will be maintained for future action.

Performance of the Online Registration and Online Absentee Ballot Request Tools will be measured by the number of voters using these applications and their reported satisfaction with those procedures. Clerk surveys will also identify issues with these features.

The Online Ballot Delivery Tool's performance will be measured within the 2012 General Election Cycle, by comparing return rates of voters who received their ballots via mail or fax with return rates for voters who used the Online Ballot Delivery Tool. These statistics will be compared to data on returned email and faxed ballots from the 2008 and 2010 General Elections.

One of the goals of the System is to reduce the failure rate of UOCAVA electors returning absentee ballots. Quality of performance will be also indicated by how many UOCAVA electors use the Online Ballot Delivery Tool. The performance will also be evaluated by a survey sent to the users of the System after the 2012 General Election. The survey will assist in making improvements to the system itself and its performance. The system's use throughout future election cycles will be tracked.

The success of the data collection and evaluation portal will be measured by how well it integrates with the WEDCS and its automatic uploading to the internet. Its integration with WEDCS will provide instant statistics to municipal clerks and G.A.B. on UOCAVA electors, create one location for all election data to be stored and provide more accurate statistics on UOCAVA electors. This feature will also be evaluated by how easy it is for staff to compile UOCAVA voting statistics for the FVAP Grant reports. The ultimate performance measure for the data collection and evaluation portal will be how well it identifies areas for improving services to UOCAVA electors.

Justification of the Modification to the Existing Processes: UOCAVA electors face increased burdens at every phase of the election and absentee voting process. Wisconsin's elections are administered at the municipal level and this decentralized model may create an additional burden for those UOCAVA electors who reside in smaller jurisdictions. Out of Wisconsin's 1,850 municipalities, over 1,600 have a population of fewer than 5,000. Sixty percent of Wisconsin's municipal clerks are part-time employees, and fifty-four percent have an additional full-time job. Some municipalities do not have internet access or a scanner or fax machine, creating difficulties when transmitting absentee ballots electronically. The lack of consistent availability of some

local election officials and technology may, at times, delay the transmission of absentee ballots to electors. This delay is especially burdensome for UOCAVA electors and can contribute to the failure rates for UOCAVA electors in various stages of the absentee voting process.

The creation of the Online Ballot Delivery Tool, the Ballot Preparation Tool and the Data Collection and Evaluation portal, and their integration with existing election applications will help overcome most of the systemic burdens UOCAVA electors encounter during the absentee voting process. Allowing military electors and registered overseas electors to immediately access their ballot will eliminate the additional burdens for UOCAVA electors caused by the inconsistency in local election officials' availability and lack of technology. The Data Collection and Evaluation portal will allow the G.A.B. to collect more accurate and complete statistics which can be used to create policies, procedures, and online applications to better assist UOCAVA electors.

Projections of the Effectiveness of Modifications: The G.A.B. projects that the modifications proposed in this grant application will decrease the number of absentee ballots that do not reach UOCAVA electors. In contrast to the time that may lapse if a UOCAVA elector must wait on the response of a part time local election official without the needed technology, the System will effectively transmit a ballot at the exact time the elector is ready to mark and return it.

The G.A.B. also projects the System will decrease the number of absentee ballots that fail to be returned. By creating a comprehensive process that allows the elector to register, request, receive, mark and print an absentee ballot at one time and at their convenience, UOCAVA electors will be more likely to complete the final step of the absentee voting process by mailing their voted ballots.

The Online Registration Tool will also improve the data of UOCAVA electors in the SVRS because they will be entering their own information. The voter record for a military elector will be created immediately in the SVRS, while an overseas elector's data will be stored until a clerk receives the physical form and confirms the registration.

The Ballot Preparation Tool will guarantee accurate ballots whether they are at the polling place, printed from online, or viewed as a sample ballot. This will effectively create an official online ballot as well as assist in gaining the support of local election officials since they will only need to enter data in one location.

Measurements of Performance: The G.A.B. will administer feedback sessions with members of the military as well as municipal and county clerks to measure the performance and usability of the System outlined in this grant proposal. A survey will also be sent to the users of the Online Ballot Delivery Tool following the 2012 General Election to gather input. The responses to surveys and feedback sessions will be used in the evaluation phase of the grant schedule and improvements and updates will be made based upon this input. Measures of performance will also include data comparisons between the 2008 and 2010 General Elections and the 2012 General Elections as stated above.

1. Current and Pending Project Proposal Submissions

The G.A.B. does not have any ongoing projects or proposals related to Electronic Absentee Systems for Elections Grants program.

2. Qualifications

Key personnel related to the award of this grant and its implementation:

Kevin J. Kennedy: Mr. Kennedy, Wisconsin's chief election official, will act as the Executive Sponsor of this grant. In his role as Director and General Counsel of the Government Accountability Board, Mr. Kennedy is responsible for all projects and policies and their funding.

Mr. Kennedy was the director of the State Elections Board since August of 1983 and was appointed to the position of Director and General Counsel of the Government Accountability Board upon its creation in November 2007. He has over 30 years of experience in election administration and has served on numerous state and national election-related organizations.

Nathaniel E. Robinson: Mr. Robinson will lead the online balloting system as the project director and oversee its daily operations. As the Elections Division Administrator, he manages all programs and policies related to elections and their implementation in Wisconsin.

Mr. Robinson became the Division Administrator of the Elections Division of the Government Accountability Board in January 2008. Under his supervision, the Elections Division has already overseen the successful completion of a \$2 million federal data grant and its implementation in Wisconsin. He has a social science background, which includes conducting research; evaluating processes and impacts, developing programs, and designing and implementing evaluation models and project assessment tools. Mr. Robinson has also developed Requests for Proposals (RFPs) and selection criteria; selected vendors; and administered numerous multi-million dollar initiatives with funds received from Federal agencies, the Wisconsin Legislature and the private sector. Mr. Robinson is already involved in this project to a significant degree and will continue throughout its duration.

David Grassl: Mr. Grassl will be the principal advisor for the grant project's IT team and will lead the initial phase of the grant. He will oversee the hiring of new IT staff, and will lead the transfer of knowledge as G.A.B. regular staff assumes the management of the online balloting system after the completion of the grant period.

Mr. Grassl has 10+ years' experience leading technology projects delivering state of the art solutions to solve business issues. He has a results oriented work ethic with a record of success bringing best practices in areas of Project Management, Solution Architecture, Infrastructure Management (ITIL), and Software Development Principles.

He has experience in: Public Sector (Election Systems). Microsoft Technologies (.Net, xRM, SharePoint, Windows Operating System, SQL Server Technologies SSRS/SSAS/ETL/Performance Tuning), Design Patterns (MVC/MVP/MVVM), Agile SDLC Management, PMI Methodology, Team Management, Developing Statements of Work (SOW), Infrastructure Management (ITIL), Identity Management, and System Security.

Mr. Grassl has partnered with the Government Accountability Board (G.A.B.) to assist in the development and implementation of the Wisconsin Election Data Collection System (WEDCS), the Canvass Reporting System (CRS), and the GIS Design for Redistricting functionality in the State Voter Registration System.

Consultants: Three IT consultants will be hired to develop the System after the grant is awarded. They will be recruited and selected based on the qualifications and standards listed in the Budget Proposal section along with additional selection criteria.

Kevin J. Kennedy
Abridged Curriculum Vitae

Educational Background

Certified Elections and Registration Administrator (CERA), Auburn University, 2003
Recertified, 2006. Eligible for Recertification 2009

University of Wisconsin-Madison, Law School, J.D. December 1976

University of Wisconsin-Madison, College of Letters and Science, B.A., Honors Candidate in Mathematics and Communication Arts, May 1974

Professional Qualifications

Admitted to State Bar of Wisconsin, December 27, 1976

Admitted to practice in the Eastern and Western Districts, Wisconsin Federal District Court

Admitted to practice in the Seventh Circuit, United States Court of Appeals

Work Experience

**Director and General Counsel, Wisconsin Government Accountability Board
November, 2007 to Present**

Provide agency leadership on behalf of the Board. Direct the establishment of a new state agency responsible for accountability in government. Administer and enforce state laws relating to elections, campaign finance, ethics and lobbying.

Responsible for all administrative duties including implementing Board policy, preparation of formal opinions, budget development, legislative activity including administrative rules, staff supervision and development. Carry out delegated decision making authority with respect to litigation and review of decisions of local election officials.

