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**DEPARTMENT OF STATE**

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Date: 14 November 2013

**Louisiana MOVEs Forward**  
**Technical Proposal**

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**Contractor: Gregory C. Rigamer & Associates, Inc.**

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## TECHNICAL APPROACH AND JUSTIFICATION

### Executive Summary

The State of Louisiana maintains a statewide voter registration database and runs a statewide election system that consists of DRE voting machines and digital scanning equipment for counting absentee ballots. The State works in conjunction with local election officials to conduct each election. Louisiana's statewide voter registration system, "ERIN" (Election and Registration Information Network), is maintained at the state level with real time data input at the local level by each parish Registrar of Voters. Programming for ERIN is created at the state level. While we have been fortunate to have had ERIN since 1987, upgrades to ERIN and its functionality have been a top priority for the State and local election officials. Not only do the local Registrars of Voters enter data to populate ERIN, but local Clerks of Court use ERIN to qualify candidates for office and to enter data to pay Election Day poll workers. Numerous reports and statistics are generated from ERIN for use by local election officials and the general public for research and campaign information.

Without additional federal funding for the implementation of the Military & Overseas Voter Empowerment (MOVE) Act, the State was limited in providing for electronic functionality for voter registration and absentee voting by our military and overseas citizens. Louisiana has developed an on-line voter registration system that allows an eligible person with a Louisiana driver's license or a special identification card to complete a voter registration application on-line. In addition, our military and overseas voters are able to request an application to register electronically, to request and receive an absentee ballot electronically 45 days before a federal election, to vote using the federal write-in absentee ballot, and to electronically track their ballot.

Funding through this grant would allow the State to conduct research and testing for new functionality of ERIN to expand electronic options for military and overseas voters. The State plans to team with local election officials from various size and geographical jurisdictions to study, research, document all processes, report, and recommend procedures for additional electronic functionality for our military and overseas voters, including the following:

1. ability to request an absentee ballot electronically;
2. ensure ballot security through sophisticated encryption;
3. provide testing for online ballot marking with summary review screens to prevent over or under votes;
4. ~~provide testing for 2D bar coding of returned ballots for conversion and/or reproduction of a marked ballot for digital scanning; provide testing for smart phone ballot marking and delivery; and~~
5. provide testing of pre-populated Federal Post Card Application submissions with an electronic request for voting materials and ballots.

### Goals and Objectives

It is the State of Louisiana's goal and objective to provide for advanced electronic voting opportunities for our military and overseas citizens as follows:

1. add the ability to our ERIN system through our website for our military and overseas citizens to request an absentee ballot electronically, similar to our present on-line voter registration system,;
2. test submission of a Federal Post Card Application, pre-populated with a request to receive voting materials and ballots electronically for our military and overseas voters;
3. improve the security of ballot transmission to military and overseas voters through utilization of more sophisticated encryption to ensure the security of the ballot;
4. test online marking of ballots for our military and overseas voters and the prevention of over or under votes and provide a summary screen to review and change vote selections (similar to touch screen DRE voting machines);
- ~~5. test 2D bar coding of returned ballots from military and overseas voters to be able to convert and/or reproduce a marked ballot for digital scanning, rather than hand count; and~~
6. test smart phone applications for ballot marking and delivery for the military and overseas voters.

### **Schedule and Milestones**

The State of Louisiana plans to conduct a research phase to ascertain available best practices currently in use in other states and jurisdictions, to understand all methods used to successfully test and improve functionality of systems similar to Louisiana's Elections and Registration Information Network (ERIN), and to then be able to develop the research methodology and research instruments to be used in ERIN. A data collection, analysis, and findings phase will then be implemented by the state with a complete documentation of the processes and practices, including findings, recommendations, and deliverables for all new processes. The State will conduct a design and development phase to fully develop new processes and tools to complete the new process and then conduct a testing phase by working with the local election officials to test and allow the state to determine an analysis of the cost/benefit, effectiveness, efficiency, and usability of the new tools, processes, and practices. And the last phase will be for the final documentation of findings and recommendations needed for implementation of all new processes statewide.

Through this project the State plans to provide an advanced electronic absentee balloting program for military and overseas voters that could be used by a centrally maintained state or local jurisdiction election system for the November 2012 General Election.

