

PRELIMINARY PROJECT SCHEDULE & STAFFING PLAN

1) Preliminary Project Schedule and Staffing Plan. At the time of the original RFP, the exact number of initial UVS counties was not known. For that reason, Section 5.3.12 of the original RFP requested you to provide a preliminary project schedule and staffing plan for a “large Colorado Target County...” Since the original RFP, the committee surveyed all Colorado counties and has determined that, at this juncture, 24 counties tentatively plan to convert to the new voting system before the June 28, 2016 Primary Election. Please update the preliminary project schedule and staffing plan submitted with your original RFP response, to show how your organization will support the transition of the 24 counties before the 2016 Primary Election, giving due regard to the certification application and testing schedule set forth in the attached UVS timeline.

5.3.12 Preliminary Project Schedule and Staffing Plan

The Vendor selected to fulfill this RFP may need to begin the effort shortly after contract execution, as there may be one or more counties interested in implementing or piloting a new system for the November 2014 election. The exact number of initial UVS counties has not been determined as of the issuance of this RFP.

You must propose a Preliminary Project Schedule and Staffing Plan, as described in *RFP Appendix D – Statement of Work, Track 1: Project Management*. For the purposes of responding to this section of the RFP, you shall develop your schedule and staffing plan for implementing the UVS in a large Colorado Target County within a 50-mile radius of the Denver metro area. For sizing purposes, the target county statistics are:

- **350,000 Registered Voters**
- **12 Early Voting Locations**
- **24 Election Day Voting Locations**
- **All Registered Voters will be issued ballots by mail; however the voters may choose to vote in person.**

This section must provide a project organization chart of proposed project personnel, listed by name and position on the project. It must also describe relationships between your organization and any subcontractors. The qualifications of proposed staff are addressed in *RFP Section 5.3.13 Proposed Staffing*.

The Preliminary Project Schedule shall provide a roadmap of tasks, resources, and timing necessary to complete the work in the target county. The Preliminary Project Schedule shall include but not be limited to the following:

1) Tasks with scheduled start and completion dates

2) Milestones

3) Personnel assignments and estimated duration for each task. Time must be listed for:

- a) Your personnel**
- b) Required CDOS or County election program personnel (please define needed skill types or business area)**
- c) Required technical personnel.**

ES&S RESPONSE

ES&S has provided a Preliminary Work Plan and Staffing Plan for the State of Colorado on the following pages.

State of Colorado – Uniform Voting System (UVS)

Preliminary Project Implementation Plan

| Version | Description | Changed By | Date |
|---------|------------------------------------|-----------------|----------|
| 0.5 | First draft | Adam Carbullido | 10/29/13 |
| 1.0 | Review draft | Adam Carbullido | 11/02/13 |
| 2.0 | Final review draft | Linda Bennett | 11/07/13 |
| 3.0 | Final Bid Version | Adam Carbullido | 11/15/13 |
| 4.0 | Revision for Colorado PERC Meeting | Luke Belant | 11/25/15 |

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1. Initial Statement of Work

The objective of the project is to successfully implement a statewide Uniform Voting System (UVS) in the State of Colorado. The system will provide Colorado Department of State (CDOS) authorized components for election management, ballot production, vote tabulation, automated signature verification, electronic ballot adjudication, and ballot tracking. Criteria for determining a successful implementation will be defined within a documented agreement between the State of Colorado and Election Systems and Software, LLC. (ES&S). The agreement will specify the services, deliverables, and acceptance requirements of the project. An ES&S Project Manager will be assigned to the State of Colorado and will serve as the main point of contact and the primary ES&S representative responsible for coordinating each of the project deliverables. The ES&S Project Manager will be supported by a team of ES&S resources committed to the successful implementation of the UVS in the State of Colorado. This preliminary project plan will form the basis for the Project Plan, which will be created within the first 30 days of the project and will be the overall guiding document for the project. This preliminary plan provides an initial outline of project objectives, project management approach, key deliverables, risks, assumptions, parties involved, overall timeframes, and the delivery strategy for the project.

2. Scope of Work (Summary of Deliverables)

2.1. Project Management

2.1.1. Project Plan – Upon contract award, the ES&S Project Manager will update this preliminary plan with additional details and present a proposed Project Plan to the State. The State will be provided time to review and provide input before the plan is complete. Throughout the duration of the project, the ES&S team will continue to update the plan under the direction and supervision of the State. Initial plans and details regarding several aspects of the Project Plan are contained within this Preliminary Project Plan. Additional information and details will be added following the start of the project. Elements of the Project Plan will include:

- 2.1.1.1. Project Schedule
- 2.1.1.2. Risk Management Plan
- 2.1.1.3. Issue Management Plan
- 2.1.1.4. Staffing Plan
- 2.1.1.5. Budget
- 2.1.1.6. Change Control Plan

2.1.2. Status Reports/Reporting – The ES&S Project Manager will report project activity in the form and frequency recommended by ES&S, and ultimately determined by the State of Colorado. The reports will summarize key information related to the status and health of the project. Throughout the project, the ES&S Project Manager will host status update and key stakeholder meetings to communicate project status and address stakeholder questions on a frequency determined by the State.

- 2.1.3. Project Website
- 2.1.4. Test Strategy Plan
- 2.1.5. Training Plan
- 2.1.6. Security Plan
- 2.1.7. Organizational Change Management Plan

2.2. Hardware/Software/Support Procurement

- 2.2.1. Colorado UVS Hardware/Software/Support Catalog
- 2.2.2. County Procurement Plan
- 2.2.3. County/Contractor Purchase Order/Agreement

- 2.2.4. System Shipment Acceptance Document
- 2.2.5. Old Equipment Disposal Plan
- 2.2.6. Old Equipment Disposal Agreement Signoff

2.3. Implementation

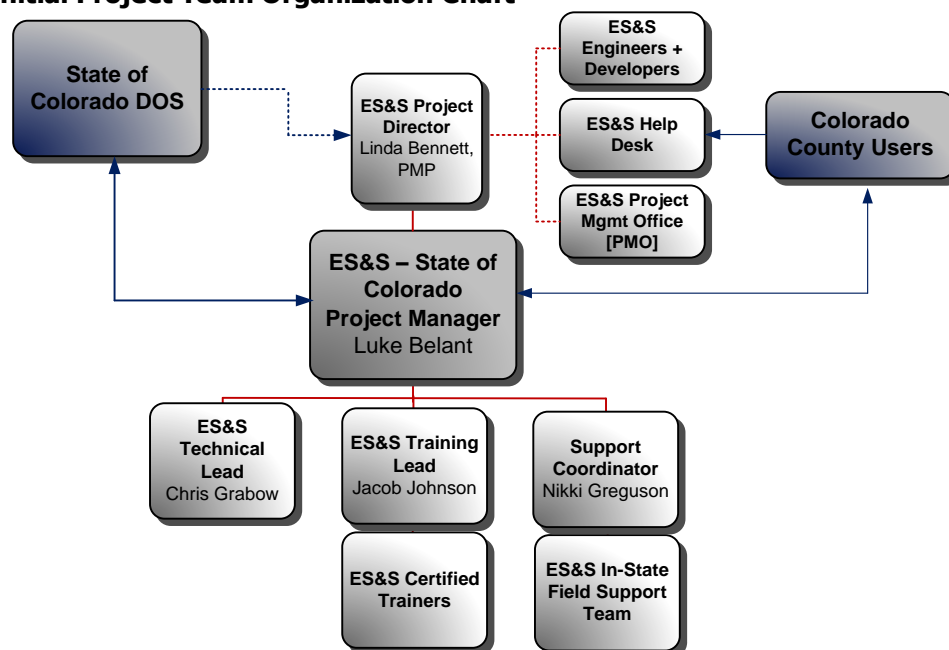
- 2.3.1. UVS Requirements Document
- 2.3.2. Organization Change Management Results
 - 2.3.2.1. Warehouse Process Document
 - 2.3.2.2. Election Setup Processes Document
 - 2.3.2.3. Early Voting Processes Document
 - 2.3.2.4. Election Day Voting Processes Document
 - 2.3.2.5. County Administrative Processes Document
 - 2.3.2.6. State Elections Division Administrative Processes Document
- 2.3.3. Election Hardware Production Deployment
- 2.3.4. Election Training Execution
 - 2.3.4.1. Software Training Execution
 - 2.3.4.2. Hardware Training Execution
 - 2.3.4.3. Election Office Operations Training Execution
 - 2.3.4.4. Polling Location Operations Training Execution
 - 2.3.4.5. Voter Training Execution

2.4. Contractor Support

- 2.4.1. Warranty Period Support
- 2.4.2. Voting Equipment Maintenance Support
- 2.4.3. Election Setup Support
- 2.4.4. Election Processes Support
- 2.4.5. Post-Election Support

3. Project Team

3.1. Initial Project Team Organization Chart



3.2. Proposed Project Roles

3.2.1. ES&S Project Manager

An ES&S Senior Project Manager, will lead the ES&S Project Team and will simplify communication channels by serving as the principal point of contact to the State of Colorado. The ES&S Project Manager will hold single-point accountability for coordination of the activities and personnel assigned to the project on behalf of ES&S and provide all status reporting required by the State.