Serve as chief state election official. Responsible for overseeing the collection and analysis of election, campaign and lobbying data and preparation of special reports. Developed comprehensive training programs for state and local election officials.

Responsible for identification of problems which may require investigation or interpretation. Taught numerous CLE courses related to election, campaign, lobbying and ethics laws.

Responsible for securing passage of critical legislative initiatives to improve the administration and enforcement of election laws. Provided advice and direction to legislators on the development of legislation relating to the administration and enforcement of election, campaign and lobby laws.

Executive Director, Wisconsin State Elections Board, August 1983 to November 2007

Provide agency leadership on behalf of the Board. Responsible for all administrative duties including implementing Board policy, preparation of formal opinions, budget development, legislative activity including administrative rules, staff supervision and development. Carry out delegated decision making authority with respect to litigation and review of decisions of local election officials.

Responsible for identification of problems which may require investigation or interpretation. Directed the investigation of several complex campaign finance enforcement matters including 1997 Supreme Court contest. Served as an expert witness in several criminal campaign finance prosecutions including cases arising from the “caucus scandal”. Taught numerous CLE courses related to campaign and election laws.

Serve as chief state election official since August 1983. Responsible for directing the implementation of federal mandates under Help America Vote Act of 2002 (HAVA). Initiated efforts that ensured full accessibility of state polling places including the use of HAVA compliant voting systems. Developed comprehensive voting system testing and security procedures to assure the transparency and integrity of the election process.

Responsible for overseeing the collection and analysis of campaign and election data and preparation of special reports. Developed comprehensive training programs for local election officials, including certification programs for chief election inspectors, municipal clerks and writing script for video on campaign finance compliance.

Responsible for securing passage of critical legislative initiatives to improve the administration and enforcement of campaign and election laws. Provided advice and direction to legislators on the development of legislation relating to the administration and enforcement of campaign and election laws. Served on Legislative Council Study Committees in 1997-1998 and 2004-2005 that led to passage of significant legislative changes in the area of election administration. Consulted with Legislative Council Study Committee and Gubernatorial Blue Ribbon Commission on campaign finance reform.

Worked with Congressional staff in the drafting of the National Voter Registration Act of 1993 (NVRA) and HAVA to minimize administrative burden on Wisconsin election officials while reducing barriers to voter participation.

Acting Executive Secretary, Wisconsin State Elections Board, December 1982 to July 1983

Assumed agency administrative responsibilities while maintaining Legal Counsel position as a result of Board disciplinary action leading to suspension and eventual resignation of Executive Secretary effective April 30, 1983.

Legal Counsel, Wisconsin State Elections Board, April 1979 to July 1983

Provide legal advice to Board and staff. Represent agency in enforcement actions in circuit court. Served as appointed special counsel in three cases argued in State Supreme Court and Court of Appeals. Responsible for monitoring legislative activity and sheparding key legislative initiatives through Legislature, drafting formal opinions, administrative rules and memoranda for consideration by Board members. Provide all campaign finance training for candidates and political committees. Assist Executive Secretary with training local election officials.

Associate, Cyrak Law Offices S.C., Madison and Waterloo, Wisconsin, June 1977 to March 1979

Appeared in Dane, Dodge, Jefferson and Rock County circuit courts. Handled criminal and traffic defense cases including trials. Responsible for preparing incorporation documents for a number of small commercial and real estate businesses. Prepared legal documents for several real estate development plats in Madison, Middleton and Sun Prairie. Resolved a number of outstanding probate matters.

Assistant District Attorney, Washington County, Wisconsin, January to May 1977

Responsible for all juvenile matters. Split traffic, misdemeanor and some felony cases with DA. Prepared criminal complaints, motions, and briefs including an appellate brief on behalf of Department of Justice. Daily court appearances including traffic and misdemeanor trials to the court and jury. Worked with local law enforcement, schools and corporation counsel on juvenile and criminal issues.

Professional Organizations

Member, National Association of State Election Directors (NASED), 1990 to present

NASED is the membership organization of the election directors in the 50 states, the District of Columbia and the 4 U.S. Territories.

Immediate Past President. Member of Executive Committee 1998, 2000 – present.

Wisconsin State Representative – Standards Board, United States Election Assistance Commission

The Standards Board is an advisory body to the U.S. EAC established by HAVA consisting of one state and one local representative from each of the 50 states, the District of Columbia and the 4 U.S. Territories.

Selected as initial Chair of the Bylaws Committee, 2004. Continue to serve on Bylaws Committee.

Election Center, 1988 to present

The Election Center is a nonprofit organization dedicated to training and educational opportunities for state and local election officials.

Co-Chair of the National Task Force on Election Reform responsible for the preparation of two comprehensive reports on election reform in 2001 and 2005. Member, Professional Education Program Committee.

Completed professional certification program (2003) and recertification program (2006) - Certified Elections and Registration Administrator (CERA).

Federal Election Commission (FEC)

Member of the National Advisory Panel of State and Local Election Officials. Served on an advisory panel for the FEC Ballot Access publications. Organized FEC/Wisconsin Campaign Finance Seminar, October, 1987.

Member, Council on Governmental Ethics Laws (COGEL), 1986 to present

COGEL is the preeminent international organization of government ethics administrators.

Served on Steering Committee 1991 to 1994. Served on Awards, Bylaws, Global Affairs, Nominations and Program Committees. Worked on the initial COGEL Model Law Project and drafted the public financing provisions of the model campaign finance law. Organized, moderated and presented a number of panels for annual conferences in 1988 - 1990, 1992 - 1997, 1999 - 2000, 2002, 2004 - 2007.

State Bar of Wisconsin, 1976 to present

Served on Legal Assistance Committee, Special Legislative Advocacy Committee and consultant to Committee to Assure Judicial Independence. Presented at several State Bar organized CLE programs including annual convention.

Dane County Bar Association, 1977 to present

Served on Executive Committee and Committee on Delivery of Legal Services including two terms as Delivery of Legal Services Committee Chair.

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NATHANIEL E. ROBINSON

Wisconsin Government Accountability Board
Administrator, Elections Division

(Abridged Vitae Prepared for the U. S. Elections Assistance Commission's
Data Collection Grant Application Program)

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PROGRAM/PROJECT MANAGEMENT AND GRANTS ADMINISTRATION EXPERIENCE

Appointed to the state's most senior executive-level positions by six different Wisconsin Governors.
Served as agency secretary, deputy agency secretary, divisional administrator and executive assistant.

1. **Governor's Office of Justice Assistance**
Director of Research and Program Evaluation
Executive Assistant to the Secretary
Chief Administrative and Operations Officer
Deputy Secretary
Secretary

Designated by the Governor for the administration of public safety funds received from the U. S. Department of Justice, the Office of Justice Assistance (OJA) provides direct assistance to local governmental units, state agencies and private, non-profit organizations, to improve the juvenile and criminal justice systems and crime prevention efforts in Wisconsin. OJA is responsible for advising the Governor and the Legislature on all major public safety, crime and violence prevention strategies and initiatives.

Summary of Key Duties Performed while Serving in the above-referenced Positions:

- Managed multi-million dollar formula and block grant Federal grant funds received from the U. S. Department of Justice.
- Managed and administered agency's internal and external multi-million (\$30 million) dollar contract evaluation programs.
- Managed the development of Requests for Proposals (RFPs) and selection criteria for assessing responses and contract language.
- Managed grant application reviews/assessment processes and evaluation methodology.
- Conducted research, process and impact program and project evaluations and studies.
- Determine course and direction of the agency. Hired, counselled and supervised staff.
- Determined biennial budget decisions and formulated and monitored budgets.
- Set, implemented and monitored agency policies and procedures.

- Ensured effective staffing of Governor's Criminal and Juvenile Justice Policy Boards.
- Reported to the Governor and Legislature on initiatives for making Wisconsin a safer state to live, work, play, do business and go to school; thereby, improving residents' quality of life.

2. Governor's Legislative, Policy and Budget Development Agency

Wisconsin Department of Administration

Division Administrator

Special Assistant to the Secretary

Similar to the role of the Office of Management and Budget, the Wisconsin Department of Administration (DOA) provides Wisconsin's Governor with fiscal management and policy alternatives required for the preparation of the state's biennial budgets. The Department also coordinates statewide operations for data processing, housing, telecommunication, energy and coastal management. DOA is responsible for a wide range of support services to other state agencies. It operates and maintains the state's buildings, including the Capitol. The Department maintains a federal-state relations office in Washington, DC to promote federal-state cooperation.

