

Government Accountability Board

FY15 Agency Strategic Direction

I. Overview of Agency and Key Agency Business Drivers

Agency

The Wisconsin Government Accountability Board (G.A.B.) is charged with oversight of Wisconsin's campaign finance, elections, ethics, and lobbying laws.

The G.A.B. is comprised of six former judges, who are nominated by a panel of four Wisconsin Appeals Court judges, and who are appointed by the Governor and confirmed by the Senate. The six board members serve staggered six-year terms; one member's term expires each year. Wisconsin Statutes require both Board members and staff to be non-partisan.

Most G.A.B. staff is organized into two divisions, Ethics & Accountability and Elections, both of which are led by division administrators who report to the Director and General Counsel. Administrative and financial services staff serve the entire agency under the direction of the Chief Administrative Officer.

Business Drivers

The Government Accountability Board (G.A.B.) will use technology as a tool to improve efficiencies for local election officials, lobbyists and lobbying organizations, political committees, state public officials, and G.A.B. staff. The G.A.B. is committed to using technology in an effort to reduce costs, automate business processes to make program areas more usable and intuitive, and building confidence and transparency in all G.A.B. business practices.

Technology Vision

The G.A.B.'s top five IT goals are:

- 1) Focus on utilizing technology to reduce operating costs
- 2) Develop solutions using Microsoft Dynamics CRM.
- 3) Manage documents and workflow through Microsoft SharePoint technology.
- 4) Agency managed infrastructure hosting.
- 5) Paperless initiative. Phase out paper processes where possible.

Build Technology Solutions

Many G.A.B. responsibilities exist in a data driven environment. Collecting election statistics and voter participation data, conducting polling place accessibility audits, validating voter data with DOT, DOC, and DHS data sources, and managing reporting requirements of lobbyists, lobbying organizations, candidate and other political committees, and state public officials are all examples of business processes which rely heavily on data management technology. The State Voter Registration System (SVRS) is a state election management tool that assists in all aspects of the election administration process. The G.A.B.

needs a technology platform that allows for quick development of data management tools. Microsoft Dynamics CRM is a proven platform that will enable G.A.B. to quickly build a secure environment for elections management. MS Dynamics CRM will provide G.A.B. a way to manage user security, communicate with local election officials, mine data, leverage GIS technology, and customize solutions that meet business needs. MS Dynamics CRM offers an enterprise level tool that is highly configurable. The support of these solutions can be done by individuals that have MS Dynamics CRM experience which can be obtained through Microsoft Partners, other agencies, or DOA.

Document Management

G.A.B. manages a variety of reports and documents. Many of these documents are communicated to local election officials and the public. Recently, the G.A.B. has created a documents management system using Microsoft SharePoint that has provided an efficient way to track the location and availability of agency documents. Election staff has utilized the project management calendar functionality through SharePoint to ensure tasks are properly assigned and work is completed on time. SharePoint has allowed G.A.B. to build public facing sites to search for information online, such as Badger-Voters, a new web site that will allow voter data to be made available and paid for online. SharePoint also provides a security model to secure information to only those parties that need access to that information. The built-in auditing capabilities of SharePoint have provided G.A.B. the ability to track authorship and updates of documents created collaboratively.

Infrastructure Management

It is critical that G.A.B. host all solutions in an environment that provides the greatest value to the agency and its partners and customers. This includes secure access to data, user authentication, software change management, and system performance during critical election, registration, and filing deadlines. G.A.B. has consolidated all database environments into one hosted environment through DET. G.A.B. has used VMware vCenter Chargeback Manager to better account for resources used by the Ethics & Accountability Division and the Elections Division. This has provided the appropriate audit trail for accounting to code the expenses properly, facilitating further compliance with the federally funded election infrastructure.

II. Technology Team- Agency IT Budget

The G.A.B. has built a Technology Team with the following business drivers:

- Business Process Automation and Workflow Development
- Business Intelligence – Data Requests, Management Reporting, Dashboard Design, etc.
- Project Management for Technical Initiatives
- Infrastructure Management
- Software Architecture/Development
- Technology Vendor Management and Procurement
- Technology Training
- Service Desk

The scope of the technology team will be to continue the management of all G.A.B. technology assets and projects. That includes support for the Elections and the Ethics & Accountability Divisions.

The IT team will continue to work closely with DOA to facilitate standard software development and technology procurement methods and policies. This team will leverage market pricing to manage overall technology costs in infrastructure and resources.

