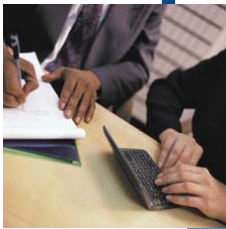


Gartner

Report Prepared for
Commonwealth of Pennsylvania
Department of State

County Technology Assessment



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Background

The Commonwealth of Pennsylvania (the Commonwealth) Department of State (DOS) is responsible for the administration of the National Voter Registration Act (NVRA) of 1993 and the Pennsylvania Voter Registration Act (PVRA) of 1995. The PVRA provides requirements for the administration of elections for the 67 county voter registration commissions. These commissions serve approximately eight million registered voters of the Commonwealth by maintaining the voter registration lists. The PVRA designates the Secretary of the Commonwealth as the chief officer responsible for the coordination of the state's responsibilities related to the PVRA.

The principal objective of the NVRA and the PVRA is to expand the opportunities for individuals to obtain and complete a voter registration application. Such transactions, however, do not constitute automatic registration. The application received by the county voter registration officials is only an application, and is subject to each county's verification procedures that are currently applied to all applications.

Presently, the Commonwealth does not have a comprehensive statewide uniform registry of electors. Voter registration data is currently processed at the county level. Each of the 67 counties has its own commission and is responsible for the maintenance of the records of voters registered in its county. Section 322 of Act 61 of 2001, signed by Governor Ridge on 25 June 2001 requires the Department of State to develop and implement "a Statewide Uniform Registry of Electors containing a database of all registered electors in the Commonwealth." In preparation, the Department of State decided it required a study of the technological needs and other aspects of the development of a voter registration database based upon a thorough review of all 67 counties and their technological capabilities.

Gartner has been contracted to provide the Department of State with a technology assessment of the three Commonwealth Agencies (Department of State, Department of Transportation, and Department of Health) and the 67 Commonwealth counties, with regard to the elements and requirements of the Statewide Uniform Registry of Electors (SURE) system.

Approach and Methodology

Gartner interviewed 67 counties

- Prepared a County Technical Assessment consisting of more than 100 questions.
- Gartner deployed ten teams of consultants:
 - Where possible, we interviewed Directors of Voter Registration, County Commissioners, and IT representatives.
 - Prepared a report of approximately 20 pages on each county containing the answers provided by county officials during the interview.
 - Counties had the opportunity to review the assessments before they were finalized.
- Produced 50 sets of three CD ROMs, each containing all 67 county reports. Comprised of more than 1900 total pages.

Executive Summary

Act 61 provides for "Statewide Uniform Registry of Electors" or "SURE system", which is defined as an integrated voter registration system containing a database of all electors in the Commonwealth. The legislative intent of Act 61 is to ensure the accuracy and integrity of the voter registration records for the Commonwealth of Pennsylvania.

In preparation for the implementation of the SURE system, Gartner has been engaged to conduct a technical assessment of all 67 counties in the Commonwealth and has identified some areas to consider in developing an integrated application.

Key Findings

While all of the county data resides in some form of electronic database, and the actual data elements stored are mostly similar (e.g. all counties store "name" in some format), the information is stored inconsistently across counties, and will take a significant amount of work to standardize. Besides the differences in the technical aspects to the databases, there is little or no standardization to the actual information being stored. Voter names, street names, cities, etc. are entered differently, spelled differently, and reported differently. While computer programs can be developed to reduce the effort to normalize and convert the data to a standard format, a significant amount of manual effort will be required to review the converted information and ensure that no voter information is lost or unintentionally modified. Nevertheless, the best way to ensure that there are no duplicate voter registration records across counties is to develop standard rules for how the data is to be stored, to migrate the data to that standard format, and maintain the information according to those rules.

The development of an "integrated system" requires that the counties be able to electronically communicate with the underlying database. As of the writing of this report, there are several counties that have no local area networking installed, as well as several that report that they have no access to any high-speed data line. Regardless of the ultimate technology or architecture selected for the SURE system, upgrades to local and remote networks should be anticipated.

A critical success factor for an "integrated system" is proper capacity planning. A stated concern from the counties is their ability to meet their pre- and post- election schedules. Of particular concern is the printing of pollbooks, production of street lists, and the ability to enter a high volume of voter registration records just prior to elections. The implementation project must include sufficient capacity planning activities to ensure that the network is robust enough, the database of sufficient size and the software is designed so that counties are able to meet concurrent election schedules.