Division Administrator and Special Assistant's Core Duties

- Responsible for the management and development, direction, implementation, and evaluation of all divisional programs (Energy policy development; census data and population estimates and state demographics on which payments to municipal services are made; municipal annexations; coastal zone grants, and intergovernmental relations, Land Information Services, and Federal-State initiatives).
- Advised Governor, Department Secretary and Legislature on assigned policies and program issues.
- Provided consultation and liaison relating to broad governmental issues and programming that affected the State of Wisconsin and its residents.
- Served as Secretary's representative to the Legislature.
- Led the design of a new tuition grant program that awarded grants to the Wisconsin Technical College System.
- Represented the Secretary in negotiations with the Department of Revenue.
- Developed and gained Legislative approval of nine annual Governor's multi-million dollar spending plans (cumulatively, over \$50 million dollars, over 9 years) for special funds to improved statewide energy efficiency initiatives. Special Federal funds received from the U.S. Department of Energy.
- Improved the State's Commercial Uniform Dwelling Energy Codes by launching a statewide energy rating system for homes, schools and local public buildings, and reported to the Legislature.
- Created, developed and implemented a unique public/private multi-million dollar energy-saving partnership with one of the State's largest energy utilities, the *Wisconsin Focus on Energy* Promotional/Marketing Campaign. This collaboration parlayed into a major legislative/policy decision, a \$100 million Public Energy Efficiency Benefits Program.
- Prepared the State for maximizing the 2000 Census-taking process by gaining Legislative approval of \$1 million dollars for improving local and State census-taking capacity.
- Administered formula grant funds (multi-million dollars) received from the U.S. Department of Energy.
- Managed the process for developing and implementing a strategic plan of action for securing more Federal dollars; converted internal processing systems to electronic formats and platforms; thereby, improving efficiency and effectiveness.

3. **Wisconsin Technical College System Board**

Executive Assistant to the President
Senior Advisor to the President

The Wisconsin Technical College System (WTCS) Board (like a Board of Regents for a University System, the first of its kind in the nation), is the coordinating agency for the state's sixteen technical colleges that comprise the Wisconsin Technical College System. The board, appointed by the Governor and confirmed by the Legislature, establishes statewide policies and standards for district operations.

Executive Assistant and Senior Advisor's Core Duties

- Served as Executive Assistant and Senior Advisor to the WTCS President.
- Provided executive-level policy advice, assistance and counsel to the President on complex, sensitive and priority managerial, administrative, program, and policy and legislative areas, and strategic planning.
- Provided effective policy advice, assistance on global economic opportunities for the WTCS.
- Exercised and provided leadership on behalf of the President to ensure the development, coordination and implementation of systemwide economic and international policies, programs, partnerships and related initiatives.
- Made recommendations for System budgetary policy initiatives.
- Represented the System's position and programs on global economic initiatives to the legislature, state agencies, national and international organizations and government agencies.
- Managed and administered WTCS' International strategic partnership and global economic development portfolio.
- Represented WTCS' interests on international economic opportunities to district colleges, state agencies, commissions, councils, boards, committees and in international contractual partnerships.
- Served as special liaison to private industry, industry organizations, councils, labour unions, Tribal governments and universities, colleges, agencies and educational organizations.
- Represented WTCS' Budget, Legislative and Policy Positions to the Wisconsin Department of Administration (DOA), Governor's Office, Wisconsin Legislature, and the general public.
- Represented President to American Association of Community Colleges.
- President's liaison to DOA regarding the WTCS' multi-million dollar (\$20 million dollars) Capacity Building Grant Program.

4. **Wisconsin Government Accountability Board**

Division Administrator, Elections Administration

Wisconsin has a long history of ensuring uniform best election administration practices among its decentralized 1923 county and municipal clerks who conduct elections at the municipal level. The State's Elections Board was created in July 1974. However, in January 2007, the Wisconsin Legislature and Governor combined the former State's Elections Board and the State's Ethics Board into a new agency and named it the Wisconsin Government Accountability Board (Board).

On August 23, 2007, a six-judge panel was installed as the new Board. On January 10, 2008, all operations of the two former boards were effectively merged. As required by statute, the new Board's operations are organized into two divisions – the Elections Division, and the Ethics and Accountability Division. The Elections Division assumed all the statutory mission, functions and duties of the former State Elections Board. The Elections Division is responsible for the administration of elections laws (Chapter 5-10, 12, Wis.Stats.). Both Division Administrators are

appointed by the board's Director and General Counsel and confirmed by the six-member panel of judges that comprise the Government Accountability Board.

Elections Division Administrator's Core Duties

- Principal advisor to the board's Director and General Counsel and the six-judge board on all matters pertaining to elections administration in Wisconsin.
- Exercise managerial and administrative oversight of all functions of the Elections Division including elections administration, SVRS, training and technical assistance, supervision of staff; policy development; legislative initiatives, analyses, and contacts; media and public relations; budgeting/accounting/audit functions; program development, monitoring and evaluation, etc.
- Manage and responsible for administering the Help America Vote Act (HAVA) and its various sections (Sections 101, 102, 251, 261) totalling \$51 million dollars.
- Manage Wisconsin's state matching share of the HAVA grant monies (\$2.2 million).
- Negotiate contracts with vendors and subcontractors for assistance in addressing and implementing components of the HAVA Act.
- Represent the Division and Board's policies to customers/constituents/stakeholders (clerks, local officials, city councils, county boards, clerks professional organization, League of Women Voters, and other such interested groups), Governor's Office, other State agencies, Wisconsin Legislature, the media (editorial boards), special interests groups, and general public.
- Ensure information and training and technical assistance resources are provided to our customers/constituents/stakeholders in an effective and efficient manner.

HONORS/AWARDS/SPECIAL RECOGNITION

- Numerous Gubernatorial and executive-level appointments and Commendations
- Appointments from two U. S. Presidents on Federal Advisory Committees (FACAs)
- Special honors/commendation from statewide, regional, national and international agencies

BOARDS/COUNCILS/COMMITTEES/COMMISSIONS' EXPERIENCE

- U. S. Department of Commerce, National Sea Grant Program Review Panel (Presidential)
- U. S. Department of Energy, Secretary's Executive Energy Advisory Board (Presidential)
- U. S. Department of Justice, National Crime Prevention Council Board of Directors (US Attorney General)
- Former Great Lakes Commission, Immediate Past Chairman of the Board (Gubernatorial)
- University of Wisconsin Sea Grant Advisory Council (University of Wisconsin Chancellor)
- University of Wisconsin's Institute for Environmental Studies' Board of Visitors, Foundering Member (University of Wisconsin Chancellor)

EDUCATION/TRAINING/CONTINUING PROFESSIONAL DEVELOPMENT

Undergraduate studies in psychology
Graduate studies in clinical psychology

Completed numerous continuous professional development and training opportunities

.

University of Michigan

University of Wisconsin-Madison

(Finished all Ph.D. requirements except dissertation)

U. S. ARMED SERVICE EXPERIENCE

Served in the U. S. Military

Former US Marine

Honorably Discharged

SOLUTION ARCHITECT

**Application Architecture / Strategic & Tactical Planning / Development & Deployment
Performance Metrics / Project Management / PACS / RIS / Process Improvement / Team
Building**

Results-driven technology leader with history of providing revenue-driven solutions across Fortune-level and smaller organizations. Business partner and strategist with demonstrated proficiency in project management, technical architecture and team leadership. Demonstrated record of ensuring applications and infrastructure minimized costs and add value across the organization. Respected builder of highly successful technology teams within a culture that engenders motivated and productive professionals.

- **Transformed technology department to reduce application delivery time by 30% at WI Department of Administration.**
- **Modernized and consolidated technology environment to reduce overall IT budget by 25% at Roehl.**
- **Standardized proposal process, leading to five large contracts including a Fortune 500 win at Skyline.**

Technical Capabilities: MS Dynamics xRM, .Net, VBA Development, Business Process Analysis/Design, iSeries, Windows OS, Sharepoint/TFS Administration, Operations Research Development, SQL Server, DB2, Oracle DBA; GIS Development, Project Management, Exchange/Video Conferencing, Agile Software Methodology.