3.2.2. ES&S Executive Project Director

An ES&S Executive Project Director, certified by the Project Management Institute (PMI), will be assigned to the project and will serve as an escalation point and project sponsor to the State of Colorado and the ES&S Project Team.

3.2.3. ES&S Technical Project Lead

An ES&S advanced Technical Lead will be assigned to the project to assure all technical requirements are met to the satisfaction of the State of Colorado. The Technical Lead will bring technical and election system implementation experience to the project. Additional responsibilities include:

3.2.4. ES&S Help Desk Technical Support Team

The ES&S Project Team includes a Help Desk staffed with experienced hardware and software support technicians and engineers specifically trained to support the State of Colorado's UOCAVA Ballot Delivery and Tracking System. The ES&S Help Desk utilizes a systematic 3-tiered escalation process to assure that all issues and questions, whether minor or major, are quickly addressed by the appropriate subject matter experts. The Help Desk team has direct access to Tier 3 product engineers, system administrators, and software developers and is available 24x7 during election critical periods.

3.2.5. ES&S Field Support Team

ES&S will leverage its existing in-state support network to provide county-level support and assistance throughout the implementation and on-going phases of the project.

3.2.6. ES&S Tier 3 Support and Development

The Tier 3 Support team includes product engineers, system administrators, and software developers. As needed, the ES&S Project Team and the State of Colorado will have access to Tier 3 ES&S resources capable of addressing advanced requests, questions, or issues. These same resources will be responsible for the development and deployment of system changes, including any updates or enhancements.

3.3. Proposed Project Team Members

| Role | Name | ES&S Relation |
|------------------------|--------------------|---------------|
| Project Director | Linda Bennett | Full-time |
| Project Manager | Luke Belant | Full-time |
| Technical Project Lead | Christopher Grabow | Full-time |

| | | |
|------------------------------|----------------|-----------|
| Training Project Lead | Jacob Johnson | Full-time |
| Customer Support Coordinator | Nikki Greguson | Full-time |

3.4. Staffing Plan and Approach

In addition to the defined project personnel members, ES&S will also employ a field support team to assist with various tasks and support needs of the 88 counties in Colorado. The field support team is experienced with the State of Colorado, its counties, and its elections and will be well-positioned to assure a successful implementation. The ES&S Project Team will also be supported by sufficient Project Managers, ES&S system specialists, trainers, instructional designers, subject matter experts and documentation writers necessary to complete a successful implementation. In addition to the assigned project team, ES&S will also make arrangements to supply local partner and contractor resources at the request of the State. At any time that the State requests additional staff or resources from ES&S, the Project Team will be able to tap its deep reserves of project professionals, tabulation system experts, and certified technicians in order to support project efforts.

4. Project Management Approach

The ES&S Project Team will manage the project pursuant to the Project Management Institute's project management principles. The team will utilize industry and PMBOK best practices and will be supported by a strong team of subject matter experts, security experts, Certified Project Management Professionals (PMPs), certified technicians, technical liaisons and various other resources to provide quality support and sound project management. Where appropriate, the ES&S Project Team will also incorporate practices, procedures and tools in accordance with other project management methodologies specified by the State of Colorado. The ES&S PMO approach to elections project management emphasizes simplicity, consistency and clarity in project reporting, ensuring all project stakeholders are regularly updated and have easy access to critical project information.

5. Project Schedule and Milestones

Each of the project deliverables will be detailed in the Project Plan. The Plan will define the tracking and communication methods that will be used to monitor the status of deliverables and milestones. A detailed schedule will be included in the Project Plan and the project team will utilize reporting mechanisms to update and track actual project activity, as well as forecast task completions, for the duration of the project. These mechanisms will ensure communication of project status and activity to all stakeholders, including clear identification of implementation phase gateways, major milestones and critical paths.

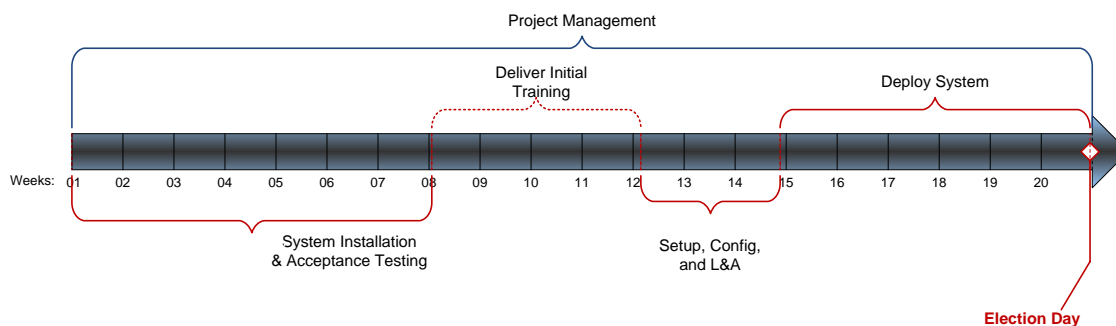
5.1. Initial High-Level Project Schedule

| Project Management | Duration / Frequency | Description | Owner(s) |
|---------------------|----------------------|---|-------------------------|
| Contract award | Milestone | The project will initiate with the award of the contract. | ES&S, State of Colorado |
| Kick-off meeting(s) | 1-5 days | Following contract execution, the ES&S team will meet with key personnel and stakeholders to solidify project | ES&S Project |

| | | | |
|--|-----------------------------|--|-----------------------------------|
| | | plan details. | Team |
| Deliver project and system documentation | 1 day | Initial project plans and documentation will be provided early in the project. | ES&S Project Team |
| Finalize training plan | 1 day per county | The ES&S Training Project Lead will work with initial counties to develop a comprehensive training and knowledge transfer plan | ES&S Training Project Lead |
| Project reporting | Duration of project | On a frequency determined by the State of Colorado, the ES&S Project Team will provide detailed status updates and reporting. | ES&S Project Manager |
| Hardware/Software/Support Procurement | Duration / Frequency | Description | Owner(s) |
| Hardware/Software/Support Procurement | Duration / Frequency | Description | Owner(s) |
| Develop Pricing Catalog | TBD | ES&S will work with the State to develop a catalog with hardware and software pricing for the counties. | ES&S, State of Colorado |
| County Procurement Plan | TBD | ES&S will develop a simplified plan/process to work with each county on the procurement of their system. | ES&S, State of Colorado, Counties |
| Receive Purchase Orders | TBD | Following the completion of pricing and procurement plans, ES&S will begin to accept POs from counties. | ES&S, Counties |
| Shipping + Delivery | TBD | ES&S will work with the each individual county to develop a delivery plan and schedule. | ES&S, Counties |
| Old Equipment Disposal | TBD | ES&S will work with each county to assist in the disposal of their old equipment. | ES&S Counties |
| Implementation + Training | Duration / Frequency | Description | Owner(s) |
| Implementation + Training | Duration / Frequency | Description | Owner(s) |
| Complete System and Acceptance Testing | 1-5 days | Throughout the delivery phase, system and unit level testing will be completed. Once all system components have been delivered, an end-to-end system integration test will be completed. ES&S will provide suggestions and guidance on the system test but ultimate acceptance requirements and procedures will be determined and approved by the State. | ES&S, State of Colorado, Counties |

| | | | |
|---|-----------------------------|---|-----------------------------------|
| Complete on-site training | 1-5 days | ES&S will provide on-site training for users to provide a hands-on training experience at each county location. ES&S will provide hardware, software, elections office operations, polling place operations, and voter training. | ES&S, State of Colorado, Counties |
| Complete refresher training | ½ day | Periodically as needs demand, ES&S will support any refresher training efforts. | ES&S, State of Colorado, Counties |
| Election Setup and On-going Vendor Support | Duration / Frequency | Description | Owner(s) |
| Election Setup and On-going Vendor Support | Duration / Frequency | Description | Owner(s) |
| Data collection and system configuration | 1-5 days | Live data will be imported in to the Election Management System and basic election configuration steps will be completed. | ES&S, Counties |
| Setup and L&A testing | 1-5 days | Pre-election setup will be completed and verification and L&A will be conducted prior to full system deployment. Testing can begin prior the finalization of VR data to confirm data integrity, feature functionality, configuration options, and hardware/accessory performance. | ES&S, Counties |
| System Deployment | 1-5 days | As soon as ballot and voter data is loaded and system is configured, the system can be deployed for the election. | ES&S, State of Colorado, Counties |
| Provide Election Support | ~60 days | During the critical period prior to, during, and after Election Day, ES&S will assure that essential support resources are available and committed to project success. | ES&S |
| Provide On-Going Help Desk and Technical Support | TBD | ES&S will adjust its support plan based on the direction of the State of Colorado and will accommodate any variance in support needs throughout implementation and on-going phases. | ES&S, State of Colorado |
| Provide Software Maintenance and Support | TBD | Initial support will be based upon the agreement between ES&S and the State of Colorado. Should changes to the maintenance and support plan be requested, the ES&S Project Manager will implement change procedures to adapt the plan and accommodate the needs of the State. | ES&S, State of Colorado |
| Post-Election Support | TBD | ES&S will provide support to the State and Counties following each election. | ES&S |