There are a wide variety of technologies being used at the county level for voter registration management. The most extensively used software application is used in only 13 counties, representing a total of 8% of the voter population. In addition, the vast majority of county

systems are five years old or older. While it is to be expected that the systems will have been updated since their original installation, the integration of older systems is generally more technically complicated than integrating newer applications. The implementation project plan should include these considerations when estimating the overall project effort in dealing with the older systems, and also the personnel who are currently supporting and using those applications.

Of the 67 counties, there are at least 12 that have professional services support contracts that will have to be considered in the overall planning of an integrated application. Detailed review of the contracts will provide the information necessary to aid in the planning of the architecture, as well as the rollout schedule for any new system.

Gartner recommendations for large implementation projects

Best Practices

In preparing for the SURE system project, Gartner recommends that the Commonwealth consider several critical elements:

Project Management Mechanics. This area is wide-ranging, but there are three areas that contain the elements most seen in successful projects:

- Methodology
- Decision-making
- Change Management

Outcome Management. This is the development of a set of desired outcomes and then managing these through a set of metrics both throughout the project and afterwards. “Metrics” is defined as a standard against which the project is measured. For example, a desired outcome may be to reduce the number of duplicate voter registration records. While the goal is admirable, without a metric to measure, there is no way to determine if the project is successful. For this example, the metric could be “an X% reduction of duplicate records”. The number of duplicate records can be counted (measured) at the beginning of the project, and at the end of the project, and periodically after the system is installed. It will then be clear whether the project has succeeded in its intentions. It is important the outcomes and metrics be measurable.

Commitment. This is where Executive Management shows unwavering support by addressing issues quickly, enabling decision-making, empowering program team to make decisions, prioritizing other initiatives so that the program team can remain committed, and gaining consensus around benefits within the general employee population.

Reasons why projects fail

Research consistently confirms that when information technology projects fail, it is generally not from technological complexity, but from a fundamental inability to manage the social and operational implications of change. Academics estimate that 62% of implementation issues relate to culture, 16% to process, and only 12% to the underlying technology (with 10% attributed to other causes).

Gartner (and other) studies have shown that large project implementations do not meet objectives for, among others, the reasons listed below. Gartner recommends that the Commonwealth take these items into consideration when planning their implementation:

- Uncommitted sponsors
- Inexperienced project management
- Focused on rapid implementation rather than on business benefits
- Underestimated data conversion requirements
- Oversold, unrealistic expectations
- Lack of business involvement and ownership
- Unwillingness to commit resources
- Skilled staff not retained
- Too much reliance on external specialists
- Lack of a technology transfer process
- Poor change management
- Underestimated the organizational change management around the new software
- Product functionality weak in various operational and vertically specific areas

CIO Recommendations

A recent gathering of Gartner's IT Executive Program members produced the following list of recommendations and guidelines.

- The choice of project manager is critical (a visionary change agent, non-IT preferred)
- The impact of this effort is too great for the senior level executives to ignore
- Change awareness and management is worth the investment
- Build package competency internally (for pre-packaged systems implementations)
- Implement an internal competency center that is tightly linked to the processes
- Set expectations early and often
- Senior management must be fully engaged—not just hostages
- Stay focused on the business goals and climate.

The key overall message from the group was that the business should take ownership of the effort from the beginning, and run it as a business “program,” not “an IT project.”

All the CIOs agreed that in the beginning they were extremely skeptical of consultants selling “change management” capabilities, and they all agreed that in retrospect, change management was one of the top areas on which they wish they had spent more time, money and effort as a part of the project.

Detailed Observations

The core processes involved in maintaining the County Voter Registration lists are remarkably consistent across all counties. The common processes are demonstrated by the growing use of pre-programmed application packages for voter registration. Today, more than 50% of counties use Pre-Programmed Application packages. When combined, the three most popular software packages are deployed by 30 counties.