Key Skills: Public Sector, E-business solutions. CRM. Manpower development. MSF / MOF / ITIL. Change leadership. Grasp technical matters quickly. Shirt-sleeve work ethic. Analyze situations rapidly. Ability to get things done quickly. Bring order out of chaos. In-depth technical knowledge.

MBA, University of Wisconsin (Oshkosh). **BBA,** Systems Analysis & Design, University of Wisconsin (Madison).

Selected Accomplishments

Transformed technology department to reduce application delivery time by 30% at WI DOA. By using .Net Design Patterns, MS Dynamics xRM, SQL Server BI Tools, and SharePoint technology the team was able to focus on gathering core business requirements and translated those requirements into solutions for the department. This was done in an agile environment which allowed the team to react quickly to changes in requirements and deliver confidence to the users we served. The result of this was a significant reduction in time to develop and delivered quality solutions.

Modernized and consolidated technology environment to reduce overall IT budget by 25% at Roehl. Recruited to reengineer technology department to be a strategic advantage for organization. Hired top talent to build Application Development, Data Management and Network Services team. Implemented methods for project management, software development, help desk and network management. Reduced budget and improved productivity. Strengthened vendor relationships to leverage product features and positioned company as premier technology-driven business. Significantly cut vendor support costs.

Standardized proposal process, leading to five large contracts including a Fortune 500 win at Skyline. To better compete, company required proposal process on how technology can

improve business results. Developed a project charter/proposal template that standardized bid process across entire organization.

Career History

Solution Architect, EAI Business Solutions, LLC, 2011 to present. Solution Architect in charge of delivering a PACS and Dictation solution for Radiology practice. Managing all technology needs of the organization, which includes developing RFPs for data center support, vendor relationship management, and customer workflow integration design/implementation. Also developed dictation add-on tools to improve the turnaround time of studies for the practice. This was done by standard report structure and drop down menu selection.

Section Chief, WI DOA, 2008 to 2011, Lead Business Applications section staff of twenty. Section projects consisted of migrating old systems to new technology. Did this using MS Dynamics xRM, .Net Design Patterns, and GIS features in SQL Server 2008 R2. My role involved developing statements of work for other state agencies to outline resources, milestones, training, and delivery of new state election systems, state budget system, and stimulus recovery act reporting system.

Director of Technology, Roehl Transport Inc., 2001 to 2008. Manage staff of twenty-five and \$5.5M budget for this \$300M transportation services company. Lead all technology projects, resources, and budgets. Provide strategic planning, enterprise software development, project office development, and process improvement.

State of Wisconsin
Government Accountability Board
 Budget Information -- Summary

Object Class Categories	Dollar Amount
Direct Labor	\$ 410,629
Adminstrative and Clerical Labor	\$ 102,470
Fringe Benefits & Indirect Costs	\$ 221,719
Travel	\$ 41,356
Subcontracts/sub awards	none
Consultants	\$ 1,007,640
Materials and Supplies	\$ 136,050
Other Direct Costs	none
Total	\$ 1,919,864

State of Wisconsin
Government Accountability Board
 2011 FVAP Grant Application Key Staff

DIRECT LABOR (1.a) and Fringe Benefits (1.c)

1.a

1.c

48.15% =FY2011 Fringe factor

Existing Key Core Staff	Number of Positions	Hourly Salary	# of Hours both years *	Prorated Salary for each position (2 Years)	Fringe Benefits for 2 years	Total
Division Administrator	1	\$ 48.37	40	\$ 1,935	\$ 932	\$ 2,867
Elections Supervisor	1	\$ 27.24	120	\$ 3,269	\$ 1,574	\$ 4,843
Elections Specialists	7	\$ 23.00	120	\$ 19,320	\$ 9,303	\$ 28,623
Trainers	3	\$ 23.00	240	\$ 16,560	\$ 7,974	\$ 24,534
Staff Attorney	1	\$ 39.08	40	\$ 1,563	\$ 753	\$ 2,316
Testing Lead	1	\$ 22.53	120	\$ 2,704	\$ 1,302	\$ 4,006
Functional Lead	1	\$ 29.54	120	\$ 3,545	\$ 1,707	\$ 5,252
				\$ 48,896	\$ 23,545	\$ 72,441

New Key Personnel (Full-Time)	Position Title/Role	Hourly Salary	# of Hours both years *	Salary for 2 years	Fringe Benefits for 2 years	Total
Vacant/Recruiting	Project Manager	\$ 23.00	4,160	\$ 95,680	\$ 46,070	\$ 141,750
Vacant/Recruiting	Training Coordinator	\$ 23.00	4,160	\$ 95,680	\$ 46,070	\$ 141,750
Vacant/Recruiting	Administrative Assistant	\$ 13.97	4,160	\$ 58,115	\$ 27,982	\$ 86,097
Vacant/Recruiting	Financial Specialist	\$ 20.00	4,160	\$ 83,200	\$ 40,061	\$ 123,261
Vacant/Recruiting	Help Desk - one year only	\$ 13.97	2,080	\$ 29,058	\$ 13,991	\$ 43,049
				\$ 361,733	\$ 174,174	\$ 535,907

* based on working full-time for 2080 hours (52 weeks * 40 hours per week). No additional hours have been added for overtime costs, since it's comp time instead of cash OT.

TOTAL DIRECT LABOR SALARIES OVER 2 YEARS	\$ 410,629	1.a
TOTAL DIRECT LABOR FRINGE OVER 2 YEARS	\$ 197,719	1.c
TOTAL DIRECT LABOR SALARIES AND FRINGE OVER 2 YEARS	<u>\$ 608,348</u>	

1.b. ADMINISTRATIVE AND CLERICAL LABOR - Indirect Costs							
Method A - Ratio of financial team to whole agency staff	Current # of G.A.B. Staff Supported by Admin and Clerical Staff	New Staff for Grant	Percentage increase # of Staff to serve	Existing Admin Budget per Year for five staff *	Total Increase per Year	# of Years	Total
	38	8	21.1%	\$ 330,000	\$ 69,474	2	\$ 138,947
Method B - Estimated percentage of financial unit's time allocable to new grant work			Indirect allocation percentage	Existing Admin Budget per Year for five staff *	Total Increase per Year	# of Years	Total
			10.0%	\$ 330,000	\$ 33,000	2	\$ 66,000
					average of both methods=		\$ 102,470
							1.b
			* Existing administrative costs for entire financial unit include the following:				
			Wages	\$ 217,360			
			Benefits at current 48.15%	\$ 104,659			
			Estimated supplies	\$ 7,981			
			Actual costs for five staff	\$ 330,000			

1.c - INDIRECT COSTS for WISCONSIN DEPARTMENT OF ADMINISTRATION

1c.

Web-Site Hosting and Support	Cost Per Mo	# of Months	Total
Development Environment (Non-Production)	\$ 800	12	\$ 9,600
Hosting of Servers - (Production)	\$ 1,200	12	\$ 14,400
			\$ 24,000

State of Wisconsin
Government Accountability Board
 Travel Expenses

TRAVEL 1.d

1.d

Purpose of the Trip - G.A.B. Staff Travel	Destination	Duration	# of G.A.B. Staff	# of Trips	Hotel Expenses	Vehicle Rental	Meals	Total
Feedback Session with Clerks - Information Gathering	Unknown	1 day	2	1	\$ -	\$ 45	\$ 26	\$ 97
Feedback Session with Clerks - Testing	Unknown	1 day	2	1	\$ -	\$ 45	\$ 26	\$ 97
Feedback Sessions with Military Affairs - Testing	Unknown	1 day	2	2	\$ -	\$ 45	\$ 26	\$ 194
Feedback Session with Clerks - Post 2012 Election	Unknown	1 day	2	1	\$ -	\$ 45	\$ 26	\$ 97
Feedback Sessions with Military Affairs - Post 2012 Election	Unknown	1 day	2	2	\$ -	\$ 45	\$ 26	\$ 194
Training Sessions with Municipal Clerks	Unknown	1 day	2	10	\$ 70	\$ 45	\$ 43	\$ 2,710
Training Sessions with County Clerks	Unknown	1 day	2	2	\$ 70	\$ 45	\$ 43	\$ 542
								\$ 3,931