5.2 Work Schedule (Time-Phased)



6. Communication Management Approach

The ES&S Project Team will deploy a multi-channel approach to communication management. In addition to providing periodic status reports that detail the status of all project deliverables and



activities, the Project Manager will utilize Web-based tools and conduct periodic stakeholder meetings. Each of these communication methods, in addition to any methods preferred by the State of Colorado, will be used to help ensure that all

| Project Tasks | | |
|---------------|-------------|------------|
| Task Name | Status | Date |
| Task 1 | Completed | 10/15/2015 |
| Task 2 | In Progress | 10/15/2015 |
| Task 3 | Not Started | 10/15/2015 |

| OVERALL STATUS SUMMARY | | |
|------------------------|-------------|------------|
| Task Name | Status | Date |
| Task 1 | Completed | 10/15/2015 |
| Task 2 | In Progress | 10/15/2015 |
| Task 3 | Not Started | 10/15/2015 |

stakeholders are up-to-date and to aid in monitoring risks to help identify risk mitigation strategies. A detailed communication plan will be developed and maintained within the overall Project Plan. The project status report will be provided by the ES&S Project Manager for the duration of the project. The report will clearly define all completed, current and upcoming activity as well as the overall health of the project. Each task and risk will be rated and color-coded for quick interpretation of project status.

7. Risk Management Approach

The ES&S Project Team will develop and utilize a comprehensive Risk Management Plan in order to manage all potential risks throughout the project. Early in the project, the ES&S Project Team will meet with the State of Colorado's staff to identify potential project risks and develop initial mitigation strategies. Following this meeting, the ES&S Project Team will expand the identification of these risks and develop detailed plans for avoiding potentially negative effects of the identified and unidentified risks. Throughout the project, the ES&S Project Manager will maintain a Risk Register to track and communicate the status of identified risks and their respective mitigation strategies. Throughout the project, ES&S will collaborate with the CDOS UVS project manager to compare identified risks. Some of the initial primary risks include:

7.1. Registration and Preparation Timelines

The very nature of this project involves completing activities in a small time window. The election date is fixed, resulting in zero flexibility to accommodate delays. In order to achieve successful deployment of the system, it is imperative that data be made available at the scheduled times.

Certain ballot and voter data are required for the system to be tested and ultimately deployed. Any delays in provision of such data can delay the ultimate deployment of the system. The ES&S Project Team will work diligently with the State of Colorado to solidify a mutually agreeable schedule of tasks and ensure that all stakeholders are fully aware of their obligations in achieving project success. In some cases, extenuating circumstances could impose delays on the availability of ballot or voter data. For these potential scenarios, ES&S will work with the State of Colorado to develop mitigation and backup plans to provide the maximum possible system functionality at the earliest possible date and will expedite tasks and utilize additional resources wherever it may benefit the process.

7.2. Ballot Rules and Regulations

A dynamic environment of changing rules and regulations surrounding the delivery, printing, return, tracking and tabulation of ballots will require monitoring and contingency planning throughout the duration of the project. The proposed system is highly adaptable and should functional changes be required, the ES&S team will work with the State of Colorado to scope change requirements and quickly implement system updates.

7.3. Certification and Voting System Compliance

State and federal voting system certification requirements also have the potential for impacting the project. The ES&S Team will utilize its expertise with the state and federal certification processes to mitigate any potential risks imposed by system certification and compliance.

7.4. System Availability and Connectivity

Aspects of the project require system connectivity and reliable accessibility. The system is designed with state-of-the-art redundancies and simplified protocols to accommodate a broad range of risks posed by reliance on an electronic-based solution. End-user requirements are designed to prevent usability barriers at the end-user level.

8. Scope Management and Change Control

The basis for the scope of the project will begin with the contract between ES&S and the State of Colorado. The contract defines specific deliverables, requirements, and milestones which will be detailed and tracked in the Project Plan. The Project Plan will help organize and schedule each of the implementation, service, maintenance, and support deliverables which will be documented by the ES&S Project Team under direction of the State of Colorado.

8.1. Key Aspects of the Project Plan:

- 8.1.1. Specified Project Deliverables – delivery, service maintenance deliverables.
- 8.1.2. Formal Acceptance/Verification Procedures – process, criteria, documentation.
- 8.1.3. Success Requirements – key inputs, conditions, capabilities, and expectations.
- 8.1.4. Service, Support and Maintenance Plans – detailed milestones, critical paths.
- 8.1.5. Change Control Procedures – process for making changes to project scope.

The Change Control Procedures will define procedures for submitting, approving, tracking and verifying all changes to the services and scope of the overall project. Change Implementation Notices will be utilized to request and track changes to the project scope and any previously agreed upon product or service deliverables. The Change Control Procedures will be developed and maintained by the ES&S Project Team under the direction of the State of Colorado.

9. Project Assumptions

Project Assumptions will be defined, detailed, and rated within the Project Management Plan. Each assumption will be assessed for confidence-level, potential lead time implications, and weight of potential impact on the overall project. Initially defined assumptions include:

- 9.1.** Project resources will be available if and when they are required
- 9.2.** Hardware, parts, and 3rd party components will be available as needed
- 9.3.** Order lead times will be met and delivered upon as expected
- 9.4.** Gov't regulations will not change in ways that drastically affect the project outcome
- 9.5.** Project scope will be limited and changes will not be imposed without due process

Each of these assumptions, and additional assumptions defined in the Project Plan will be monitored and managed throughout the life of the project.

10. Project Constraints and Boundaries

The primary project constraints will be the applicable federal and state laws, regulations, acts and initiatives that involve the system and the activities required to maintain the system, including certification and verification. The secondary constraints include the availability of resources, equipment, component parts and materials within the timeframes needed to complete necessary activity. To ensure that the constraints do not adversely affect the desired outcomes of the project, the ES&S Project Team will work diligently with the State of Colorado in planning project activity, mitigating potential risks, and adhering to strict quality management procedures.

The plan for managing project constraints and monitoring project boundaries will be included in the Project Plan and will include plans for assuring products and processes are not adversely affected by the project constraints. The constraints will be tracked throughout the project using a Risk Register while periodic reports from the Project Manager will assist in communicating their potential impact on dependent activities. Initial constraints include:

10.1. Time

The ultimate project constraints are existing election and ballot availability deadlines that must be monitored throughout the project. Detailed scheduling and contingency planning will aid in managing this constraint. Absolute deadlines include UOCAVA ballot deadlines, various registration deadlines, early voting dates, election dates, and post election reporting deadlines.

10.2. Funding

The project is constrained by the funding available to acquire resources, products and services. Precise planning and maximization of available resources will help ensure project demands do not exceed funding constraints.

10.3. Personnel

Trained and experienced personnel resources will be needed to support a successful project. Lack of such trained resources could impose a risk to the success of the project. Although personnel constraints must be managed and monitored, ES&S has developed a resource pool and staffing strategy that essentially eliminates the risk that this constraint imposes.

11. Testing and Work Acceptance Strategy

All deliverables, objectives, documents, and project outcomes will require approval. The ES&S Project Team will work with State of Colorado to finalize each deliverable within the Project Plan and the corresponding test plans, approval procedures and documentation required. The ES&S Team will provide examples and consultation regarding all User Acceptance Test procedures, with the State of Colorado having ultimate and final discretion regarding the processes that determine system acceptance. The State will be allowed ample time to review and provide input for all elements of the Project Plan. State of Colorado approval will be required prior to the provision of any deliverable or distribution of any schedule of deliverables. Once a testing and acceptance strategy is fully defined, ES&S will then work with each county to complete the testing, acceptance, and documentation requirements for each respective county implementation. The County will be an active participant in the testing of the system to assure that they are comfortable with the system installation and functionality. CDOS staff may be involved to the extent they desire.

12. Training Strategy

Successful knowledge transfer and effective training are critical components to the success of the project. An emphasis on hands-on training, customized curriculum, and instruction design will improve the effectiveness and long-term viability of the project. Training content will be developed to address a broad range of learners and learning styles. A Training Plan will be developed with the guidance from the State and in collaboration with each County. This training plan will address training needs for the implementation as well as the on-going training needs of the end-users.

13. Project Closure

Following the conclusion of each election cycle or county implementation, the ES&S Project Manager will work with the State of Colorado to detail any lessons learned and begin next-cycle preparations. Any system or process adjustments required will be documented and implemented at this time.

14. On-Going Support

Following the implementation phases of the project, ES&S will provide the level of maintenance and support desired by the CDOS and Counties. Should increases or decreases in support be desired by the CDOS or Counties, ES&S will accommodate. ES&S maintains a talent and personnel program that allows for surge and seasonal staffing flexibility based upon project needs. The principal on-going support activities fall in to these categories:

14.1. Warranty Support

During the warranty period, ES&S will provide warranty services based on the agreement between ES&S and the State.

14.2. Voting Equipment Maintenance Support

Following the warranty period, ES&S will provide remedial and preventative maintenance services based on the agreement between ES&S and the State.