We observed that all counties use computer systems in support of their voter registration operations. The technology used to support these systems vary widely ranging from large (and older) mainframe computers with custom developed applications to a single PC with an “off the shelf” application. Most of the technology platforms used by the counties have been installed five or more years. We can conclude from their age that most of the time the systems:

- Are not utilizing advanced technology
- Do not have sophisticated features functions such as name and address norming
 - Note: An example of address norming would be to make all spellings and abbreviations of Street (St. or St or Street) result in a standard such as Street. This would assist with matching voter addresses, within and across counties. Similar standards would exist for other elements of a voter address.
- Are inflexible, difficult to change
- Require advanced technical skills to maintain.

1. The method by which voter information is gathered and transmitted to the counties by the Department of Transportation, the Department of Health, and the Department of State.

Department of Transportation Processes

- New Applications
 - The Commonwealth’s vendor, VIISAGE, polls the PENNDOT database for new voter applications.
 - VIISAGE separates applications by county and forwards the information to the proper county three times per week.
 - VIISAGE also sends a report to Department of State for control purposes.
- Change of Address
 - Citizens contact PENNDOT to notify of change of address.
 - If citizen requests, PENNDOT will forward address change information to Department of State.
 - Once each week, the Department of State prepares a printed report for each county plus 11 lists in electronic format.

Department of Health Processes

- Recording of Deceased Persons
 - Upon the death of a person, a death certificate is filed with a local registrar.
 - Monthly, death certificates are sent to the Department of Health for processing and filing.
 - As required by law, the Department provides to each county a monthly listing (available in electronic format) of residents of the county who have died.
 - On a yearly basis, the Department sends to counties a listing of residents of the county who died in states other than Pennsylvania.

Department of State Processes

- PENNDOT Change of Address
 - The change of address data received by PENNDOT is transferred to the Department of State's Management Information Systems Department weekly.
 - The Department of State prepares hard copy reports of the change of address data for each county; these are mailed to the appropriate county.
 - Department of State also prepares information on electronic media for 13 counties who have requested electronic format.
 - The PENNDOT Change of Address Reports are processed weekly and at the close of the voter registration deadline for each election.
- "Motor Voter" Applications
 - PENNDOT's photo license system, which is owned and maintained by VIISAGE Technology, a contracted vendor, captures completed voter registration applications with digitized signatures and transmits this data to the vendor's Central Image Server and database. VIISAGE queries the database and electronically sorts the information by county. Paper applications are then printed and mailed to the appropriate county voter registration office.
 - A Transaction Control Sheet (TCS), which contains data relative to each application, accompanies each mailing to the counties. A copy of each TCS is mailed to the Bureau of Commissions, Elections, and Legislation (BCEL) where a file is maintained for each county.
 - This process occurs three times each week and at the close of the voter registration deadline for each election.

2. The method by which voter registration information is currently maintained in each county.

- Gartner found the core processes used to maintain voter registration data to be mostly consistent across the counties. The collected information is similar and core data elements are mostly fixed with only variations in the specific data formats. The methods and extent of data verification and technology used varied by county.

New Voter Application Process

- County receives new voter applications from:
 - PENNDOT (through “Motor Voter”)
 - Mail and walk-in
 - State and county social service agencies
 - Armed Forces Recruitment Center
 - Voter registration drives
 - Transferred from other counties through PENNDOT Change of Address
 - Other.
- County enters voter registration information into the system:
 - Performs verification and editing, such as duplicate voter.
 - A unique Voter ID is assigned. Counties use various techniques to assign voter ID.
 - Computer system assigns a sequential number to new voter applications.
 - Some counties manually assign a sequential number to each physical application and then enter that number into their computer system.
 - Precinct and/or district are used as prefixes to the sequential number to form the complete Voter ID.
- Completed voter registration application forms or PENNDOT voter registration forms are maintained in a physical paper file (of all registered voters in the county)
- Voter Registration ID card is mailed to applicant.
- 10-day waiting period, then voter becomes “active.”

Change or Delete Voter Registration Process

- County receives address changes from:
 - Department of Health—Death Notices
 - PENNDOT—Address Changes
 - Mail and walk-in
 - Other.
- County officials enter changed information into the system:
 - Perform verification and editing.
 - New signature is scanned into the system (and/or replaced on paper files).
 - Send verification letter of changes to the voter, as a result of notification from PENNDOT.
- For death notices, voter records (both computer-based and paper copies) are marked appropriately and maintained for five years.