Travel for Municipal and County Clerks	Destination	Duration	# of Participants	# of Meetings	Hotel Expenses	Mileage Expenses	Meals	Total
Feedback Session with Clerks - Information Gathering	Madison, WI and Unknown	1 day	25	2	\$ 70	\$ 146	\$ 34	\$ 12,475
Feedback Session with Clerks - Testing	Madison, WI and Unknown	1 day	25	2	\$ 70	\$ 146	\$ 34	\$ 12,475
Feedback Session with Clerks - Post 2012 Election	Madison, WI and Unknown	1 day	25	2	\$ 70	\$ 146	\$ 34	\$ 12,475
								\$ 37,425

Travel Total **\$ 41,356**

State of Wisconsin
Government Accountability Board
CONSULTANTS

1.f - CONSULTANTS

CURRENT CONSULTANTS - TECHNICAL EMPLOYEES PROVIDED BY IT SERVICES SUPPLIERS

1.f

Consultant name	Vendor service supplier	Position Role	Hourly Rate	# of Hours each year	Total charges for 2 years
David Grassl	Comsys	IT Team Lead	\$ 85.00	156	\$ 26,520
Kamal Pasikanti	Comsys	SVRS/IT	\$ 74.00	40	\$ 5,920
Raj Kirubanandham	Comsys	SVRS/IT	\$ 74.00	40	\$ 5,920
					\$ 38,360

IN RECRUITMENT

Consultant name	Vendor service supplier	Position Role	Hourly Rate	# of Hours each year	Total charges for 2 years
To be engaged	To be determined	Technical Team Lead	\$ 85.00	2,080	\$ 353,600
To be engaged	To be determined	Solution Architect	\$ 74.00	2,080	\$ 307,840
To be engaged	To be determined	Database Architect	\$ 74.00	2,080	\$ 307,840
					\$ 969,280

\$ 1,007,640

State of Wisconsin
Government Accountability Board
 Materials and Supplies

1.g - MATERIALS AND SUPPLIES			1.g
Item	Quantity	Unit Cost	Total Cost
Developer Workstations	3	\$ 4,000	\$ 12,000
New Staff Workstations	5	\$ 2,000	\$ 10,000
Training Server	1	\$ 2,500	\$ 2,500
Projector	1	\$ 1,000	\$ 1,000
Microphone (Webinar)	1	\$ 18	\$ 18
Speakerphone	1	\$ 391	\$ 391
Mobile Devices (for testing)	5	\$ 1,000	\$ 5,000
Mobile Device Development Environment	3	\$ 7	\$ 21
General Office Supplies (pens, paper, binders, binder clips, etc.)	n/a	n/a	\$ 3,000
Postage determine postage rate*	2500	\$ 0.75	\$ 1,875
Admin Printing	n/a	n/a	\$ 10,000
Printing Meeting Materials (Publications/Manuals)	n/a	n/a	\$ 50,700
Phones - new purchases	8	\$ 35	\$ 281
Phones - monthly service	8	\$ 21	\$ 4,070
E-mail service charges	8	\$ 11	\$ 2,074
Office Space Rental	7	\$ 184	\$ 30,912
Office Space Rental	1	\$ 184	\$ 2,208
*Includes international and domestic mailing piece rates			
TOTAL MATERIALS AND SUPPLIES			\$ 136,050

Budget Proposal

This budget narrative provides appropriate justification for each cost category proposed below. This document, combined with the attached budget, provides detailed analysis of the costs necessary to accomplish the goals and objectives proposed in this grant application.

a) **Direct Labor**
(\$410,629)

The System proposed in this grant application will require the use of existing staff and new full-time project staff. Existing staff will provide expertise as needed. This System proposes integrating current election business processes and new technologies.

1. Existing Staff

The G.A.B. has budgeted for the use of existing staff for a number of hours over the two-year duration of the grant. The Division Administrator, Elections Supervisor, seven (7) election specialists, three (3) trainers, a staff attorney, the testing lead and the functional lead are budgeted for between 40 and 240 hours per position over two years to assist with administering and implementing the grant. Although several G.A.B. staff members will contribute to the grant, this will only amount to 800 hours total, or about 28% of one full time position. The hourly salaries are based on the current wages of those holding the positions.

Justification: The G.A.B. intends to utilize the knowledge and expertise of its current staff to assist new project staff.

Elections Division Administrator: The G.A.B. Elections Division Administrator, Nathaniel E. Robinson, will be the project director of the grant and its staff members. As the Elections Division Administrator, Mr. Robinson manages all projects and staff within the Elections Division. Mr. Robinson is budgeted for 40 hours at over two years in his role as project director. Any key policy, procedural, strategic, and financial decisions related to the grant project will be approved by him.

Elections Supervisor: The G.A.B.'s Election Supervisor, Ross Hein, supervises the Testing Lead and Functional Lead of the Statewide Voter Registration System (SVRS). Mr. Hein also has expertise in voting equipment and usage in the varying municipalities and counties. Mr. Hein is budgeted for 120 hours over two years. He will manage tasks when the Testing Lead and Functional Lead are involved in the development of the grant proposal. His expertise in voting equipment and familiarity with the voting equipment vendors will be essential during the creation of the Ballot Preparation Tool.

Election Specialists: The G.A.B. staff consists of seven election specialists. Two election specialists assist with the management of the SVRS, one specializes in military and overseas voting, and four specialize in election administration. All areas of expertise overlap in a shared knowledge of major policies and procedures. Each election specialist is budgeted for 120 hours over the two year duration of the grant. All election specialists have a sustained relationship with the G.A.B.'s customers and partners, the county and municipal clerks. Election specialists

will help in establishing a business process based on their knowledge of clerk procedures. Since the proposed project will integrate with all current election tools and absentee voting processes, the knowledge, assistance and feedback from the election specialists will be an asset to the development of the project.

During the implementation of the project, election specialists will be assisting in trainings, communication, and follow up with clerk users and UOCAVA electors. The evaluation phase of the project will require the support of election specialists as feedback is gathered and the System's components are refined. As the grant period ends, the specialists will ensure a smooth transition as they continue to support and train clerks and UOCAVA electors in the use of the new tools.

Trainers: The G.A.B. currently employs three SVRS trainers. They develop training materials, provide in-person instruction, produce and update online lessons, and participate in the testing and improvement of the SVRS. Each of the trainers is budgeted for 240 hours over two years to assist in the proposed project. The G.A.B. is budgeting for a full-time training coordinator but this position will need the assistance of the current training staff. The trainers will be available to review and edit online videos and provide testing and feedback options. They will also incorporate the new features of the System into existing SVRS training protocols, and will assist with in-person instructional sessions.

Staff Attorney: The G.A.B. may need to request legislative action or draft administrative rules in order to implement parts of this proposal. One staff attorney is budgeted for 40 hours to ensure the proposal meets all statutory requirements.

Testing Lead: The G.A.B. Testing Lead facilitates any testing necessary for election administration online applications including the SVRS, VPA, the Wisconsin Election Data Collection System (WEDCS), the Canvas Reporting System, and the Access Elections! Wisconsin Disability Compliance System. This proposal is an integration of several existing systems with additional applications. The Testing Lead is budgeted for 120 hours over the two year duration of the grant. This position will manage the testing environment before the System is put in production as well assist the training coordinator in developing and implementing the testing plan. During the evaluation phase the Testing Lead will again be utilized as upgrades and improvements are made and need to be tested.

SVRS Functional Lead: The SVRS Functional Lead is responsible for overall operations and functionality of the Statewide Voter Registration System. This person coordinates all updates to the SVRS and ensures they meet agency business requirements. The proposed system will interface directly with the SVRS and several SVRS subsystems, including the Click-and-Mail Voter Registration portal and the Voter Public Access website. The Functional Lead is budgeted for 120 hours over the two year duration of the grant. The Functional Lead will ensure that all new systems created by the project function seamlessly with the SVRS.

2. New Full-Time Project Staff and Roles:

The G.A.B. will need four additional full-time staff members dedicated to the grant project for the two-year period and one additional full-time staff member for one year to develop, implement and evaluate the grant project properly. The five positions include a project manager, training coordinator, administrative assistant, financial specialist, and a Help Desk staff member.

Justification: These five new positions are needed to ensure that the objectives, strategies, and goals of creating an integrated absentee balloting tool for UOVACA electors are met.