### **Reports**

In accordance with 32 CFR 33.41, the State of Louisiana will submit the required Federal Financial Report (SF 425) in accordance with instructions provided by the Department of Defense, Defense Human Resources Activity – Federal Voting Assistance Program. In addition, the State will submit narrative progress reports as required by the grantor.

The State of Louisiana will prepare a final report that documents the findings, tools, processes, and practices needed for implementation of the electronic absentee ballot voting system for military and overseas voters. The report should contain a cost analysis for both manpower and tools needed to complete the electronic absentee ballot voting system. The report will also include any recommendations for changes to existing laws.

## MANAGEMENT APPROACH

The project director for this program will be Chrissie Weatherford (Information Technology Director for the Louisiana Department of State). She will be responsible for overseeing all activities performed by contractors or third party vendors.

The State will amend its existing contract with Gregory C. Rigamer & Associates, Inc. (also referred to as GCR & Associates, Inc.) who has worked with the State for the past five (5) years researching, designing, and building improvements to Louisiana's statewide voter registration system (ERIN), along with other projects. This contractor has demonstrated a high level of expertise and innovation in designing and improving the State's electoral processes and outcomes.

~~In addition, the State may seek the services of a third party vendor to assist with the design and development of the electronic absentee ballot system for military and overseas voters.~~

All other work (accounting, supervisory expenses, printing, etc.) performed by the Louisiana Department of State will be paid through State General Funds.

### Current and Pending Project Proposal Submissions

Currently, the State of Louisiana Department of State has received federal funds from the U.S. Election Assistance Commission (EAC) for election administration and the U.S. Department of Health and Human Services (ADD). Both federal grants were authorized through provisions contained in the Help America Vote Act (HAVA). There are no other continuing contracts, grants, or other assistance agreements.

### Qualifications

All services performed under this grant will be conducted under the supervision of Chrissie Weatherford (Information Technology Director for the Louisiana Department of State). She will provide guidance to all contractors and third party vendors.

Any contractual services to be performed by Gregory C. Rigamer & Associates, Inc. will be performed by the following key personnel (See Attachment #1 for resumes of key personnel):

1. James Darragh, Senior Systems Architect/Project Director;
2. Angele Romig, Subject Matter Expert/Business Analyst;
3. John Koehl, Developer/Senior Developer; and
4. Raymond Ceasar, Subject Matter Expert/C.P.A.

All other work (accounting, supervisory expenses, printing, etc.) performed by the Louisiana Department of State will be paid through State General Funds.

## BUDGET PROPOSAL

### Itemized Budget

#### **Subcontracts/Sub Awards:**

The State will amend its existing contract with Gregory C. Rigamer & Associates, Inc. (also referred to as GCR & Associates, Inc.) who has worked with the State for the past five (5) years researching, designing, and building improvements to Louisiana's statewide voter registration system (ERIN), along with other projects. The proposed amount for the contract is \$275,000. Under the provisions of the contract, we make payment based upon the hourly rate of compensation for each employee. This amount of compensation includes the overhead expenses for the contractor. The hourly compensation rate for the key personnel listed above is:

- |                   |          |
|-------------------|----------|
| 1. James Darragh  | \$115.00 |
| 2. Angele Romig   | \$115.00 |
| 3. John Koehl     | \$115.00 |
| 4. Raymond Ceasar | \$115.00 |

### **Other Direct Cost:**

The State may choose to procure a software package from a third party vendor who has developed a package that would perform the following functionalities:

1. improve the security of ballot transmission to military and overseas voters through utilization of more sophisticated encryption to ensure the security of the ballot;
2. test online marking of ballots for our military and overseas voters and the prevention of over or under votes and provide a summary screen to review and change vote selections (similar to touch screen DRE voting machines);
- ~~3. test 2D bar coding of returned ballots from military and overseas voters to be able to convert and/or reproduce a marked ballot for digital scanning, rather than hand count; and~~
4. test smart phone applications for ballot marking and delivery for the military and overseas voters.