- When an address change reflects a voter has moved to another county, the “previous” county marks the records appropriately. The “previous” county is also required to forward the physical records, with signatures, to the “new” county.

3. An assessment of personnel necessary to support the existing system and who currently has access to the existing county voter registration system including review, search, and edit capabilities.

- 1 county has a Voter Registration staff of 29 people
- 9 counties have Voter Registration staff of 10 to 19 people
- 12 counties have Voter Registration staff of 5 to 9 people
- 45 counties have Voter Registration staff of 4 or less people.

Counties most often empower all Voter Registration staff to make additions, changes and removal of voter registration information. While this may be necessary in small offices, the practice should be reviewed with a goal to improve integrity and accuracy of the voter information.

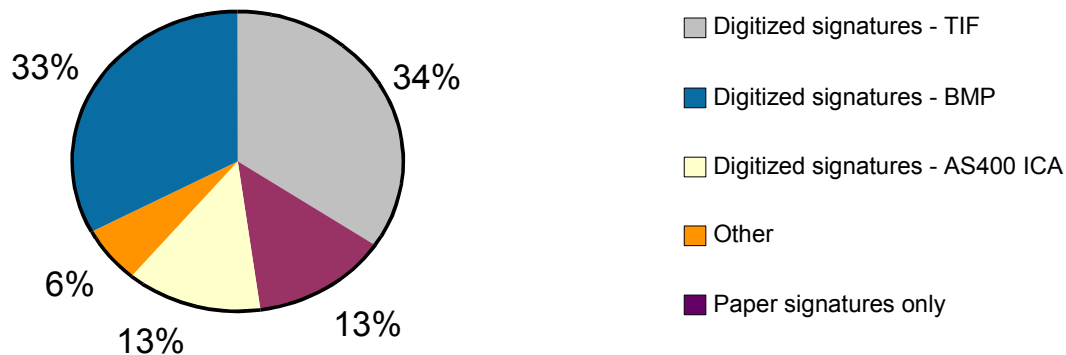
We noted that 33 counties use some form of outside contractor to support their voter registration computer software. The balance utilizes County resources only.

4. The current means of retaining and verifying signatures including the existing means, if applicable, of retaining electronic signatures and the potential retention and transfer of electronic signatures in a SURE system.

- 45 counties representing 67% of voters use digitized signatures
 - TIF format in 23 counties
 - BMP in 9 counties
 - AS400 ICA in 9 counties
 - Other in 4 counties.
- 22 counties representing 33% of voters use paper signatures only.

Figure 1. Current Means of Retaining Signatures by Percentage of Counties Using Each Method.

Current means of retaining signatures by percentage of counties using each method



Source: Gartner

Automated conversion of the digitized signatures will be an extensive task. The counties using pre-programmed application software for their digitized signatures may be required to contract with their software vendor to perform the conversion. Where possible, we suggest negotiating with the common vendors on a statewide basis, so that all counties using the same pre-programmed software are converted together, saving money and time.

Converting digitized signatures from counties with custom-developed systems also should be grouped, where possible, by common storage methods (TIF, BMP, etc.) and storage technical infrastructure (mainframe, PC-based, etc.).

The effort to digitize the signatures from the counties that store signatures on paper, or in some cases in a non-standard custom-developed format, will be a large task, requiring significant planning and coordination. Scanning of 2,600,000 signatures will be unavoidable, therefore proper scanning equipment and recognition software should be provided to automate this task to the maximum extent possible. There might also be a few custom applications with digitized signatures stored in a non-standard custom-developed format. In these few cases (four counties) it must be determined if re-scanning the signatures might be more cost effective than the development of conversion programs. This equipment can also be used to re-scan signature files that exist in a non-standard format, thereby saving the funds necessary to develop custom conversion code.

5. The methods for ensuring the accuracy, security, and protection of all information in the existing county voter registration system and methods to prevent unauthorized entry.

Most counties allowed everyone in the voter registration office access to the system and the ability to perform all functions. In addition to citizens, workers in other county offices and candidates for office could “view” voter registration information online by visiting the voter registration office, or in some cases, other government offices. In the office, they could

access the information by using a terminal set-up at the counter, or by sharing a terminal at the desk.