Project Manager: In close consultation with the Elections Division Administrator, the Project Manager will administer the daily operations of the grant project. This position will be full-time and will coordinate activities with existing supervisors and lead workers to ensure that all phases of the project start and are completed on schedule and are integrated properly. A full-time project manager with exceptional leadership and demonstrated organizational skills is needed to devote sufficient time and effort to these activities to ensure the project's success.

Training Coordinator: Training, technical assistance and providing informational services will a very important part of the project. The training coordinator will organize large and small group trainings and one-on-one technical assistance to be delivered in-person, via the internet or by telephone. The training coordinator will collaborate with existing staff of the Elections Division in the creation and integration of new and existing training materials. He or she will also organize voting equipment data and work with vendors and clerks in the creation of the Ballot Preparation Tool and will help codify business requirements during the development of the project. The training coordinator must also have excellent organizational leadership and demonstrated "people" skills.

Administrative Assistant: A full-time administrative assistant position is needed to support the grant project. This position will provide routine and traditional administrative services to the project manager and training coordinator. The person will answer phones, draft correspondence, schedule meetings, make room reservations, process mail and keep the team informed of approaching deadlines.

Financial Specialist: The financial specialist will develop, monitor and maintain all accounting and financial records for the grant program. It is anticipated that a significant amount of financial tracking and maintenance will be needed as result of this project. The financial specialist is budgeted as a two-year project position.

The G.A.B.'s methodology calls for support and substantial training and technical assistance efforts in order to encourage the fullest possible participation by all 1,922 county and municipal clerks, their related staffs, and UOCAVA electors using any of the absentee balloting tools provided on the Voter Public Access website. We are proposing two in-person training sessions with our 72 county clerks and ten in-person training sessions with municipal clerks and staffs. We are proposing to reimburse all clerks and their deputies for travel to feedback sessions and informational meetings. The financial specialist will answer questions regarding reimbursement procedures, provide information on allowable expenses, provide assistance on how to complete

the state's required forms, review reimbursement requests and process the requests. The processing of requests is expected to be substantial to the extent that existing staff will be not be able to handle the increased volume while completing core assigned duties.

The Wisconsin Legislature requires all Federal programs, projects and associated funds to be audited by the Wisconsin Legislative Audit Bureau, and the financial specialist will prepare documentation for this process. This person also will be required to prepare documents for any potential audits of the program funds by the Federal Government. The financial specialist will be responsible for producing the financial reports listed in the Schedule and Milestones section and managing the disbursement of funds. A person who has demonstrated skills in accounting principles and procedures, and who may already be familiar with Wisconsin state government financial systems will be given preference.

Help Desk Staff: A full-time Help Desk staff position will answer phones, direct calls, track caller information, provide technical assistance, and organize survey results. The Help Desk staff position is budgeted as a one-year project position. During the implementation and evaluation phases of the grant process the G.A.B. will be providing a number of communications to clerks and the public as well as assisting users -- both clerks and UOCAVA electors -- through the procedures of the System. The Help Desk Staff will respond to the increased volume of calls and provide other communication assistance.

b) Administrative and Clerical Labor
(\$102,470)

Indirect costs of \$102,470 are being allocated to this grant based on five existing staff members who will provide office support services during this two-year grant period. These services include purchase ordering, pre-auditing of invoices and travel vouchers, administrative and support tasks, processing invoices and travel vouchers for payment, and payroll and human resources questions. Only a fraction of this office operations support team's actual costs will be applied to this grant, and two methods were employed to estimate these indirect cost allocations. Method A is based on a ratio of the office operations support team staff members (5) to the entire agency staff (38), applied to the unit's existing actual costs over this two-year grant. The existing actual costs include wages, benefits, and supplies. Method B applies an estimated percentage (10%) of the office operations support unit's time dedicated to this project to the unit's existing actual costs over this two-year grant. The average cost from these two methods was included in this proposed grant budget.

c) Fringe Benefits and Indirect Costs
(\$221,719)

Fringe Benefits: Agency staff fringe benefits will amount to \$197,719 including social security, Medicare, health insurance, and other retirement benefits, as required by FLSA. The current fiscal year rate is 48.15% and is applied to the base salaries and wages for both existing key core staff and new key personnel.

Indirect Costs: Indirect costs of \$24,000 include overhead charges for the development of environment servers for the first twelve months and for the hosting of production environment servers during the second twelve months. These standard costs are based on actual rates charged by the Wisconsin Department of Administration to all state agencies.

d) Travel
(\$41,356)

Travel will be required by the newly-hired grant team and some existing staff members during the development, implementation and evaluation phases of the project. Staff will hold feedback session and training sessions throughout the process.

General Staff

Travel costs for staff are based on rates determined by the Wisconsin Office of State Employment Relations. These costs include reimbursement of meals: \$8 for breakfast, \$9 for lunch and \$17 for dinner. The State of Wisconsin also pays a tax exempt hotel rate of \$70 per night in all counties except Milwaukee, Racine, and Waukesha, where the rate is \$80. Vehicles are rented through the Wisconsin Central Fleet Services at a van rate of \$45 per day.

➤ Two Feedback Sessions with County and Municipal Clerks – Information Gathering: Feedback and information-gathering sessions will be scheduled as part of the G.A.B.'s working relationship with its county and municipal clerk partners. The processes and procedures discussed in this application will be further vetted by local election officials before detailed development of the project can begin. The perspective of the local election officials provides the G.A.B.'s staff with additional insight needed to create a system that meets their needs as well as the needs of UOCAVA electors.

The first feedback/information-gathering sessions will be held in Madison and will not accrue any travel expenses for G.A.B. staff. The second session's location is yet to be determined but will require a day trip for staff. The training coordinator and an assistant will lead the session and are budgeted for a vehicle, lunch and dinner but are expected not to require lodging.

➤ Two Feedback Sessions with Clerks – Testing: When the G.A.B. has a version of the System in place, staff will conduct a testing and feedback session to gain support from local election officials as well as evaluate the development and functionality of the System.

The first feedback/testing session will be held in Madison and will not accrue any travel expenses for G.A.B. staff. The second session's location is yet to be determined but will require a day trip for staff. The training coordinator and an assistant will lead the session and are budgeted for a vehicle, lunch and dinner but are expected not to require lodging.

➤ Feedback Session with Military Affairs – Testing: When the G.A.B. has a version of the System in place, staff will also conduct a testing and feedback session to gain insight from the military community as to the ease of use and functionality of the System. The intent of this

session is to develop further understanding of the obstacles and burdens that UOCAVA electors face and incorporate possible improvements in to the System.

The feedback session's location is yet to be determined but will require a day trip for staff. The training coordinator and an assistant will lead the session and are budgeted for a vehicle, lunch and dinner but are expected not to require lodging.

➤ Two Feedback Sessions with Clerks – Evaluation (Post 2012 General Election): After the roll out and use of the project, the G.A.B. will evaluate the System and its components. Staff will seek the opinions of UOCAVA and local election official users in a survey but will also conduct in-person sessions to promote dialogue and gather data from all System users.

The first feedback session with local election officials will be held in Madison and will not accrue any travel expenses for G.A.B. staff. The second session's location is yet to be determined but will require a day trip for staff. The training coordinator and an assistant will lead the session and are budgeted for a vehicle, lunch and dinner but are expected not to require lodging.

➤ Feedback Session with the Wisconsin Department of Military Affairs – Evaluation (Post 2012 General Election): After the roll out and use of the project, the G.A.B. will evaluate the System and its components. Staff will seek the opinions of UOCAVA electors users in a survey but will also conduct an in-person session with representatives of Wisconsin's military community to promote dialogue and gather data from all System users.

The feedback session's location is yet to be determined but will require a day trip for staff. The training coordinator and an assistant will lead the session and are budgeted for a vehicle, lunch and dinner but are expected not to require lodging.

➤ A series of ten In-Person Training Sessions with Municipal Clerks: The project will not only change the absentee voting process for UOCAVA electors but will also change the business processes, tracking methods, and ballot preparation procedures used by municipal clerks. G.A.B. staff will create online training but will also offer ten in-person trainings for municipal clerks. The G.A.B. hopes to conduct these trainings in conjunction with the Wisconsin Municipal Clerk's Association (WMCA) District meetings held quarterly. Some of these meetings are located over six hours from Madison and will require overnight stays.

Locations of these trainings are yet to be determined. The training coordinator and an assistant will conduct the trainings and are budgeted for a vehicle, lunch, dinner, breakfast and lunch (over a day and a half) and lodging expenses for 10 trips.

