

# Blue Suede News

Update on Election Voter Information System September 2005

## ELVIS brings change

Without doubt, changing from an existing election management and voter registration system to the new ELVIS platform will represent a significant change in operations for elections staff in each county.

Even if you have simply used manual methods and older software tools, moving to ELVIS will require a big change in the organization.

Change is always difficult no matter how necessary or simple it may be. Most people gain a level of comfort with how they accomplish their work, and any departure from the tried and true is looked at with suspicion if not feared.

“Change management” as a term refers to the active attempt to manage the process of taking an organization from point A to point B with the intent to provide understanding for the need of the change, to minimize the pain associated with it, and to successfully implement the change with as little disruption as possible.

When it comes to software systems of any type, the introduction of a new system is a challenge and even the best system in the world does not look that way on day one of use. So how can we address this need for change management?

First, let’s understand the process. There are three components associated with change. In the first phase we have to overcome organizational inertia. This has been referred to as “unfreezing” the status quo. In this phase you attempt to dismantle the current mind set and provide justification for opening up to the new system.

One way to do this is to communicate the “why” of what we are doing. Going to a centralized voter registration system (in this case ELVIS) is necessary because it has been mandated by the federal government. So the biggest answer to “why” is “because we have to.” But it also should be realized that in doing so we can realize something impor-

tant to our mission...the improvement in the election process. Communicating “why” this must be done is an essential first step in helping people get on board by lowering defense mechanisms and getting mentally prepared for the change.

It is important to understand the “how” we will get there. That process began over a year ago with the input from a broad cross section of counties that were representative of all Kansas counties. If your people do not already know it, they should be told that we got to this point through the collaboration of many people that fully understand the issues and needs of election offices. This was not a case of “we are here from Topeka to help you.”

Your staff should know that there is a clear and organized path to bringing on the new system, and they will be trained and have time to learn the new system with help along the way.

The second phase is the change itself. This will begin with your training and learning the ins and outs of ELVIS. Yes, it likely will look very different from how you get the job done today. However, getting everyone to understand that different does not equal bad is important. In some cases you may find a certain procedure takes longer, and in other instances it will be faster. Keeping an open mind and understanding that it is simply another way to do the job is essential. Remember, it took time to learn the old way you did business and along the way you found some shortcuts and efficiencies that will be discovered in ELVIS as you get more proficient.

When faced with frustration keep in mind the basic process of what you are doing. If it is a registration, the goal of capturing the voter information was motivation in the old system, so look for the familiar in the transaction and then make the connection with the new process. The job has not changed much, just how some of the steps are taken. The

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### IN THE SPOT LIGHT

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goal for each process is the same. Encourage your staff to learn a certain component of the system and do it several times until they feel comfortable with it and are ready to move on to another element of the system.

It is important for management to be positive about the change and understand that some people learn at a different pace than others.

The third and final phase is a few weeks away, but rest assured it will arrive. That is the “refreezing” phase. This occurs as people get to be proficient with the use of ELVIS. How do we know you will get to that phase? Because other county election staffs have reached this point already. A number of the earliest users have successfully converted and are operational. They are learning ELVIS rapidly and finding that while there are differences, it gets the job done.

Managing change is all about good leadership, communication, a positive view of the new environment and helping each other arrive at point B.

## Thank you

The ELVIS project would not be possible without the help of our state agencies and partners. HAVA requires that the Secretary of State (SOS) interface with various state agencies to populate the database with death (KDHE) and felon (KDOC) information and validate social security numbers or driver’s license numbers with the Division of Motor Vehicles (DMV).

In addition to the HAVA requirements, SOS is working with and has received tremendous support and service from the Division of Information Systems and Communications (DISC) for primary data center and disaster recovery hosting and state network (KANWIN) services and upgrades.

SOS, DISC and DMV have been holding weekly meetings to coordinate the KANWIN upgrade. We have worked closely with Access Kansas to implement a new token-based Kansas PKI certificate, which has required the support and services of many of their staff.

Kansas is fortunate to have state agencies and partners that are willing to work together to serve the citizens of Kansas. We have discovered that not all states working to implement HAVA requirements have such a high level of commitment from their sister agencies and partners.

## Blue Suede News

Published by the office of

**Secretary of State  
Ron Thornburgh**

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120 SW 10th Ave.  
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### Coming soon: voting equipment

A new voting machine section will be featured in the October issue of Blue Suede News. The section will be dedicated to keeping you informed about the latest news on voting machine implementation. To date, the voter registration/election management system known as ELVIS has dominated the HAVA discussions. Two major requirements of HAVA are implementing a centralized voter registration system and deploying HAVA-compliant voting machines. Stay tuned for news on voting machine implementation.