~~The projected cost for this software package is \$75,000. Once the State has evaluated all available software packages that have been developed, the State will procure the software package and then modify it to work with the ERIN system.~~

The total request for the State of Louisiana under the Electronic Absentee Systems for Elections for military and overseas voters is ~~\$350,000~~. \$275,000

### **Return of Investment**

According to the EAC Executive Summary report based upon the 2008 Election Administration and Voting Survey submitted by states, "States reported transmitting nearly 1 million ballots to UOCAVA voters, and 69.0 percent were returned and submitted for counting". In 2008, Louisiana had 9,221 UOCAVA voters who transmitted their ballots and 6,086 were counted. Louisiana percent of voters who returned their ballots and had their ballots counted was 66.0% which is close to the national average. However in 2010, the percent of UOCAVA voters who transmitted their ballots (16,267) and had their ballots counted (2,165) were 13.3. In Louisiana, the percentage dropped 52.7% even though the number of UOCAVA voters transmitting ballots increase by 7,046 voters. From these statistics, Louisiana believes that more military and overseas voters desire to exercise their right to vote; however, there are difficulties

in the system that needs to be addressed to make it easier for the UOCAVA voter to cast an absentee ballot that is accurately marked and is capable of being counted. Louisiana UOCAVA voters will reap the benefits if this grant is awarded. In addition, it is Louisiana's desire to share data and processes with other states and local governments to aid military and overseas voters through an electronic absentee voting process.

ATTACHMENT #1

GREGORY C. RIGAMER & ASSOCIATES, INC.

KEY PERSONNEL





## Jim Darragh, Ph.D

Position: Project Director  
Title: Senior Systems Engineer

Since joining GCR in 1997, James Darragh, Ph.D. has been responsible for designing and implementing multiple systems which address mission critical applications for both governmental as well as corporate interests.

Dr. Darragh served as the Director of GCR's technology services division until 2005. During that tenure he was responsible for overseeing all of the firm's developmental initiatives, hiring technology talent, and reviewing product deliverables. Beginning in July 2005, Dr. Darragh assumed supervision and management of GCR's work for the Louisiana Department of State.

He has over thirty years experience in the design of applications for a wide range of user requirements. From voter registration and elections systems to court docket management systems Dr. Darragh designs complex data management applications to solve real world challenges.

### Relevant Project Experience

**Application: Elections and Registration Information Network – ERIN**

**Application Type:** SQL Server 2008, .NET Win Form and Web Form applications.

**Customer:** Louisiana Secretary of State

**Description:** This application manages all voter registration and election related tasks such as poll lists, absentee voting, polling places, and election costs. The system is a conversion (with enhancements) of the state's 20 year old AS400 system. Enhancements included several important process improvements: more robust handling of absentee voting to allow multiple absentee ballots to be sent to a voter, the ability to redistrict at any time including during an election, and the means to maintain a voter's history of registrations and address changes.

**Project Role:** Dr. Darragh was the project manager and principal system architect. He was a member of the requirements team that documented legacy system functionality and new ERIN system requirements. He designed the new ERIN system database, functional architecture, legacy data migration and validation, and startup procedures and system integrity validation. He managed the technical staff and oversaw the project quality control and testing. Dr. Darragh was the principal communicator with the client.

**Application: Louisiana Election System - LASOS**

**Application Type:** SQL Server 2008, .NET Win Form and Web Form applications.

**Customer:** Louisiana Secretary of State

**Description:** LASOS manages all election related information such as candidates, propositions, ballot items, election results, and run-off races. GCR converted the AS400 Elections system and integrated it with the SQL Server/.NET Elections and Registration Information Network (ERIN) system. This new integrated system provides flexible, robust, and powerful capabilities for managing the entire election process.

Having integrated data, elections/candidates/ballots and voter/precinct, provides significant improvement for the Elections staff to better manage elections.

### EDUCATION AND TRAINING

Ph.D., Mathematics, 1974  
Northwestern University  
Evanston, Illinois

B.A., Mathematics, 1967  
California State University at Long Beach  
Long Beach, California

Microsoft Trained in .NET development and OLAP

### TECHNICAL SKILLS

Database Architecture and Design, Normalization, Program Architecture and Design, Object Oriented Design

### SOFTWARE

Microsoft Office Suite, Visio, Excel

### DEVELOPMENT ENVIRONMENT/LANGUAGES

SQL Server, Visual Basic .NET, Visual Basic, C, C++, Clipper, Novell

### OS PLATFORMS

Windows NT, 95/98, 2000, XP



**Project Role:** Dr. Darragh is the senior project adviser and principal system architect. He is a member of the requirements team that documented legacy system functionality and new LASOS system requirements. He designed the new integrated ERIN-LASOS system database, functional architecture, legacy data migration and validation, and startup procedures and system integrity validation. He assisted in managing the technical staff and overseeing project quality control and testing. Dr. Darragh is a principal communicator with the client.