➤ A series of two In-Person Training Sessions with County Clerks: The project will also change the business processes, tracking methods, and ballot preparation procedures for county clerks. G.A.B. staff will create online training but will also offer two in-person instructional sessions for county clerks. We anticipate that these sessions will be held in conjunction with two of the Wisconsin County Clerks Association's (WCCA) regular meetings. The county clerks complete voting equipment programming, ballot printing, and training of municipal clerks.

Some county clerks also manage the SVRS, where UOCAVA elector's absentee ballots are tracked, on behalf of municipalities.

The locations of these trainings are yet to be determined. The training coordinator and an assistant will conduct the trainings and are budgeted for a vehicle, lunch, dinner, breakfast, and lunch (over a day and a half) and lodging expenses for two trips.

Travel for Clerks and their Staffs to Attend Feedback/Information Gathering Sessions

County and municipal clerks who attend feedback sessions will be reimbursed for their travel and lodging as they are assisting the G.A.B. in the creation of this new project. Reimbursements are based on the same rates used for G.A.B. staff. These travel costs include reimbursement of meals: \$8 for breakfast, \$9 for lunch, and \$17 for dinner. The State of Wisconsin also pays a tax exempt hotel rate of \$70 per night in all counties except Milwaukee, Racine, and Waukesha, where the nightly rate is \$80. Clerks are also reimbursed for mileage at a rate of \$0.45 per mile

➤ Two Feedback Sessions with Clerks – Information Gathering: As stated above, one information-gathering session will be held in Madison and another in an undetermined location. Any clerks who travel to Madison or the other location will be reimbursed for mileage and meals. Any clerks who need lodging will also be reimbursed for that expense.

➤ Two Feedback Sessions with County and Municipal Clerks – Testing: As stated above one testing feedback session will be held in Madison and another in an undetermined location. Any clerks who travel to Madison or the other location will be reimbursed for mileage as well as for any meals eaten while in traveling status and. Any clerks who need lodging will also be reimbursed.

➤ Two Feedback Sessions with Clerks – Evaluation (Post 2012 General Election): As stated above one feedback session will be held in Madison and another in an undetermined location. Any clerks who travel to Madison or the other location are reimbursed for mileage and meals. Any clerks who need lodging will also be reimbursed.

e) Subcontracts/Sub Awards (\$0)

The G.A.B. is proposing the use of consultants and no subcontractors are proposed in this budget.

f) Consultants (\$1,007,640)

The G.A.B. will be using its current IT project management model of collaboration with the Department of Administration, Division of Enterprise Technology to hire IT consultants through a consulting firm. A supporting document for this model is included immediately following the Budget Proposal.

Justification: The G.A.B.'s history of the use of vendors for product development prompted collaboration with DOA. Working with consultants instead of outside vendors eliminates disputes regarding intellectual property and proprietary rights. This allows projects developed using this model to be duplicated in other states or jurisdictions. The consultant project model has been used successfully in the development of the Wisconsin Election Data Collection System (WEDCS), which was developed with the award of a \$2 million grant from the U.S. Elections Assistance Commission. It was also used in the design of the Canvass Reporting System, the Access Elections! Wisconsin Disability Compliance System, for tracking polling place accessibility, and the Voter Public Access website. The G.A.B. intends to continue this model of success with the development of the project proposed in this grant.

The G.A.B. will use the knowledge and expertise of current consultants who work on the applications that will be integrated with the System. Three new consultants will be hired to complete the IT development of the project, but will need to consult with existing staff as the integration takes place. The three current IT consultants will be responsible for the maintenance and IT management of the grant project once the duration of the grant has ended.

Existing Consultants:

David Grassl: As the IT Team Lead for G.A.B. technologies, Mr. Grassl oversees all IT projects, timelines, deliverables and strategies. Mr. Grassl is budgeted for 156 hours over two (2) years at a rate of \$85 per hour. He will be a resource to the grant IT Team Lead on the integration of IT systems and the use of other current IT staff and resources needed from the DOA. Mr. Grassl was the chief architect of the Wisconsin Election Data Collection System (WEDCS) and its integration with the SVRS making his knowledge base and expertise in G.A.B. technologies a significant tool in the development of any new projects.

Kamalakar Pasikanti: Mr. Pasikanti has been working with the G.A.B.'s technologies since 2008 and has experience and knowledge in the technologies that will be integrated with the System. He is budgeted for 40 hours over two (2) years at a rate of \$74 per hour. Mr. Pasikanti will be utilized in the integration and knowledge transfer after the grant period.

Rajesh Kirubanandham: Mr. Kirubanandham was instrumental in the development of the Canvass Reporting System and its integration with the SVRS. His expertise will also be in the integration and knowledge transfer after the grant period. He is budgeted for 40 hours over two (2) years at a rate of \$74 per hour.

New Consultants

The rates of these consultants are based on the pay ranges determined by the Wisconsin Department of Administration documented below.

Solution Architect: The Solution Architect will provide software analysis, design, construction, testing, and implementation services. Using Microsoft Technologies this role will work directly with key business users to document requirements, propose software tool design, and use

industry best practices to build the final product from the proposed design. The Solution Architect will be proficient in the following:

- Microsoft .Net Software (ASP/VB/C#)
- Software Development Lifecycle (SDLC) using Microsoft Team Foundation Server Agile Process Guidance
- Model View Presenter (MVP) or Model View View Model (MVVM) Web Application Design Patterns
- Web Portal Technology such as Microsoft SharePoint
- ERP Technology such as Microsoft Dynamics xRM

The Solution Architect will work independently and report status of projects with weekly status reports and manage individual work items through a work list managed in Microsoft Team Foundation Server.

Database Architect: Database Architect will provide database analysis, design, construction, testing, and implementation services. Using Microsoft SQL Server Technologies this role will work directly with key business users and developers to document requirements, propose database schema design, and use industry best practices to build the physical data models from the proposed design. The Database Architect will be proficient in the following:

- Microsoft SQL Server Technology
 - o SQL Data Engine
 - o SQL Reporting Services (SSRS)
 - o SQL Analysis Services (SSAS)
 - o SQL Integration Services (SSIS)
- Software Development Lifecycle (SDLC) using Microsoft Team Foundation Server Agile Process Guidance
- Business Intelligence technology such as:
 - o STAR Schema
 - o SSAS Cube Development
 - o Power Pivot Tables

The Database Architect will perform Extract Transform Load (ETL) work to migrate existing data to the new System and build interfaces to other state agency systems. The Database Architect will work independently and report status of projects with weekly status reports and manage individual work items through a work list managed in Microsoft Team Foundation Server.

IT Team Lead: The IT Team Lead will provide support to the project manager in developing work plans for the technical resources. The Team Lead will act as a chief architect ensuring that the design of all new applications adheres to the approved G.A.B. architecture.

The IT Team Leader will be experienced in leading a team of software developers, infrastructure engineers, and desktop support technicians. Assign tasks to individuals to accomplish work

necessary to meet project deadlines. Work with the team to collaborate on design initiatives and troubleshoot technology issues with staff as they come up.

The IT Team Lead will mentor technical staff in the development of software solutions to meet business requirements, communicate with key stakeholders and executive staff on the progress of projects, and work with the project manager to put proactive plans in place to efficiently meet project milestones.

The IT Team Lead will be familiar with project management methodology such as PMI and Agile software development and lead JAD sessions with business analysts and technical staff to work through product development discussions.

The IT Team Lead should have the following skills:

- Web Application Development Experience
- Database Modeling (Physical and Logical)
- Software Design Patterns
- Project Management and Software Development Methodology Experience (Such as Agile and PMI).
- Experience with Hardware architecture such as (VMWare, Windows Server, SQL Server, IIS, MS Dynamics CRM, LDAP, Citrix, and Active Directory).
- Microsoft Software Development Tools
 - o Visual Studio
 - o MS Office
 - o SharePoint Server
 - o Power Pivot
 - o SSRS, SSAS, SSIS
 - o Team Foundation Server
 - Build Server
 - Task Management
 - Test Server
 - o Visual Test Professional

g) Materials and Supplies

(\$136,050)

Developer workstations for three consultants and regular workstations for five new staff members will be provided, in addition to one dedicated training server. We will provide the computer hardware, network support services, software and licensing, using state-preferred vendors on a bid basis.