The G.A.B.'s IT efforts for the Elections Division are funded primarily through federal funds granted through the Help America Vote Act (2002) and Federal Voting Assistance Program EASE grant, while the Ethics & Accountability Division is funded by General Purpose Revenue funds and revenue generated through the Division's Lobbying program. The G.A.B. has dedicated \$1,528,116 for FY15 IT program and contractor staff, with \$1,364,016 dedicated for Elections Division IT program staff and contractors. The Ethics & Accountability Division anticipates expending \$164,100 on IT contractors.

III. Technology Team- Number of IT Employees

The G.A.B. utilizes IT contractors, in combination with program staff, to manage IT initiatives within both divisions. The Elections Division has six IT contractors and four program staff dedicated to IT initiatives. The IT contractors serve in following capacity:

- Certified Project Manager 3: James Yeo
- Business Intelligence Architect 3: Jigar Patel
- Database Architect 3: Kamalakar Pasikanti
- Database Architect 3: Mohideen Kader
- Systems Architect 1: Mahadeo Matre
- Systems Architect 1: Mahesh Valluri

The Election Division IT program staff holds the following positions:

- IS Technical Services Specialist: Sarah Whitt
- IS Business Automation Senior: Ann Oberle
- IS Technical Services Senior: Steven Rossman
- IS Resources Support Tech- Senior: John Hoeth

The Ethics & Accountability has two IT contractors that provide IT support to the Division:

- Database Architect 3: Kavita Dornala
- DOA/DET Staff Resource: David Grassl

IV. Agency Projects

1) Project Name: Election Management Modernization			
2) Project Type: <input type="checkbox"/> New FY15 <input checked="" type="checkbox"/> Ongoing			
3) Project Description: <p>State Voter Registration System (SVRS) is written in .Net 2.0 using WinForms. This technology has been set up to be accessed through Citrix by all counties and municipalities. The cost of hosting a Citrix environment is great and G.A.B. is developing the next generation SVRS system using WebForm technology. This will eliminate the need for Citrix reducing the cost of hosting the system.</p> <p>In addition to the hosting costs, the next generation SVRS will improve efficiency for G.A.B. and local governments by providing better data reporting tools, data integration, and graphical representation of data (GIS). Local governments will be able to interface SVRS to their own technology to improve overall election processes.</p>			
4) Project Schedule	Start: 3 rd Qtr 2013	Completion: 2 nd Qtr 2015	
5) Application Platform:	<input type="checkbox"/> Mainframe	<input type="checkbox"/> Windows Multi-Tier	<input type="checkbox"/> Client-Server
	<input checked="" type="checkbox"/> Web Internet	<input type="checkbox"/> Web Intranet	<input type="checkbox"/> Physical
	<input type="checkbox"/> Consolidated	<input type="checkbox"/> Co-located	<input checked="" type="checkbox"/> Virtual
6) Application Type:	<input checked="" type="checkbox"/> State Developed	<input type="checkbox"/> SaaS	<input type="checkbox"/> Transfer
	<input type="checkbox"/> COTS	<input type="checkbox"/> Vendor Managed/hosted	<input type="checkbox"/> Other (specify) _____
7) Technical Architecture Components: Microsoft Dynamics CRM, Microsoft SQL Server, Microsoft SQL Server Reporting Services, Bing/Google Maps.			
8) Estimated Total Project Hours: 19,200		8a.) Estimated Total Project Cost: \$1,509,779	
9) Related Projects and Dependencies: None.			
10) Is this a High-Profile Project? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes (If Yes, complete information below.)			
Executive Sponsor: Michael Haas		Division: Elections Division	
Business Sponsor: Ross Hein		Division: Elections Division	
Senior Project Manager: James Yeo		IT Authority: Ross Hein	
Is Full Funding for Project Approved/Secured? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
Funding Source for the Project: <input type="checkbox"/> GPR \$ _____ <input type="checkbox"/> PR \$ _____ <input type="checkbox"/> SEG \$ _____			
<input checked="" type="checkbox"/> FED \$ _H251_			
11) Issues that may influence successful execution of the project: Successful execution of the Modernization project relies on continuing participation by the individual contractors on the Technology Team as well as program staff. Maintaining continuity of the Technology Team is an ongoing challenge that impacts all agency IT projects. In addition the agency is subject to circumstances and events outside of its control which may require re-prioritization of agency resources and assignments, as illustrated in previous fiscal years.			