14.3. Election Setup Support

ES&S will work with the State to develop a plan that defines the support provided to each County to assist in Election Setup on the new UVS. Deliverables will include Election and Ballot setup support, equipment preparations, and L&A testing support.

14.4. Election Processes Support

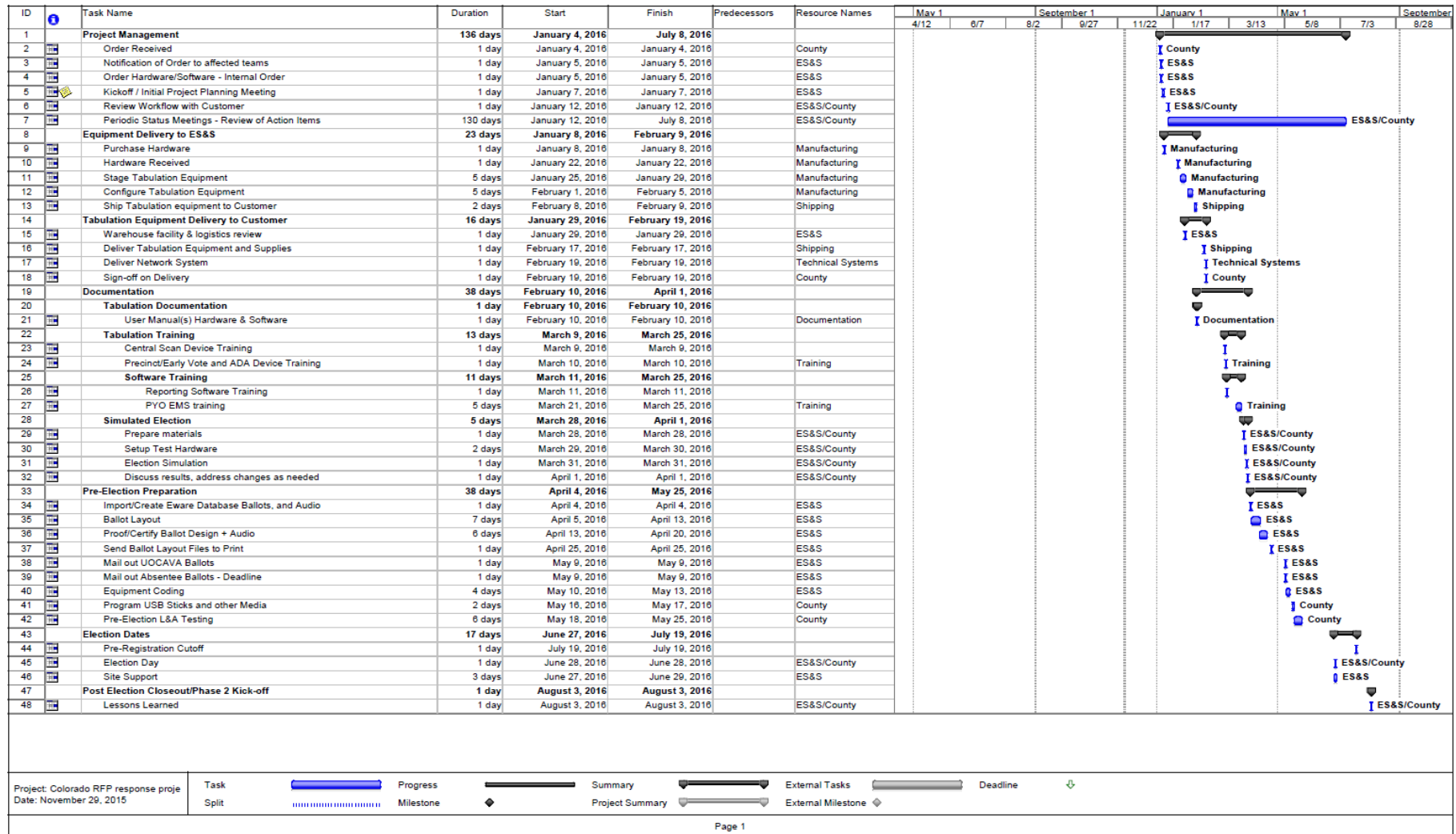
ES&S will work with the State to develop a plan that defines the support provided to each County to assist in Election processes execution on the new UVS. Deliverables will include Mail Ballot Delivery/Return Support, as well as early voting and Election Day support.

14.5. Post-Election Support

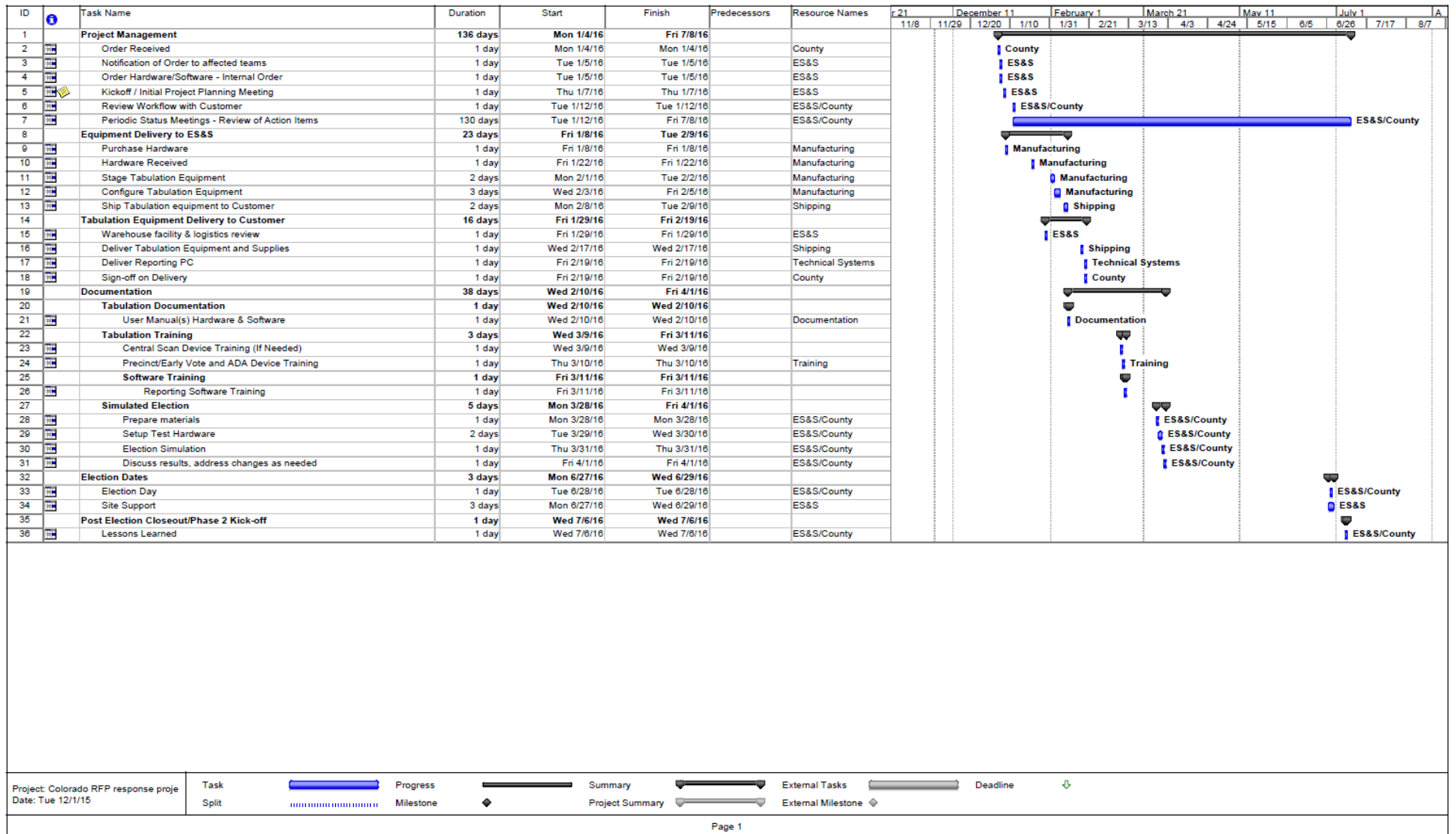
ES&S will work with the State to develop a plan that defines the support provided to each County to assist in post-election activities on the new UVS.