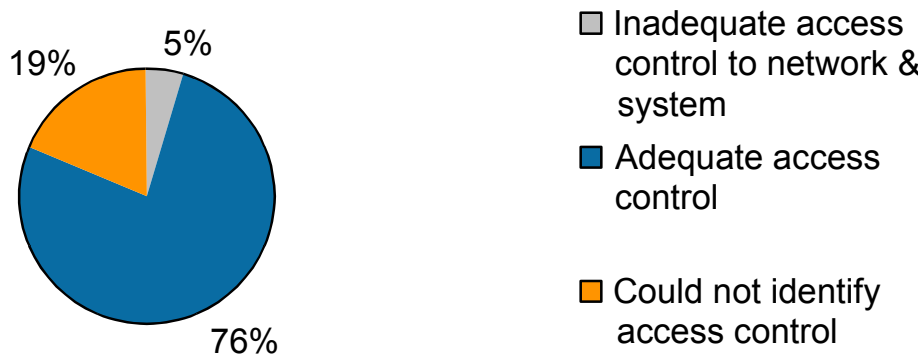
In addition, candidates for office and others can get lists of voters by requesting a report of a precinct or district.

Access Controls

- 5% of the counties identified inadequate access control to their network and voter registration software.
- 76% “felt” that they had adequate access controls.
- 19% could not identify access controls.

Figure 2. Level of Access Control by Percentage of Counties at Each Level

Level of Access Control by percentage of counties at each level



Source: Gartner

Separation of Duties

Most counties empower anyone who has permission to access their computer system with the ability to make additions, changes or deletions to the voter registration data.

- 52% of counties did not have adequate separation of duties.

Transaction Reviews

The ability to review a list of transactions processed that day. This list provides the Director of Voter Registration in each county, the ability to oversee the adds, deletes and changes to voter rolls and identify who made the change.

- 16% of counties have a daily transaction list.

- 28% of the counties knew they did not have such a list.
- 49% of the counties did not know.

Third-Party Security Audit

An independent review, often performed by auditors, of the access and data security of a computer system.

- 3% of counties have experienced an independent security review.
- 72% did not know.
- 23% knew they have not had a security audit.

6. The existing usage and compatibility of the various equipment, software, and technologies currently possessed by the counties.

All 67 counties use computers to store voter lists.

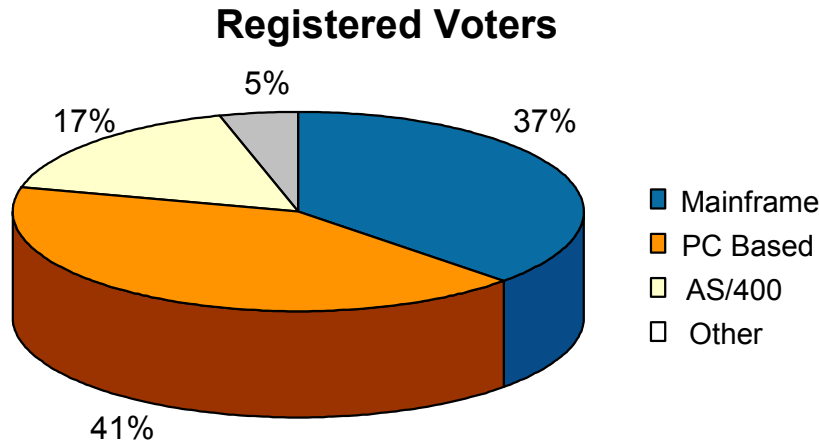
- 6 counties representing 37% of voters utilize mainframe systems
- 36 counties representing 41% of voters utilize PC-based systems
- 19 counties representing 17% of voters utilize IBM AS/400 systems
- 6 counties representing 5% of voters utilize “other” systems
 - DEC VAX
 - UNIX
 - IBM System 36.

With the wide variety and age of the current hardware and software infrastructure installed in the counties, achieving a common architecture will require significant change at the county level.