One projector, one speaker phone, and five mobile devices for testing will also be required.

General office supplies are estimated per employee and are based on volume discounts from state-preferred suppliers.

Postage volumes are estimated based on experience, while postage rates are a composite of both international and domestic mailings.

Administrative and special publication printing volumes are based on anticipated educational and training needs at standard costs and will be provided by the Wisconsin Department of Administration agency's in-house printing division.

Email access and desk phones with related monthly telephone service will be provided to the five staff and three consultants.

Office rental space is based on five new staff members and three full-time consultants being added to our existing space under a triple-net lease.

GAB Application Modernization Project

3-15-2011

Single Vendor Approach

The Government Accountability Board (G.A.B.) is executing a RFS for four (4) positions which will comprise a “team” approach to support the Statewide Voter Registration System (SVRS). The SVRS application is in need of a modernization project to migrate the system from a Citrix based application to a complete Web based application. Additionally, while moving to a new application platform the application will require a number of major enhancements to support new business goals. It is G.A.B.’s desire to procure a single vendor for this modernization and enhancement project. The single vendor will be selected to reduce the complexity of communication, project management, development design standards, quality assurance process and quality control. G.A.B. has partnered with DOA Bureau of Application Services to provide architecture, design, and project management review/control. The team will be accountable to a G.A.B. governance team for direction and results.

Initially the team will start with four individuals but based upon the frequency and intensity of work requirements G.A.B. may add up to 3 additional staff to the team as necessary to meet program goals. Additionally, G.A.B. would like the flexibility to add or exchange specific team skills to the team to meet program goals. This flexibility will enable G.A.B. to grow the team, based upon project resource demands, to meet changing business requirements.

G.A.B. would prefer to select a single vendor to staff the team, but through this RFS staffing process, reserves the right to exchange individuals in the team. If an individual is selected from another vendor the primary vendor will work to reduce the complexity of this contract by either employing or sub-contracting the individual under the primary vendor’s contract.

Requirements of the Selected Vendor include:

- Vendor’s team will be jointly managed by the DOA Bureau of Application Support Director and G.A.B. Elections Division Governance team.
- Vendor will be responsible to DOA for approval of technical work products related to the SVRS system and associated applications. This includes the SVRS system architecture, design, development, quality and operational performance.
- Vendor will be responsible to the G.A.B. governance team to meet program objectives through delivery and operation of Elections systems.
- Vendor to provide appropriate metrics on project staff to validate appropriate skill level and quality standards are being met.
- Vendor to provide necessary project artifacts which will be used to measure project control and project execution. This will include the use of PMI earned value analysis, schedule variance and cost variance metrics.
- Vendor to provide positions with a high level of Microsoft applications and database technical skills (certification preferred) required to perform SVRS modernization applications development work.

- Vendor to provide the Team Lead/Technical Architect position with design and development technical skills necessary to guide the design and development of SVRS Modernization.
- Vendor to provide Team Lead/Technical Architect position with project leadership skills to perform WBS, activity scheduling, project management, team leadership and project coordination for Elections to meet SVRS modernization goals.
- Vendor will adhere to DOA application architecture, design and development standards and methodology.
- Vendor will be part of the DOA applications development team and be part of peer developer information knowledge exchange.
- Vendor to work closely with DOA Applications Support management to gain approval on appropriate PMI based work products for each G.A.B. project.
- Vendor to provide appropriate project reviews to the G.A.B. governance team to make sure projects are meeting project milestones, schedule, quality and cost goals.
- Vendor to provide DOA Bureau of Application Support with project and product quality control reviews to make sure products are meeting quality standards.
- Vendor team lead will be responsible for creation of work plans and work status reports for the team.
- Vendor team lead will meet with G.A.B. project governance team on a periodic basis to provide overall project and subproject project status reports using PMI based metrics.
- Vendor team lead will facilitate governance setting sessions with G.A.B. Elections Division governance team on a periodic basis to set project priorities.

G.A.B. plans to interview the vendor firm and architect together as the first step, to ensure that both the firm and the proposed project manager/application architect will meet our needs.

G.A.B. also plans to interview the proposed staff for the other team positions as well, as a second step.

Project Description

The Government Accountability Board Elections Division provides applications to local government officials and to the citizens of Wisconsin. G.A.B.'s current portfolio of applications are aging and in need of a technology refresh to more sophisticated web based platforms. In addition to application upgrades, process reengineering should also be tackled to automate existing manual processes. New advances in applications development technologies now enable complete reengineering of systems to eliminate manual processes which will reduce cost and improve efficiency. New technologies integrate Office products, e-mail, automated workflow, GIS and document management; which allow for sophisticated process redesign.

G.A.B. has a portfolio of mission critical applications which need to be reengineered and modernized using these new application development tools and techniques. G.A.B. will first start with modernizing the existing Statewide Voter Registration System (SVRS) by changing platforms to be completely web based. This change will significantly reduce infrastructure cost associated with running the SVRS systems. This modernization will also add new features such as Geographical Information Systems voting district management and add new data decision support enhancements. Other applications which will be modernized and integrated into the

Statewide Voter Registration System include Wisconsin Election Data Collection System, Canvass Reporting System, Polling Place Accessibility Survey, and SVRS interfaces with other State agency systems. A key goal is to do better data analysis with integrated data from the various system using data warehousing techniques.

This project will require the skills of many different Information Technology disciplines such as Project Management, Systems Architecture, Business Analysis, Applications Database Analysts, Quality Assurance and IIS specialist. This project will require the use of four to seven staff during the project duration. G.A.B. would like to utilize a single vendor approach to ensure expertise in systems development, applications support and operations to manage this application portfolio modernization project for G.A.B.

High level project goals for the next 3 years include:

- Implementing web-based mapping to manage district boundaries using GIS technologies
- Upgrading to Windows Server 2008, SQL Server 2008, .NET 4.0. Implement 64 bit technology
- Converting high volume user transactions from current client-server based systems to web-based, including entry of voter applications, absentee applications and ballots, and voter history
- Improve overall system performance and response time
- Migrate off of Citrix
- Provide a platform to enable better election data analysis
- Implement new technologies to enable better collaboration with local election officials and federal partners

Technical Overview

The SVRS is a complex multi-tiered application that is used by 1400+ users in approximately 700 locations across the State of Wisconsin. The system was developed using the Microsoft .NET platform with a SQL Server database. It is a client-server application but is delivered to users over the internet via Citrix Metaframe.

The SVRS is a centralized technical architecture built on Microsoft Windows Server 2003 and .NET framework. It runs on an n-tier application with a web presentation layer, business logic components in the application layer, and a clustered database in the backend layer. The run-time environment includes the .NET framework version 1.1 and 2.0, IIS version 6.0 and ASP.NET version 1.1 and 2.0. The database is SQL Server 2005. SVRS utilizes Citrix Metaframe to deliver the application to users over the internet. Infrastructure services include Microsoft SQL Server Reporting Services, Microsoft Clustering Services, Active Directory, and Terminal Services. Most of the application code is written in VB.NET with a small set of code in C++.

The Production environment is scaled for 1000 concurrent users in locations across the State of Wisconsin. The environment consists of two (2) web application servers, four (4) Citrix Secure Gateway servers, two (2) SQL Reporting servers, one (1) batch processing web server, eighteen (18) Citrix Metaframe Presentation application servers, four (4) database servers (the first two

configured as active/active and the other two as active/passive), two (2) Active Directory Domain Controllers, one (1) Certificate Server, and one (1) Citrix Management server. SVRS uses Cisco 7200 series routers for Internet access and internal routing, Cisco Catalyst 6500 series switches for its core multilayered switching functions, and a pair of enterprise class high speed firewalls. The SVRS hardware currently consists of IBM BladeCenter components and a Storage Area Network. A new physical infrastructure is being implemented with virtual servers utilizing VMWare on ESX Host machines.

SVRS also includes data interfaces with three state agencies, the Department of Corrections, the Department of Health Services, and the Department of Transportation, which utilize XML.

The Wisconsin Data Collection System (WEDCS), Canvass Reporting System (Canvass), and Polling Place Accessibility System (PPAS) are stand-alone web-based applications that reside within the SVRS infrastructure. They include web-based data entry screens written in .NET using C#. These systems use MVP architecture, and SQL Analysis Services and SQL Integration Services.