15. Sample Tier Counties Implementation Schedule and Staffing Plans

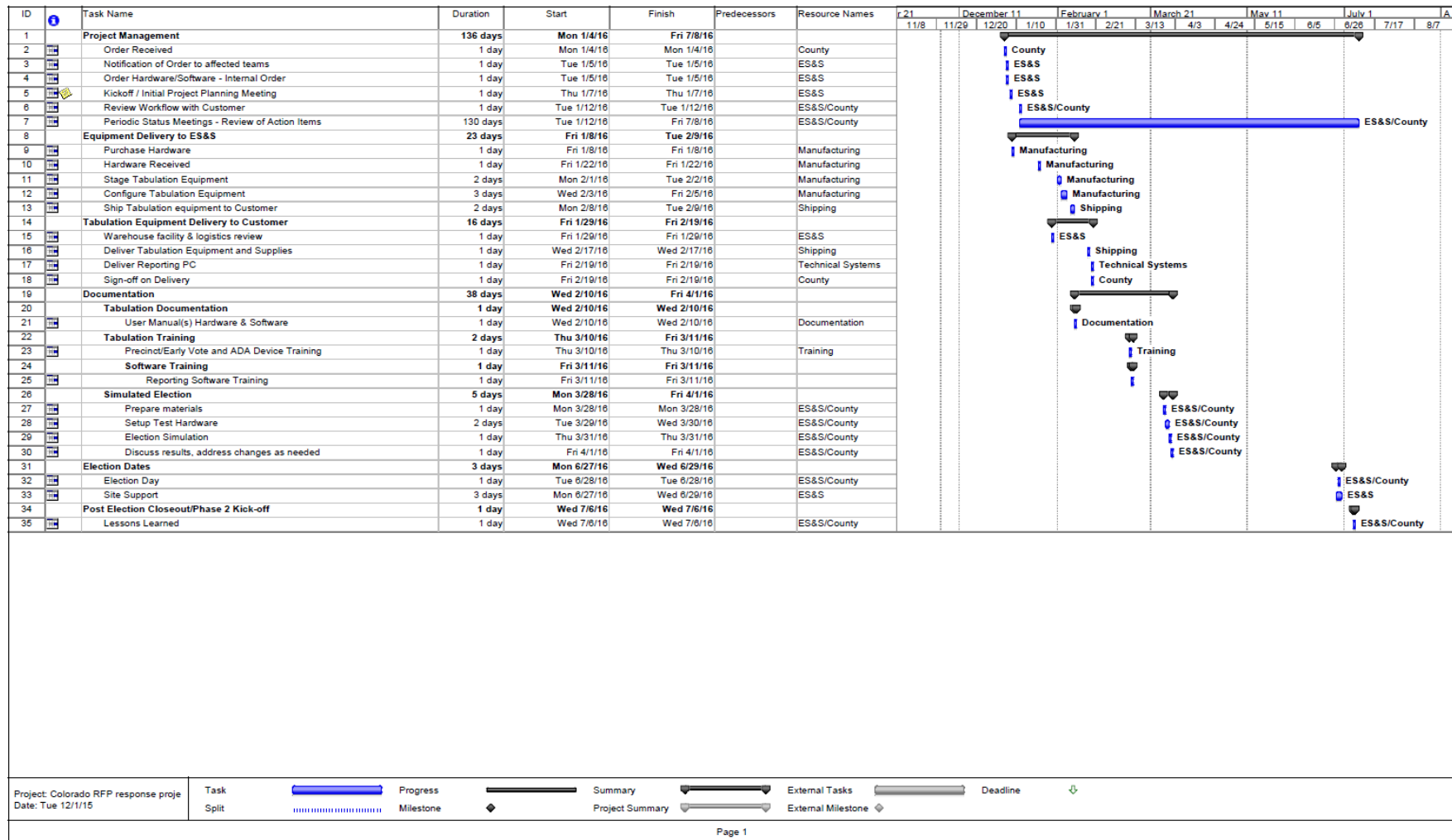
Sample Tier 1.1-1.2-1.3 County Implementation Plan – Also see attached PDF



Sample Tier 1.4 County Implementation Plan – Also see attached PDF



Sample Tier 2-3 County Implementation Plan – Also see attached PDF



PROPOSED STAFFING

2) *Proposed Staffing. Section 5.3.13 of the original RFP requested you to identify and provide information about proposed staffing to implement UVS. To the extent necessary, please update your original RFP response on this issue.*

5.3.13 Proposed Staffing

The Vendor selected in response to this RFP must provide experienced, qualified professionals to ensure the success of the UVS project. All key personnel anticipated to be assigned to the project must have been involved in at least one large jurisdiction implementation or have commensurate experience conducting elections. Vendors must provide resumes and references for the personnel being proposed.

Since this is a multi-year phased approach project, CDOS recommends you identify potential staff for 2014 implementation involvement.

Provide adequate documentation, references, and certifications to substantiate the expertise of your personnel. Resumes must describe each individual's educational background, experience, other pertinent professional data, and should be sufficiently detailed to demonstrate an individual's qualifications and experience.

CDOS or County retains the right of approval over all proposed personnel, including potential substitutions to those proposed in response to this RFP. You must commit to replace project personnel whose performance is unsatisfactory to CDOS or County, with other personnel whose experience and skills are acceptable to CDOS or County.

The terms of this section apply to any and all vendors, including subcontractors, assignees, and successors involved in this project.

ES&S RESPONSE

ES&S has proposed the following individuals to lead the State of Colorado project team. Resumes for key personnel added since our original submission follow this section.

PROPOSED PROJECT TEAM MEMBERS

| Role | Name | ES&S Relation |
|------------------------|--------------------|---------------|
| Project Director | Linda Bennett | Full-time |
| Project Manager | Luke Belant | Full-time |
| Technical Project Lead | Christopher Grabow | Full-time |
| Training Project Lead | Jacob Johnson | Full-time |

| | | |
|-------------------------------------|--------------------|------------------|
| Customer Support Coordinator | Andrew Eden | Full-time |
|-------------------------------------|--------------------|------------------|

PROJECT MANAGEMENT APPROACH

The ES&S Project Team will manage the project pursuant to the Project Management Institute's project management principles. The team will utilize industry and PMBOK best practices and will be supported by a strong team of subject matter experts, security experts, Certified Project Management Professionals (PMPs), certified technicians, technical liaisons and various other resources to provide quality support and sound project management. Where appropriate, the ES&S Project Team will also incorporate practices, procedures and tools in accordance with other project management methodologies specified by the State of Colorado. The ES&S PMO approach to elections project management emphasizes simplicity, consistency and clarity in project reporting, ensuring all project stakeholders are regularly updated and have easy access to critical project information.

PROPOSED PROJECT ROLES

ES&S PROJECT MANAGER

An ES&S Senior Project Manager, will lead the ES&S Project Team and will simplify communication channels by serving as the principal point of contact to the State of Colorado. The ES&S Project Manager will hold single-point accountability for coordination of the activities and personnel assigned to the project on behalf of ES&S and provide all status reporting required by the State. Luke Belant is the proposed ES&S Project Manager for the State of Colorado project.

ES&S EXECUTIVE PROJECT DIRECTOR

An ES&S Executive Project Director, certified by the Project Management Institute (PMI), will be assigned to the project and will serve as an escalation point and project sponsor to the State of Colorado and the ES&S Project Team. Linda Bennett is the proposed ES&S Project Manager for the State of Colorado project.

ES&S TECHNICAL PROJECT LEAD

An ES&S advanced Technical Lead will be assigned to the project to assure all technical requirements are met to the satisfaction of the State of Colorado. The Technical Lead will bring technical and election system implementation experience to the project. Christopher Grabow is the proposed ES&S Project Manager for the State of Colorado project.

Additional responsibilities include:

ES&S HELP DESK TECHNICAL SUPPORT TEAM

The ES&S Project Team includes a Help Desk staffed with experienced hardware and software support technicians and engineers specifically trained to support the State of Colorado's UOCAVA Ballot Delivery and Tracking System. The ES&S Help Desk utilizes a systematic 3-tiered escalation process to assure that all issues and questions, whether minor or major, are quickly addressed by the appropriate subject matter

experts. The Help Desk team has direct access to Tier 3 product engineers, system administrators, and software developers and is available 24x7 during election critical periods.

ES&S FIELD SUPPORT TEAM

ES&S will leverage its existing in-state support network to provide county-level support and assistance throughout the implementation and on-going phases of the project.

ES&S TIER 3 SUPPORT AND DEVELOPMENT

The Tier 3 Support team includes product engineers, system administrators, and software developers. As needed, the ES&S Project Team and the State of Colorado will have access to Tier 3 ES&S resources capable of addressing advanced requests, questions, or issues. These same resources will be responsible for the development and deployment of system changes, including any updates or enhancements.

STAFFING PLAN AND APPROACH

In addition to the defined project personnel members, ES&S will also employ a field support team to assist with various tasks and support needs of the initial 26, and ultimately 88 counties in Colorado. The field support team is experienced with the State of Colorado, its counties, and its elections and will be well-positioned to assure a successful implementation. The ES&S Project Team will also be supported by sufficient Project Managers, ES&S system specialists, trainers, instructional designers, subject matter experts and documentation writers necessary to complete a successful implementation. In addition to the assigned project team, ES&S will also make arrangements to supply local partner and contractor resources at the request of the State. At any time that the State requests additional staff or resources from ES&S, the Project Team will be able to tap its deep reserves of project professionals, tabulation system experts, and certified technicians in order to support project efforts.

ES&S agrees to replace project personnel who performance is unsatisfactory to CDOS or County, with other personnel whose experience and skills are acceptable to CDOS or County.

LUKE BELANT – PROJECT MANAGER



LUKE BELANT

Luke has an extensive background implementing, operating, and training ES&S systems. He has worked since 2010 in both public and private sector capacities specific to election administration.