To determine how compatible the current county hardware and software will be with a central system requires determination of the specifics for the central system. We can however, make some general observations:

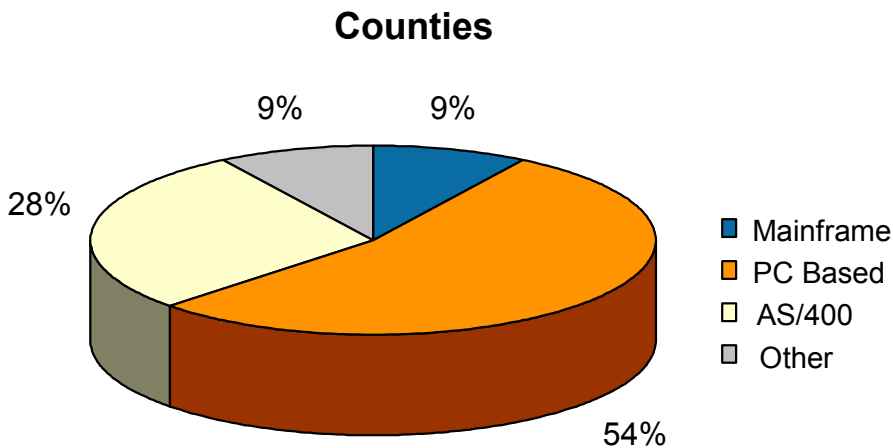
- It is unlikely that the 31 non-PC-based county systems will be able to function as “data entry” terminals to a central system.
- The older and more unique county systems will be harder to integrate. This affects 20 or more counties representing approximately 50% of the voter registrations.
- Periodic transfer of files (some counties can transfer electronically over a network, and others would require physical transfer via the mail) may be the only way to exchange data between the counties’ existing systems and a central data repository.

Figure 3. Registered Voters



Source: Gartner

Figure 4. Registered Voter Counties



Source: Gartner

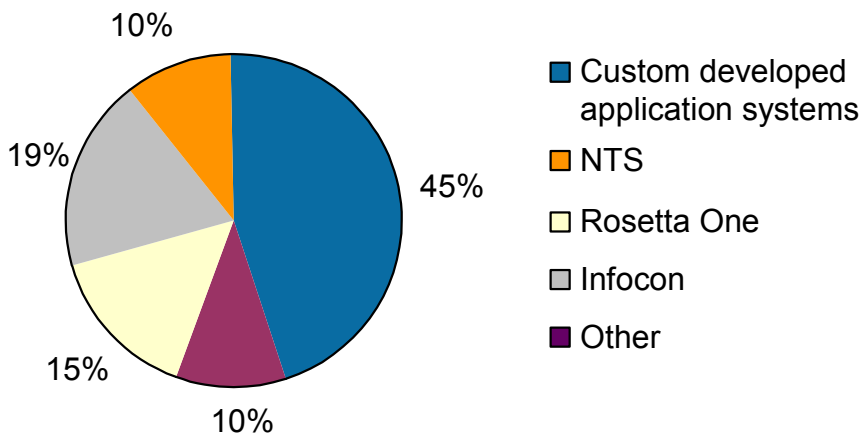
Software systems currently in use by the counties

- 30 counties representing 55% of voters use custom-developed application systems
- 37 counties use common software packages
 - NTS 7 counties 18% of voters
 - Rosetta One 10 counties 12% of voters
 - Infocon 13 counties 8% of voters
 - Other packages 7 counties 7% of voters

- » Triad (two counties)
- » ES&S (two counties)
- » Votec
- » Stock Garber & Assoc.
- » Bulow & Hottle VRS.

Figure 5. Percentage of Counties Supported by Pre-Programmed Application Systems

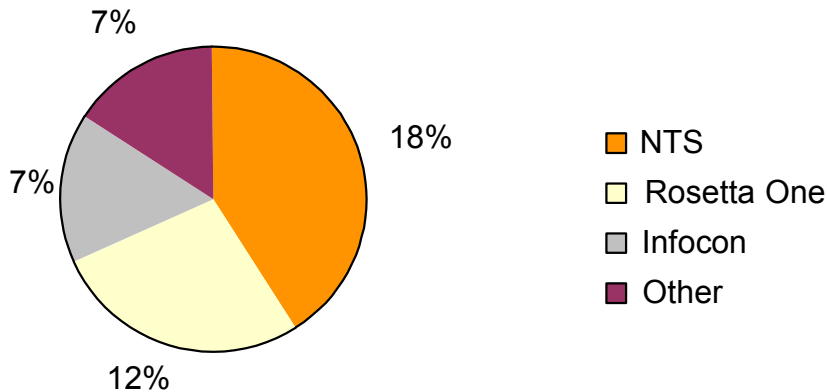
Percentage of Counties Supported by Pre-Programmed Application Systems.