**Application:** Louisiana Commercial Online Registration Application - CORA  
**Application Type:** SQL Server 2008, .NET Win Form and Web Form applications.  
**Customer:** Louisiana Secretary of State

**Description:** CORA manages the recording and filing of all documents required for an entity to do business in the state of Louisiana. An entity submits information through the online application and the information is processed, imaged (TIF) and stored in the database for searching and retrieval. Hard copy documents are scanned and stored in a SharePoint repository and are associated with the recorded information using a unique Image Identifier.

A web-based part of the application allows customers to search information in the database, view documents, file information online, and order certificates and reprints of filed documents. This complex application involves several third party products and innovative technical solutions (image management, Share Point, faxing, emailing, web delivery of documents).

**Project Role:** Dr. Darragh was the senior project adviser and principal system architect. He is a member of the requirements team that documented legacy system functionality and new CORA system requirements. He designed the new integrated CORA system database and assisted in the functional architecture, legacy data migration and validation, startup procedures, and system integrity validation. He assisted in managing the technical staff and overseeing project quality control and testing. Dr. Darragh was a principal communicator with the client.



## Angele Romig

Position: Business Analyst

Title: Subject Matter Expert

With twenty-three years of business analysis and project management experience at GCR, Ms. Romig has participated in an array of landmark projects for the firm. As a project director Ms. Romig has worked in a team environment to structure strategic solutions to address complex client needs. She has conducted research in the accumulation of data for urban planning projects, public outreach initiatives and statewide reporting efforts and has led strategic work process review initiatives. Ms. Romig has successfully worked with colleagues to develop inventory based systems for governmental and institutional clients.

Over the past several years, Ms. Romig has been project director for the State of Louisiana Elections Registration Information Network (ERIN), the Secretary of State Commercial On-line Registration Application (CORA), and the Louisiana State Land and Building System (SLABS) redevelopment project. In addition to project specific assignments, Ms. Romig is a highly experienced Project Manager who understands the importance of defining a project, managing its resources and challenges with appropriate controls, and achieving client satisfaction. In practical experience, Ms. Romig has conducted many business evaluations and assessments for clients to document existing practices and work flows and to subsequently offer recommendations for improved efficiency and performance. From corporate best practices to project management for large-scale projects, Ms. Romig's work and dedication has promoted GCR's mission of client satisfaction and excellence.

### Relevant Project Experience

**Application: Elections and Registration Information Network – ERIN**

Application Type: SQL Server 2008, .NET Win Form and Web Form applications.

Customer: Louisiana Secretary of State

**Application: Louisiana Election System - LASOS**

Application Type: SQL Server 2005, .NET Win Form and Web Form applications.

Customer: Louisiana Secretary of State

**Application: Louisiana Commercial Online Registration Application - CORA**

Application Type: SQL Server 2008, .NET Win Form and Web Form applications.

Customer: Louisiana Secretary of State

**Application: State Land and Building System (SLABS)**

Application Type: SQL Server 2008, .NET Win Form and Web Form applications.

Customer: Division of Administration, State of Louisiana

Description: GCR partnered with the Office of Information Services (OIS), the Office of Facility Planning and Control, and the Office of Risk Management to develop the State Land and Building System (SLABS). SLABS is the State's repository of information on properties and buildings in which the State has an active ownership or leasehold interest as well as the conveyance documents associated with these holdings.

### EDUCATION AND TRAINING

M.P.A., Public Administration, 1986

Ourso School of Business

Administration

Louisiana State University

Baton Rouge, Louisiana

B.A., Political Science, 1984

Louisiana State University

Baton Rouge, Louisiana



## John Koehl

Position: Senior Developer

Title: Developer

Mr. Koehl is an expert in Visual Studio .NET and has extensive experience with Team Foundation Services, creating workflows for both. Mr. Koehl's education and experience in DB design, maintenance, tuning and conversions is also substantial. He is an expert in the windows environment with competency in several web environments.

Since November 2005, Mr. Koehl has worked onsite in Baton Rouge on the rewrite of the ERIN voter registration system for the Louisiana Secretary of State, serving as lead developer, technical lead, and project manager. On this project, Mr. Koehl developed software to implement the following disaster-recovery functions:

- Identify displaced voters (and their new address if possible) for mailings
- Send letters to displaced voters that had registered to vote in other states.
- Develop new "Provisional" voter type so that displaced voters could still vote in elections.