PROFESSIONAL QUALIFICATIONS

- ✓ Experience with large hardware implementations and first uses
- ✓ Experienced project manager

RELEVANT EXPERIENCE

ELECTION SYSTEMS & SOFTWARE, DECEMBER 2013-PRESENT

Customer Service Manager

- Project lead for Washington County, MN, installation of DS200s and DS850 (2014)
- Supported electronic poll book installation in Chicago, IL (2014)
- Supported implementation and first use of DS200s and DS850 in Hennepin County, MN (2013)

HENNEPIN COUNTY, 2010-2013

Specialist I

- Hardware testing and troubleshooting
- Customer service and voter assistance

CITY OF MINNEAPOLIS, 2013

Contractor

- RCV tabulation support in 2013 mayoral race

EDUCATION

- University of Minnesota, B.A., Political Science

LINDA BENNETT – EXECUTIVE PROJECT DIRECTOR



LINDA BENNETT, PMP

Linda supervises and oversees a team of seven Customer Service Managers supporting 18 states.

PROFESSIONAL QUALIFICATIONS

- ✓ More than 20 years of experience in the election industry, all of which have been with ES&S.
- ✓ In-depth experience with large account management, employing all equipment types.
- ✓ Highly skilled in all phases of election processes, including programming, technical service, customer support and phase management.
- ✓ Certified Project Management Professional (PMP), actively pursuing continuing education relative to the field of Project Management.

RELEVANT EXPERIENCE

- ✓ Current responsibilities as Regional Customer Service Manager involve overseeing multi-state territory of new and ongoing tabulation system installations and supervising implementation teams.
- ✓ Maintain accountability for account and contract management, staffing, training, on-site service coordination, business development, sales support, resource planning and superior customer satisfaction levels on an ongoing basis.
- ✓ Coordinated contracts, delivery, and training of 10 Florida counties for Presidential Preference Primary (January 2012).
- ✓ Led many large implementations in various states including Florida, Indiana, Michigan, New Jersey and New York.
 - New York: Project Manager, Borough of Manhattan, DS200 tabulation system (2010).
 - Florida: Project Manager, installed iVotronic, M100, DS200 and Ballot On Demand systems in over 30 counties (2002-2010)
 - Indiana-Coordinated M100, iVotronic, and AutoMark Voting System installations in approximately 15 counties (2006).
 - New Jersey: Project Manager iVotronic and VT2000 Tabulation systems (1999-2000).
 - Michigan: City of Detroit Optical IIPE precinct count tabulation system (1998-1999).
 - Develop initiatives and direction designed to improve and maintain the quality of Project and Account Services, thereby ensuring customer satisfaction.

- Analyze and monitors customer needs and expectations.
- Study legislation affecting voting requirements and changes.

JAKE JOHNSON – TRAINING PROJECT LEAD



JAKE JOHNSON

Jake oversees and handles all customer service and project management needs for the states Alaska, Colorado, Idaho, Montana, and Wyoming, including implementations, on-site support and election consultation with a high degree of customer satisfaction. He actively assists sales with demos, equipment pilots, and industry conferences.

PROFESSIONAL QUALIFICATIONS

- ✓ 2 years of experience in the election industry, all of which have been with ES&S
- ✓ In-depth experience with accounts of all sizes including large account management, employing all equipment types.
- ✓ Equipment expertise in tabulation hardware including: DS200, DS850, M650, M100, AutoMark and ExpressVote.
- ✓ Software expertise in Election Reporting software including: Election Reporting Manager, and ES&S Election Management System – Electionware.
- ✓ Highly skilled in all phases of election processes, including project management, installation and support, technical service, and customer support.
- ✓ Ability to react and succeed in short turn-time installations

RELEVANT EXPERIENCE

ELECTION SYSTEMS & SOFTWARE

- ✓ Led the implementation of Teller County, Colorado and Jefferson County, Colorado for the Colorado Universal Voting System Pilots
- ✓ Analyze, monitor, and react to customer needs and expectations
- ✓ Assisted with election support in various states including Idaho, Illinois, New York, Oregon, and Wyoming

EDUCATION AND CERTIFICATION

- Doane College – Business Management
- Certified Equipment trainer in tabulation hardware including: DS200, DS850, and ExpressVote
- Certified Software trainer in Election Reporting Manager

3) Updated Schedule of Activities in Other Jurisdictions. Please provide us with the information regarding your activities in other jurisdictions. For each of the following categories, please list the individual jurisdictions, and provide the name, title, telephone number and email address of your organization's principal local contact.

(a) Jurisdictions in which provider has deployed the temporarily approved (or a substantially similar) voting system;

(b) Jurisdictions in which provider has contractually committed to deploy voting system(s) in 2016-2020;

(c) Jurisdictions in which provider has an outstanding offer but has not yet contracted to deploy voting system(s) in 2016-2020.

ES&S RESPONSE

Please see our responses on the following pages.

(A) JURISDICTIONS WITH DEPLOYED SIMILAR VOTING SYSTEMS

| Jurisdiction | State | Name | Title | Telephone Number | Email address |
|----------------------|-------|----------------------|--|------------------|------------------------------------|
| Allegany County | MD | Ms. Diane Loibel | Election Official | 301-777-5931 | dloibel@allconet.org |
| Anne Arundel County | MD | Mr. Rich Jersheid | Electronic Pollbook and Polling Place supply Manager | 410-222-6803 | richard.jerscheid@maryland.gov |
| Baltimore County | MD | Ms. Katie Brown | Director | 410-887-5700 | elections@baltimorecountymd.gov |
| Baltimore, City of | MD | Mr. Jerod Fauntleroy | Information Technology | 410-396-0294 | Jerod.Fauntleroy@baltimorecity.gov |
| Benton County | OR | Mr. James Morales | County Clerk | 541-766-6832 | james.v.morales@co.benton.or.us |
| Bloomington, City of | IL | Mr. Paul Shannon | Executive Director | 309-888-5136 | pauls@becvote.org |
| Boone County | AR | Ms. Crystal Gaddy | County Clerk | 870-74-18428 | crystalbooneclerk@windstream.net |
| Calvert County | MD | Ms. Gail Hatfield | Election Director | 410-535-2214 | elections@co.cal.md.us |
| Caroline County | MD | Ms. Allison Murphy | Election Director | 410-479-8145 | ahenderson_elections@yahoo.com |
| Carroll County | MD | Ms. Gail Carter | Election Director | 410-386-2080 | ccboe@ccg.carr.org |
| Cecil County | MD | Ms. Jessica Fleming | | 410-996-5310 | jffleming@ccgov.org |

| | | | | | |
|---------------------|----|-------------------------|-----------------------------------|--------------|-----------------------------------|
| Charles County | MD | Ms. Tracy Dickerson | Election Director | 301-934-8972 | DickersT@charlescounty.org |
| Chesterfield County | VA | Mr. Lawrence Haake, III | Registrar | 804-748-1471 | haakel@co.chesterfield.va.us |
| Clatsop County | OR | Ms. Sheryl Holcom | | 503-325-8511 | sholcom@co.clatsop.or.us |
| Clinton County | IA | Ms. Natalie Ehm | Deputy Auditor for Elections | 563-244-0568 | nehm@clintoncounty-ia.gov |
| Cochise County | AZ | Ms. Katie Howard | Director | 520-432-8975 | KHoward@cochise.az.gov |
| Columbia County | AR | Ms. Sherry Bell | County Clerk | 8702353774 | countyclerk@countyofcolumbia.net |
| Cuyahoga County | OH | Ms. Shantiel Soeder | Training/Compliance Administrator | 216-443-6423 | ssoeder@cuyahogacounty.us |
| Dorchester County | MD | Ms. Gwendolyn Dales | Election Director | 410-228-2560 | gwendolyn.dales@maryland.gov |
| Fairfax County | VA | Mr. Cameron Sasnett | General Registrar | 703-222-0776 | Cameron.Sasnett@fairfaxcounty.gov |
| Frederick County | MD | Mr. Stuart Harvey | Election Director | 301-600-8683 | sharvey@frederickcountymd.gov |
| Fremont County | ID | Ms. Lori Lewis | Chief Deputy Clerk | 208-624-7332 | llewis@co.fremont.id.us |
| Garland County | AR | Ms. Ginna Watson | Election Commission Chairman | 501-622-3622 | gwatson@garlandcounty.org |
| Garrett County | MD | Mr. Fred Sanders | | 301-334-1962 | sfratz@garrettcounty.org |
| Gem County | ID | Ms. Shelly Tilton | Clerk-Auditor-Recorder | 208-365-4561 | stilton@co.gem.id.us |
| Greenlee County | AZ | Ms. Yvonne Pearson | Clerk of the Board / | 928-865-2072 | ypearson@co.greenlee.az.us |