Source: Gartner

Figure 6. Percentage of Registered Voters Supported by Pre-Programmed Application Systems

Percentage of Registered Voters Supported by Pre-Programmed Application Systems.



Source: Gartner

General Infrastructure Comments

- 54 counties use voter registration hardware and software that have been installed for 5 years or longer.
 - Representing 84% of registered voters.
- 8 counties do not have the ability to “export” data from their computer system
 - Representing 3% of registered voters.
- 4 counties use an outside vendor to house and manage their voter registration hardware and software (outsourcing):
 - Bedford
 - Clarion
 - Mifflin
 - Snyder.

Note: Percentages stated above are not cumulative.

7. The existing method for retaining data including data structure, personal identifiers, and suggested methods for converting data into a SURE system.

All counties assign some form of unique voter identifier numbers to each approved voter application. This ID remains with the voter through its initial life with the county. Note: Some counties retain the unique ID, assigned to a specific voter even after transferring the voter “out of county.” Should the voter move back to the county, he or she would continue with the original voter ID.

The majority of counties assign precinct or district identifiers as prefix to the voter ID. These prefixes would change (and as a result, the unique voter ID will change) should the voter move or be re-districted.

Establishing a statewide unique voter ID may be necessary. If so, the current county unique ID probably cannot be used for that purpose. Many counties assign a sequential number, which of course, would be repeated in other counties.

We would urge the Commonwealth to resist combining other indicative data, such as county or precinct, in the unique voter ID as this logic introduces levels of complexity not worth the value gained.

Consideration should be given to establishing a statewide Voter ID, while keeping the existing county Voter ID. A cross-reference would need to be maintained.

Data is stored in a variety of ways:

The relevance of this variety is its impact on data conversion. While conversion programs can be created to handle each county, additional manual effort will most likely be necessary.

As an example, normalizing the field sizes for last name may result in truncation of last names. This would require manual intervention to adjust or correct the specific voter record.

We would expect many of the older systems currently installed in the counties can tolerate “incomplete data” in selected fields. An example might be date, where only month and year are loaded. A conversion program could only load a fixed date such as “01.” Anticipating that fact, investigation and correction will occur after the new system is installed. Alternatively, the county could correct the date on its local system and reconvert. Certainly, this manual process would be necessary if routine data conversion is expected.

- We found 9 ways of storing “Date of Birth.”
- We found many ways of storing “NAME.”
 - Counties with one field for name (first, middle, last) have 10 different field sizes and formats.
 - For counties that break “NAME” into “LAST” and “FIRST”, we found 8 different field sizes for last name.
- We found 4 ways of storing “Zip Code.”
- We found 7 ways of storing “Voter Status.”
- We found 9 ways of storing “District/Ward.”
- We found 7 ways of storing “Receiving Method.”

Database Type	Registered Voters	Counties
IBM VSAM Indexed File	29%	3%
Microsoft Fox Pro (mostly NTS)	23%	18%
IBM DB2/400 (AS400)(mostly INFOCON)	18%	31%
Pervasive SQL, Btrieve(mostly Rosetta One)	12%	15%
UNISYS DMS II	5%	3%
No Database or unknown	5%	10%
Oracle 8	3%	3%
Microsoft Access	3%	9%
Informix	1%	1%
Other (Amalgamated Software of N.A., File Pro V , Dataflex)	1%	6%

Typical Data Conversion Obstacles

- Format conversion from two-digit year to four-digit year or incomplete date
- Technical conversion obstacles
 - Some county computer systems may not be able to generate their data on a media compatible with the central system. Whether the media is diskette, tape, or even over a communication network.
 - Older systems store data in unique ways, such as binary fields, which will require a “pre-conversion” to allow another system to read and understand the data.
 - Mainframe systems probably store all names in upper case only; PC systems store upper and lower case as appropriate. This will require special routines to normalize the information.
 - Many database storage systems manage the individual data elements in related groups that may not be obvious to those not intimately familiar with the technique. These again will require special handling.
- For all counties with custom-developed applications, the original county programmer may have retired or the original vendor may have gone out of business.
 - Extensive third party analysis will be necessary.
- The technical complexity of converting data from the many different county technical environments suggest that routine and frequent data conversion will require significant planning and effort.