1) Project Name: Eye on Lobbying Support and Maintenance			
2) Project Type: <input type="checkbox"/> New FY15 <input checked="" type="checkbox"/> Ongoing			
3) Project Description:			
<p>There are currently 53 outstanding tasks that will take an estimated 2,060 hour to complete. This also includes work on the FOCUS functionality. FOCUS is an email subscription service that allows members of the lobbying community to receive a customized daily report, which is based on the lobbying activity surrounding legislative proposals and topics in which the user has indicated an interest.</p>			
4) Project Schedule	Start: Ongoing	Completion: July 2015	
5) Application Platform:	<input type="checkbox"/> Mainframe	<input type="checkbox"/> Windows Multi-Tier	<input type="checkbox"/> Client-Server
	<input checked="" type="checkbox"/> Web Internet	<input type="checkbox"/> Web Intranet	<input type="checkbox"/> Physical
	<input type="checkbox"/> Consolidated	<input type="checkbox"/> Co-located	<input checked="" type="checkbox"/> Virtual
6) Application Type:	<input checked="" type="checkbox"/> State Developed	<input type="checkbox"/> SaaS	<input type="checkbox"/> Transfer
	<input type="checkbox"/> COTS	<input type="checkbox"/> Vendor Managed/hosted	<input type="checkbox"/> Other (specify) _____
7) Technical Architecture Components: Microsoft ASP.Net, Microsoft SQL Server, and Microsoft SQL Server Reporting Services			
8) Estimated Total Project Hours: 2,060		8a.) Estimated Total Project Cost: \$154,500	
9) Related Projects and Dependencies:			
10) Is this a High-Profile Project? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes (If Yes, complete information below.)			
Executive Sponsor: Jonathan Becker		Division: Ethics & Accountability Division	
Business Sponsor: Molly Nagappala		Division: Ethics & Accountability Division	
Senior Project Manager: Kavita Dornala		IT Authority: David Grassl	
Is Full Funding for Project Approved/Secured? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
Funding Source for the Project: <input checked="" type="checkbox"/> GPR \$ _____ <input type="checkbox"/> PR \$ _____ <input type="checkbox"/> SEG \$ _____			
<input type="checkbox"/> FED \$_FVAP Grant			
11)			

V. Potential Agency Projects

Elections Division

Potential Project Name: Online Voter Registration
Description: There is pending legislation that could require the Elections Division to create an electronic interface for online voter registration. It is not expected to be enacted during the current legislative session but could be acted on by the Legislature during FY15. The project would require changes to the MyVote Wisconsin website in addition to changes to the Statewide Voter Registration System. Also, real-time data exchanges would be required with DOT and current processes with DHS, DOC and SSA would possibly need to be updated.
Resourcing: G.A.B. IT Team

Potential Project Name: Canvass Reporting System, WEDCS and Access Election System modernization
Description: The Canvass Reporting System is used by the Elections Division to collect and report official election results. The Wisconsin Elections Data Collection System (WEDCS) is used to collect and report election statistics for state and federal elections that the Elections Division uses to compile reports and prepare for future elections. The Access Elections! system was developed to enhance accessibility for individuals with disabilities by managing the Elections Division's polling place audit program. Currently, these systems are all separate applications. In an effort to increase usability and reduce IT redundancies, integrating these systems in the election management system will reduce the manual IT intervention necessary, while positively affecting the user's experience.
Resourcing: G.A.B. IT Team

Potential Project Name: UOCAVA Absentee Voting system usability improvement Project (MyVote 2.0)
Description: The G.A.B. has created an online ballot delivery system for military and overseas electors. This System is integrated with its existing voter look-up, click and mail voter 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 allows these electors to access an online ballot immediately without having to wait for a reply or email from an election official. A usability study will be conducted focusing on the user's experience obtaining information and navigating the website. Following the compilation of results, a plan of action will be created focusing on technical improvements that will increase the usability of the website. As the usability study has yet to commence, it is difficult to determine what changes, if any, will be necessary.
Resourcing: G.A.B. IT Team

Ethics & Accountability Division

Potential Project Name: Legislative Liaison Application

Description: Wisconsin State Statutes require State Agencies to file semi-annual statements with the board regarding employees whose duties regularly include attempting to influence legislative action. The goal of this project is to modernize this process by leveraging available technology in order to allow required filers to either validate previously reported information or update their records electronically. These reports should be available for the public to view, and should integrate with the current Eye on Lobbying system.

Resourcing: G.A.B. Ethics Development Team

Potential Project Name: Ethics Statements of Economic Interests (SEI) Application

Description: SEI is an MS Access system that is old and has been through a lot of modifications. Currently the input of the statement from government officials is done manually by Ethics division staff. Developing an online entry would reduce the support costs and make it easier for filers to provide required information. Having an updated SEI system from MS Access would reduce the time necessary to report each year's results. Implementing this solution as an online tool would reduce the cost of data entry people.