| Elections Director | | | | | |
|-------------------------|----|-----------------------|---------------------------------------|--------------|----------------------------------|
| Hampton, City of | VA | Ms. Tara Morgan | Registrar | 757-727-6218 | tmorgan@hampton.gov |
| Harford County | MD | Mr. Dale Livingston | Deputy director Board of Elections | 410-809-6002 | delivingston@harfordcountymd.gov |
| Harrison County | VA | Ms. Susan Thomas | County Clerk | 304-624-8675 | sthomas@harrisoncountynywv.com |
| Hinds County | MS | Ms. Connie Cochran | Coordinator | 601-214-0531 | ccochran@co.hinds.ms.us |
| Howard County | MD | Mr. Guy Mickley | Director | 410-313-5820 | gmickley@howardcountymd.gov |
| Jackson County | MN | Mr. Kevin Nordquist | Election Official | 507-847-2763 | kevin.nordquist@co.jackson.mn.us |
| Jackson County | OR | Ms. Christine Walker | | 541-774-6125 | walkercd@jacksoncounty.org |
| Jasper County | IA | Ms. Tina Mulgrew | Deputy | 641-792-7016 | tmulgrew@co.jasper.ia.us |
| Jones County | IA | Ms. Janine Sulzner | Auditor | 319-462-2282 | auditor@co.jones.ia.us |
| Kenosha County | WI | Ms. Mary Schuck-Krebs | | 262-653-2477 | mkrebs@co.kenosha.wi.us |
| Kent County | MD | Ms. Cheemondia Blake | Director | 410-778-0038 | cblake@kentgov.org |
| Lake County | IL | Ms. Carla Wyckoff | Clerk | 847-377-2430 | elections@co.lake.il.us |
| Langley, Township of | BC | Mr. Bob Wilson | | 604-533-6015 | bwilson@tol.ca |
| Lee County | IA | Ms. Denise Fraise | Auditor | 319-372-3705 | dfraise@leecounty.org |
| Linn County | IA | Mr. Tim Box | | 319-892-5319 | tim.box@linncounty.org |
| Madison County | ID | Ms. Kim Muir | Clerk | 208-359-6200 | kmuir@co.madison.id.us |

| | | | | | |
|---------------------------------------|----|------------------------|-------------|---------------|---|
| Milwaukee County | WI | Ms. Suzette Emmer | Clerk | 414-278-4061 | Suzette.Emmer@milwaukeecountywi.gov |
| Milwaukee, City of (Milwaukee) | WI | Mr. Neil Albrecht | | 414-286-3491 | Nalbrec@milwaukee.gov |
| Monongalia County | WV | Ms. Carye Blaney | Clerk | 304-291-7255 | cblaney@monongaliacountyclerk.com |
| Montgomery County | MD | Ms. Margaret Jurgensen | Director | 240-777-8500 | margaret.jurgensen@montgomerycountymd.gov |
| Navajo County | AZ | Ms. Rayleen Richards | | 928-524-4062 | rayleenrichards@navajocountyaz.gov |
| North Bay, Corporation of the City of | ON | Ms. Cathy Conrad | | 705-474-0626 | |
| Oneida County | ID | Mr. Lon Colton | Clerk | 208-766-4116 | lcolton@co.oneida.id.us |
| Payette County | ID | Ms. Betty Dressen | | (208)642-6000 | bdressen@payettecounty.org |
| Pima County | AZ | Mr. Brad Nelson | Director | 520-724-6830 | brad.nelson@pima.gov |
| Pinal County | AZ | Ms. Virginia Ross | | 520-868-6236 | Virginia.ross@pinalcountyaz.gov |
| Pottawattamie County | IA | Ms. Kristi Everett | | 712-328-5700 | kristi.everett@pottcounty-ia.gov |
| Prince Georges County | MD | Mr. Kevin Bryant | | 301-952-3529 | election@co.pg.md.us |
| Queen Annes County | MD | Mr. Kyle Robinson | Coordinator | 410-758-0832 | qac_elections@verizon.net |
| Rock County | WI | Ms. Lisa Tollefson | Clerk | 608-757-5667 | tollefson@co.rock.wi.us |

| | | | | | |
|----------------------------|----|---------------------|-------------------|--------------|-----------------------------------|
| Sauk County | WI | Ms. Becky Evert | Clerk | 608-355-3523 | bevert@co.sauk.wi.us |
| Sebastian County | AR | Ms. Meghan Hassler | | 479-784-1564 | mhassler@co.sebastian.ar.us |
| Somerset County | MD | Ms. Joanne Emely | Director | 410-651-0767 | elections@somersetmd.us |
| St Marys County | MD | Ms. Wendy Adkins | | 301-475-7844 | wendy.adkins@co.saint-marys.md.us |
| State of Maryland | MD | Mr. Paul Aumayr | Director | 410-269-2860 | paul.aumayr@maryland.gov |
| Talbot County | MD | Ms. Sabrina Fishell | | 410-770-8099 | sfishell@talbotcountymd.gov |
| Tucson, City of | AZ | Mr. Roger Randolph | Clerk | 520-791-4213 | cityclerk@tucsonaz.gov |
| Virginia Beach, City of | VA | Ms. Christine Lewis | | 757-385-8658 | clewis@vbgov.com |
| Washington County | MD | Ms. Kaye Robucci | Director | 240-313-2050 | KRobucci@washco-md.net |
| Wicomico County | MD | Ms. Jeri Cook | Election Official | 410-548-4830 | jcook@wicomocounty.org |
| Worcester County | MD | Mr. Patti Jackson | | 410-632-1320 | dgodfrey4@verizion.net |

(B) JURISDICTIONS CONTRACTUALLY COMMITTED TO DEPLOY

| Scheduled Tabulation/ADA System Sales Deliveries for the Years 2016-2020: | | | | | |
|---|-------|---------------------|-------------------|------------------|----------------------------------|
| Jurisdiction | State | Name | Title | Telephone Number | Email address |
| Medford, City of (Taylor) | WI | Ms. Virginia Brost | Clerk | 715-748-1181 | vbrost@medfordwi.us |
| Ohio County | WV | Ms. Toni Chieffalo | Commissioner | 304-234-3628 | tchieffalo@ohiocountywv.gov |
| Freeborn County | MN | Ms. Pat Martinson | Auditor | 507-377-5117 | pat.martinson@co.freeborn.mn.us |
| Jackson County | MN | Mr. Kevin Nordquist | Election Official | 507-847-2763 | kevin.nordquist@co.jackson.mn.us |
| Spokane County | WA | Mr. Mike McLaughlin | | 509-477-6390 | mmclaughlin@spokanecounty.org |
| Person County | NC | Ms. Glenna Harris | | 336-597-7447 | sharris@personcounty.net |
| Wilson County | NC | Ms. Rena' Morris | | 252-399-2836 | rmorris@wilson-co.com |
| Wilson County, North Carolina | NC | Ms. Rena' Morris | | 252-399-2836 | rmorris@wilson-co.com |
| Person County, North Carolina | NC | Ms. Glenna Harris | | 336-597-7447 | sharris@personcounty.net |
| St. Croix County | WI | Ms. Cindy Campbell | City Clerk | 715-386-4610 | |

| The following sales will deliver in 2015 for use in 2016: | | | | | |
|---|----|--------------------------|------------|--------------|---------------------------------|
| Sarasota County Operations Center | FL | Ms. Kathy Dent | Supervisor | 941-861-8600 | KDent@sarasotavotes.com |
| Union County | FL | Ms. Debbie Osborne | Supervisor | 386-496-2236 | debbie.osborne@unionflvotes.com |
| Hillsborough County | FL | Mr. Jay Bollenbacher | | 813-367-8839 | jbollenbacher@hcsoe.org |
| Knox County | OH | Ms. Kim Horn | | 740-393-6716 | kimhorn@co.knox.oh.us |
| Hall County | NE | Ms. Dale Baker | | 308-385-5085 | daleb@hallcountyne.gov |
| Holmes County | FL | Ms. Debbie Wilcox-Morris | Supervisor | 850-547-1107 | debbie@holmeselections.com |
| Grant, Town of (Portage) | WI | Ms. Vicky Zimmerman | | 715-325-6319 | grantclerk@wctc.net |
| Shoshone County | ID | Ms. Janice E. Shiner | Deputy | 208-752-1264 | jshiner@co.shoshone.id.us |
| Gadsden County | FL | Mrs. Shirley Knight | Supervisor | 850-627-9910 | info@gadsdenSOE.com |
| Hendry County | FL | Ms. Brenda Hoots | Supervisor | 863-675-5230 | supervisor@hendryelections.org |
| Rockford Election Commission, City of, | IL | Mr. Ken Harper | Director | 815-987-5750 | ken.harper@rockfordboe.org |