Signature Conversion Issues

- Signatures are stored in pre-programmed applications that will require significant involvement from the vendor.
 - These signatures may be difficult to convert, requiring vendor involvement and expense to the Commonwealth.
 - When small counties are involved, the conversion costs may be greater than the cost of manually rescanning.
 - If technical obstacles are time consuming and costly, we suggest consideration of manually scanning.
- High data volume
 - The number of voters in the state multiplied by the data storage required for each voter must be considered in the central system design and conversion planning. Each digital signature will likely require a minimum of 30Kb, for a total capacity of 240 Gigabytes for the signatures alone. This amount of data will impact the network requirements and time to convert. While the network solution will not be unusual or unique, it will be important to consider while developing a conversion plan.
 - Large amounts of data to be stored will define the size, speed and reliability of the central storage architecture.
 - It will also impact conversion approach, perhaps requiring signatures to be transferred to a diskette or tape for transmission to the central repository.
 - The data network design will be driven in a large part by the volume of data to be transmitted between counties and the central repository.
- Vendor unwilling to release proprietary format information
 - Proprietary signature format (DIS-Rosetta) that is difficult to convert may require re-scanning of signatures.
- Network bandwidth needs to be designed to accommodate:
 - Ongoing transmissions
 - Peak periods before an election

8. An assessment of the telecommunication infrastructure in each county, the technical requirements necessary for county participation in a SURE system, and the ability of the county to access high-speed lines.

Internet

- 56 counties have connections to the Internet
 - 6 are via dial-up connections

Statewide Network Connections

- 25 counties have connections to one of the state wide networks
 - The Commonwealth's Justice Network (JNET) and the PA Open Systems Network (POSNet) are predominant.

Local Area Networks (LAN)

- 62 counties participate on a county LAN.

At the present time, 50 counties have access to “high-speed lines”. These are the counties with Internet connections (56 - less the 6 with dial-in access).

Further, 62 counties participate in some form of LAN (Local Area Network) connecting workstations throughout the county. This will make adding or expanding “high-speed lines” and/or connecting to Statewide Networks easier and less costly.

9. The feasibility of making a SURE system fully interactive with the existing county systems and/or proposal of any necessary upgrades to make existing county systems interactive with a SURE system and the potential security needs for each.

This assessment will require the State to choose a technology platform and detail design for the application before feasibility can be determined. The components of the technology platform that are important will be the data network, database management system, operating system and the application integration server.

- Volume and frequency of data to be transmitted between the central repository and counties (also between counties) will be important to the data network design.
- Extent of integration between the central repository and counties will influence the selection of application integration architecture. If simultaneous updates of county and central repository are necessary, the selected system will be different than one supporting only a periodic exchange of data files.
- The level of improved data integrity and accuracy will influence the software system design and ultimately the selection of hardware and operating system that will host the central repository.

10. Beyond the voter registration system, the identification of other functions the county systems support.

Election Functions

- Poll books
- Absentee ballot tracking
- Street lists (and labels) for political parties
- Realignment election districts
- Voter removal processing
- Payment of election officials (electronic link to Accounts Payable).

Non-Election Functions

- Jury lists

- Per capita assessment
- Tax assessment
- Federal Jury selection
- Legal inquiries
- Law enforcement and legal enforcement
- 911 data.

11. Identification of any consultants or third party administrators currently utilized for existing county systems.

Counties using pre-programmed application systems most frequently use the vendor for software support. In addition, counties with custom development often use external support due to the very specific technical knowledge necessary to support and enhance the older systems.

We did find 12 counties that have contracts with support vendors that terminate after mid-year 2002. These break out as follows:

2006	2 counties
2005	2 counties
2004	3 counties
2003	5 counties.

The counties were not able to provide the remaining costs or “buy out” costs for these long-term contracts.

We did note that many other contracts did not have specific termination dates; rather, they specified “90 days notice” or “courtesy notice” which will be quite manageable.

12. An assessment of time, resources, and responsibilities to migrate data from the existing systems to a SURE system.

This assessment will require the State to choose a technology platform and detail design for the application system before feasibility can be determined.

Contact Information

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