# Moving forward with PKI

The entire ELVIS infrastructure and user community is protected by the most robust authentication and encryption process available today. It is known as PKI, which stands for Public Key Infrastructure. Simply put, PKI ensures that the person who touches ELVIS data is who they say they are. Because of the security built into the PKI framework, the steps for its installation must be followed in strict chronological order. For that reason, the Secretary of State's Information Technology (IT) department has drafted very complete instructions to ensure that each county will successfully marry PKI to the ELVIS system. Following is an overview of the process followed by the "high notes" of lessons learned from the pilot installations.

## PKI process overview

- 1) Software instructions will be e-mailed from SOS to the county CEO and IT contacts.
- 2) The CEO will receive an e-mail from SOS with an attached agreement and instructions for vetting county users to be added to the ELVIS system.
- 3) The CEO will return the signed agreement and vetting list by fax to the SOS Elections Division.
- 4) SOS Elections Division will verify the list and

tokens will be sent to the county CEO via FedEx.

- 5) Each county user will receive an email from SOS with instructions on enrolling for their digital ID. During enrollment users will need to enter the information provided to the CEO by fax from the SOS office. The enrollment process and approval process may take one or two business days.

## Tips to make PKI installation easier

- ✓ Carefully read and follow the instructions provided by the SOS IT office.
- ✓ Internet Explorer must be version 6.0 or above.
- ✓ The TITLE field on the enrollment web site is confusing. It should contain the first initial of your first name, full last name, three digit county code and @kscvrs.ks.local. This information is provided to the county CEO by fax.
- ✓ The challenge phrase should only be known by the individual in possession of the token. This challenge phrase or password needs to be remembered for yearly renewals.
- ✓ The same computer needs to be used for both enrollment and pickup.
- ✓ Tokens need to be plugged into the computer during enrollment and pickup.

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## Featured staff

### Mike Stewart

Mike Stewart's advice to the counties about implementing ELVIS is simple, "Read and follow the software/PKI instructions. One token per user, treat your token as you would your social security card or driver's license, do not share your PKI token. PKI is an important security layer for ELVIS. Therefore, it requires proper installation and configuration to be successful."

This is good advice coming from the Secretary of State's (SOS) chief information officer, a title he has held since 2003. Not only is Mike chief information officer, he also is a member of the ELVIS steering committee. As a member of the ELVIS steering committee, Mike provides support to the ELVIS project manager and coordinates SOS information technology staff and resources for the project. Mike also is a member of the PKI steering committee and serves on the Web site review team. Because of the diversity of the information technology office, he has a role in most sections of the agency.

Mike has actually been a member of the SOS office since February 2001. Before joining SOS, he worked at a high-end home audio company for 11 years. Mike is currently working on his degree in computer information system from Washburn University.

Mike currently resides in Lecompton. However, he has made stops in Wichita, Redfield, KS and El Dorado. He was born in San Diego at the Naval base but has lived in Kansas since he was one.

When Mike is not at the office, he enjoys spending time with his wife and children. He also enjoys grilling, loves to read, and plays the mandolin in a quartet in Lawrence. Mike also enjoys completing projects around his house.

Mike has one last word to counties working with ELVIS. "Listen to lots of Elvis music. It can be a real stress reliever."

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- ✓ The token must be plugged into the computer during installation, or the certificate will be installed on the browser rather than the token. If this happens the digital certificate will need revoked and reissued.
  - ✓ Each revoke and reissue may take an additional one to two business days.
  - ✓ If more than one person is using the same computer remember to unplug the token and insert the new one before enrolling the next user.
  - ✓ If the password doesn't work check to see if the caps lock or number lock is turned on.
  - ✓ After ten bad password attempts, the token will lock and a new token has to be issued by the SOS office.
- Remember, help is only a phone call away.
- |                        |                |
|------------------------|----------------|
| ES&S help desk         | 1-800-353-2832 |
| SOS IT help desk       | (785) 296-7810 |
| SOS Elections division | (785) 296-0080 |

**UPCOMING ATTRACTIONS 2005**

|                         |   |
|-------------------------|---|
| <b>October 11</b>       | <b>Southwest clerks meeting in Lakin</b>                      |
| <b>October 12</b>       | <b>Northwest clerks meeting in Hill City</b>                  |
| <b>October 20</b>       | <b>Southeast clerks meeting in Columbus</b>                   |
| <b>October 21</b>       | <b>Northeast clerks meeting in Jefferson County</b>           |
| <b>November 9 - 11</b>  | <b>KCOA Conference in Wichita</b>                             |
| <b>November 21 - 23</b> | <b>Kansas Association of Counties Conference in Topeka</b>    |
| <b>December 11 - 14</b> | <b>Midwest Election Officials Conference in Overland Park</b> |