Resourcing: G.A.B. Ethics Development Team

Potential Project Name: Ethics Technical Project Management/Architecture/Infrastructure

Description: Ethics supports three major system, Campaign Finance, Lobbying, and Statement of Economic Interest. Overall management of these systems involves Technical Architecture, Infrastructure, and Project Management. This project is to continue to support these systems for the Ethics Division and to work with staff to identify areas for process improvement and cost reduction opportunities.

Resourcing: G.A.B. Ethics Development Team

VI. IT Infrastructure Projects or Expenditures

G.A.B. will continue to manage its own infrastructure to support both the Ethics & Accountability and Elections Division initiatives. The G.A.B. infrastructure will be phasing out support for Citrix and building up support for:

- 1) MS Dynamics CRM
- 2) SharePoint 2013

MS Dynamics CRM

G.A.B. plans on using MS Dynamics CRM for SVRS modernization. This product will be installed in all non-production (Development (DEV)/System Integration Testing (SIT)/User Acceptance Testing(UAT)) as well as production environments.

SharePoint 2013

G.A.B. plans on utilizing SharePoint 2013 under DET's enterprise agreement that is being created. G.A.B. is currently using SharePoint 2010. SharePoint technologies have improved internal communication processes for document management, and are being used to build public facing sites to search for information online, such as Badger Voters. Using the most recent version of SharePoint will allow the Technology Team and G.A.B. staff to take advantage of updated benefits , such as the simplified user experience.

VII. Issues

The G.A.B. is heavily reliant on Information Technology (IT) to effectively serve the public. The agency is charged by statute with delivery of information to key stakeholders in the areas of elections and government accountability. A major part of the Board's statutory responsibilities is the oversight of elections through assisting local clerks in the effective administration of elections by maintaining and managing a statewide database of eligible voters, making information available to voters concerning voting districts, tabulating information about polling place accessibility, and compiling election results. The Board's other major government accountability responsibilities include the collection, management, and public disclosure of information designed to provide citizens with vital information about the activities of their government. The information includes the economic interests of public officials and information about organizations and individuals trying to influence state government. Information Technology capacity is crucial to the agency's successful fulfillment of these responsibilities.

In the past, the G.A.B. has sought IT funding on a project-by-project basis and has purchased IT solutions from vendor companies. These projects have included the Statewide Voter Registration System ("SVRS") and the Campaign Finance Information System ("CFIS"). Such projects have been expensive (\$9.3+ million for SVRS and \$2+ million for CFIS) and have not always met the agency's expectations for success. Moreover, it is expensive to maintain such systems and money granted for maintenance generally has not been sufficient to last for the life expectancy of the application.

The G.A.B. has allocated a mix of federal, program revenue and GPR funds to create an IT resource pool within the agency to support oversight of the State's campaign finance, contract sunshine, elections, ethics and lobbying laws. By reconfiguring existing levels of IT resources the G.A.B. builds and maintains IT applications more efficiently and effectively and provides better service to our customers.

G.A.B. requested GPR funds in the last biennial budget request to continue funding for the maintenance and support of its campaign finance system (CFIS) along with authorization and funding for an IT Bureau Director (1 FTE). Both of these requests were denied.

The 2014-2015 budget request denial for an IT Bureau Director required management to seek alternate options. As a result, Election Division IT projects have been led by the IT contractors that report directly to Elections Supervisor Ross Hein. Elections Supervisor Hein was assigned by Director and General Counsel Kevin Kennedy to manage all aspects of the agency's IT initiatives within the Elections Division. Program Manager James Yeo manages the day-to-day operations at the IT center and is in constant communication with G.A.B. program staff. This has led to a more collaborative, communicative IT approach and program staff are now more involved with IT maintenance and program development than previously. Processes have been formulated that ensure that all IT project requests are documented and prioritized appropriately. This approach has been highly successful in enhancing communication between program staff and IT contractors, more efficiently developing IT projects as program needs are anticipated and addressed earlier in project development, and improving accountability and direct supervision of IT projects through G.A.B. management.

The Ethics & Accountability Division has also utilized the benefits of contracted IT staff. Under the management of DOA/DET Staff Resource David Grassl, IT Contractor Kavita Dornala has been able to move the Division's IT efforts forward, particularly the Eye on Lobbying program.

This IT approach has not resulted in the Board spending more money. Utilizing a team of IT experts that are familiar with agency priorities, programs and IT applications has significantly increased IT effectiveness and efficiencies versus a vendor project-by-project basis. However, available federal funds are dwindling and particularly for the Election Division, there are only a few more years that programs will be supported using federal funds. This will certainly be a key component of the G.A.B.'s 2015-2017 biennial budget request.