Prior experience includes:

- Senior developer/technology development manager
- System and database architect utilizing UML
- Server and network administrator
- Managed a team of programmers for a college sports website product
- Designed, built and maintained large scale n-tier applications.
- Implemented strategies for team to work together effectively and efficiently
- Customer service for major clients
- Imports and exports of web based data

### Relevant Project Experience

Application: Elections and Registration Information Network – ERIN

Application Type: SQL Server 2005, .NET Win Form and Web Form applications.

Customer: Louisiana Secretary of State

Application: Louisiana Election System - LASOS

Application Type: SQL Server 2005, .NET Win Form and Web Form applications.

Customer: Louisiana Secretary of State

Application: State Land and Building System

Application Type: SQL Server 2005, .NET Win Form and Web Form applications.

Customer: Division of Administration, State of Louisiana

### EDUCATION AND TRAINING

MBA, Concentration in Management of Information Systems, 2006  
Southeastern Louisiana University  
Hammond, LA

B.A., Business Admin, Information Systems/Decision Sciences, 2001  
Louisiana State University  
Baton Rouge, LA

### SOFTWARE

C++, Microsoft Foundation Classes, Visual Basic, VB.NET

### DATABASE DEVELOPMENT ENVIRONMENTS

Microsoft SQL Server, MySQL, Oracle, DB2, Microsoft Development Environment, Informix, Sybase, VSAM, T-SQL, Data Transformation Services

### WEB DEVELOPMENT TOOLS

ColdFusion MX, Microsoft SQL, MySQL, C, C++, ASP, ASP.Net (VB.Net and C#), PHP, HTML, XML, CSS, JavaScript, Windows Server 2003, UML



## Ray Ceasar, CPA

Position: Auditing Specialist

Title: Certified Public Accountant

With over thirty years of experience in accounting, finance, inventory management, tax and information system design, Mr. Ceasar offers GCR a unique combination of business experience and computer/technical expertise. Mr. Ceasar has also designed and developed customized property and contract management systems allowing clients to manage contracts and property leases for large-scale facilities. Within the framework of these business processes, Mr. Ceasar brings an auditor's training to the benefit of the product design and development. Mr. Ceasar leads a team of qualified project managers and programmers, who execute rapid development of facility and accounting management software packages. Industries of experience include governmental bodies, airports, non-for-profit organizations, real estate investment, and utility companies.

### Relevant Project Experience

Application: PMBS (Property Management and Billing System)

Customer: San Francisco Airport Authority

Description: This system is used by airports for agreement management, contact list management, activity statistics, space management, utility usage, tenant billing and accounts receivable tracking. It also integrates several systems within the San Francisco Airport including aircraft parking, shared tenant services, AVI (automated vehicle information system), and accounting general ledger system.

Project Role: Mr. Ceasar was project director and guided the application design.

Project: Airport IQ Business Manager (ABM)

Customer: Currently implemented at ten U.S. commercial airports

Description: Like the other components of Airport IQ suite of aviation software applications, ABM is the next-generation successor to GCR's successful Airport Information Management System (AIMS), providing commercial airports operators with the advantages of web accessibility and .NET Framework technology in the management of all aspects of airport business operations. Modular in design for flexibility in meeting each airport's specific needs, ABM provides features to address:

- Agreement Management
- Rates and Charges
- Billing
- Accounts Receivable
- Activity Statistics
- Contact Management
- Space Management
- GIS-based Mapping
- Intelligent "To-Do" Alerts
- Utility Management
- Revenue Management
- Security

Project Role: Mr. Ceasar is Product Director and Project Manager.

### EDUCATION AND TRAINING:

B.S., Accounting, 1977  
University of New Orleans  
New Orleans, LA

### CERTIFICATION:

Licensed Louisiana Certified Public Accountant since 1978  
Certified by Solomon IV Software

### DEVELOPMENT

#### ENVIRONMENT/LANGUAGES:

Microsoft Office, Visual Basic for Applications, SQL Server, DB2, Oracle, VSAM, Access 2.0, Access 97, Access 2000, Access 2002, Excel, Lotus 1-2-3, DBase, MS Word, MS PowerPoint, Internet application development, direct mail applications, postal bar coding