(C) JURISDICTIONS WITH OUTSTANDING OFFER – NOT YET CONTRACTED TO DEPLOY

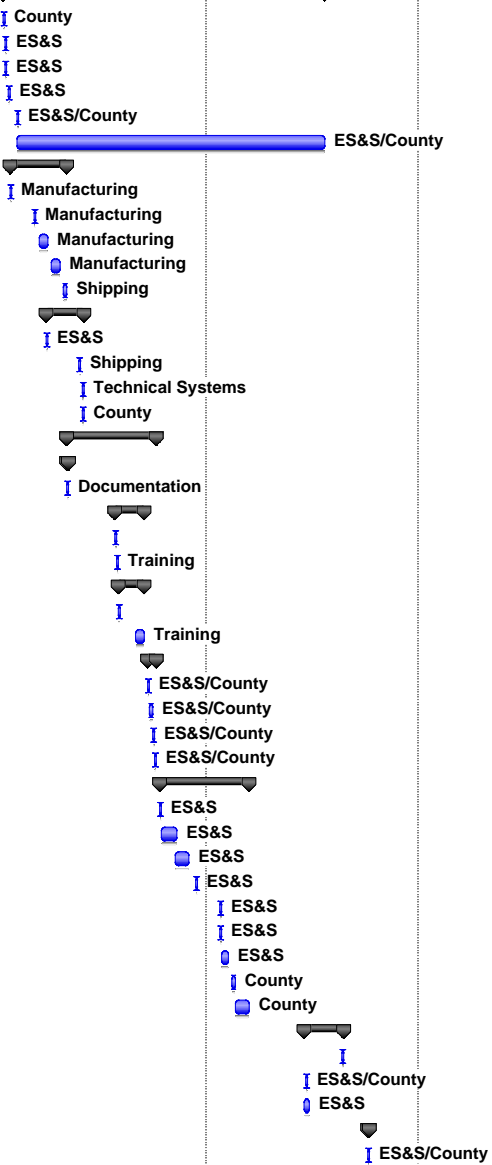
| ES&S Sales Orders | | | | | | |
|----------------------------------|-------|---------------------|-------------------------|------------|------------------|------------------------------|
| County/City | State | Type of Sales Order | Name | Title | Telephone Number | Email address |
| ES&S Sales Agreements | | | | | | |
| Graham County | AZ | Agreement | Ms. Judy Dickerson | Director | 928-792-5037 | jdickerson@graham.az.gov |
| Santa Cruz County | AZ | Agreement | | | 520-375-7808 | mmeek@santacruzcountyaz.gov |
| Merced County | CA | Agreement | Ms. Barbara (Barb) Leve | | 209-385-7346 | blevey@co.merced.ca.us |
| Hamilton County | FL | Agreement | Mrs. Laura Y. Dees | Supervisor | 386-792-1426 | elect@windstream.net |
| Highlands County | FL | Agreement | Ms. Penny Ogg | Supervisor | 863-402-6655 | soe@hcbcc.org |
| St. Johns County | FL | Agreement | Mr. Wayne Fusco | | 904-342-5866 | wfusco@sjcvotes.us |
| Suwannee County | FL | Agreement | Ms. Glenda B. Williams | Supervisor | 386-362-2616 | gwilliams@suwanneevotes.com |
| Black Hawk County | IA | Agreement | Ms. Kyle Jensson | | 319-833-3007 | kjensson@co.black-hawk.ia.us |
| Power County | ID | Agreement | Ms. Sharee L. Sprague | | 208-226-7611 | ssprague@co.power.id.us |

| | | | | | | |
|----------------------|----|-----------|----------------------|--------------|----------------|-----------------------------------|
| DeKalb County | IL | Agreement | Mr. Douglas Johnson | | 815-895-7149 | djohnson@dekalbcounty.org |
| Johnson County | KS | Agreement | Mr. Brian D. Newby | Commissioner | 913-782-3441 | brian.newby@jocogov.org |
| Millis, Town of | MA | Agreement | Ms. Lisa J. Hardin | Clerk | 508-376-7046 | lhardin@millis.net |
| Town of Leicester | MA | Agreement | Ms. Deborah K. Davis | | (508) 892-7011 | david@d@leicesterma.org |
| Town of Northborough | MA | Agreement | Mr. Andrew T. Dowd | Clerk | 508-393-5001 | townclerk@town.northborough.ma.us |
| Town of Paxton | MA | Agreement | Ms. Sue Stone | Clerk | 508-799-7347 | sstone@townofpaxton.net |
| Town of Princeton | MA | Agreement | Ms. Lynne Grettem | | (978) 464-2103 | townclerk@town.princeton.ma.us |
| Yalobusha County | MS | Agreement | Mr. Daryl Burney | | 662-473-1341 | daryl.burney@yalobushacounty.net |
| Sanders County | MT | Agreement | Ms. Nichol Scribner | | 406-827-6922 | nscribner@co.sanders.mt.us |
| Alexander County | NC | Agreement | Ms. Judy Lail | Director | 828-632-2990 | jlail@alexandercountync.gov |
| Cabarrus County | NC | Agreement | Ms. Carol Soles | Director | 704-920-2860 | cabarrus.boe@ncsbe.gov |
| Catawba County | NC | Agreement | Ms. Amanda Duncan | Director | 828-464-2424 | Aduncan@catawbacountync.gov |
| Durham County | NC | Agreement | Mr. Michael Perry | Director | 919-560-0691 | mperry@dconc.gov |
| Madison County | NC | Agreement | Ms. Kathy Ray | Director | 828-649-3731 | madison.boe@ncmail.net |
| Orange County | NC | Agreement | Ms. Tracy Reams | | 919-245-2350 | treams@co.orange.nc.us |
| Pitt County | NC | Agreement | Mr. David Davis | Director | 252-902-3300 | PITT.boe@ncmail.net |

| | | | | | | |
|------------------------------|----|-----------|-------------------------|-------------------|----------------|--------------------------------|
| Yancey County | NC | Agreement | Ms. Mary Beth Tipton | | 828-682-3950 | yancey.boe@ncmail.com |
| Delaware County | OH | Agreement | Ms. Karla Herron | Director | 740-833-2081 | kherron@co.delaware.oh.us |
| Hardin County | TN | Agreement | Ms. Jeanette M. Cronise | | 731-925-3375 | hcec@charter.net |
| Allegheny County | VA | Agreement | | | | |
| Covington, City of | VA | Agreement | Ms. Betty J. Leitch | | 540-965-6380 | govote580@ntelos.net |
| Marathon County | WI | Agreement | Ms. Nan Kottke | | 715-261-1501 | nan.kottke@co.marathon.wi.us |
| Kanawha County | WV | Agreement | Ms. Vera McCormick | Clerk | 304-357-0148 | veramccormick@kanawha.us |
| Marion County | WV | Agreement | Ms. Janice Cosco | Clerk | 304-367-5440 | janicecosco@marioncountywv.com |
| ES&S Sales Quotes | | | | | | |
| Jefferson County | AL | Quote | Mr. Sid Browning | Election Official | | brownings@jccal.org |
| Bay County | FL | Quote | Mr. Mark Andersen | Supervisor | 850-248-8601 | baysuper@bayvotes.org |
| Manatee County | FL | Quote | Mr. Michael Bennett | Supervisor | (941) 741-3823 | Mike@votemanatee.com |
| Volusia County | FL | Quote | Ms. Ann McFall | | 3867365930 | amcfall@volusia.org |
| Jones County | IA | Quote | Mrs. Janine Sulzner | Auditor | 319-462-2282 | auditor@co.jones.ia.us |
| Linn County | IA | Quote | Mr. Tim Box | | 319-892-5319 | tim.box@linncounty.org |
| Lake County | IL | Quote | Ms. Carla N. Wyckoff | Clerk | 847-377-2430 | elections@co.lake.il.us |

| | | | | | | |
|------------------|----|-------|-------------------------|-------|--------------|----------------------------------|
| Jefferson County | KS | Quote | Ms. Linda M. Buttron | Clerk | 785-863-2272 | lbuttron@jfcountryks.com |
| Braintree | MA | Quote | Mr. Jim Casey | | 781-794-8202 | jmcassey@braintreema.gov |
| Scituate | MA | Quote | Ms. Kathleen Curran | Clerk | 781-545-8744 | kcurran@scituate.ma.us |
| Worcester | MA | Quote | Mr. Niko Vangjeli | | 508-799-1134 | vangjelin@worcesterma.gov |
| Lincoln County | MS | Quote | Mr. Dustin Bairfield | Clerk | 601-835-3435 | dbairfield@co.lincoln.ms.us |
| Madison County | MS | Quote | Mr. Lee Westbrook | Clerk | 601-352-2049 | lee@madison-co.com |
| Clermont County | OH | Quote | Ms. Judith Miller | | 513-732-7275 | jmiller@clermontcountyohio.gov |
| Darke County | OH | Quote | Mrs. Becky Martin | | 937-548-1835 | darke@ohiosecretaryofstate.gov |
| Lawrence County | OH | Quote | Ms. Catherine Overbeck | | 740-533-4320 | catherineoverbeck@lawrenceoh.com |
| Hardin County | TN | Quote | Ms. Jeanette M. Cronise | | 731-925-3375 | hcec@charter.net |
| Sauk County | WI | Quote | Ms. Becky Evert | | 608-355-3523 | bevert@co.sauk.wi.us |

| ID | | Task Name | Duration | Start | Finish | Predecessors | Resource Names | May 1 | | | September 1 | | January 1 | | May 1 | | September |
|----|--|---|----------|-------------------|-------------------|--------------|-------------------|-------|-----|-----|-------------|-------|-----------|------|-------|-----|-----------|
| | | | | | | | | 4/12 | 6/7 | 8/2 | 9/27 | 11/22 | 1/17 | 3/13 | 5/8 | 7/3 | 8/28 |
| 1 | | Project Management | 136 days | January 4, 2016 | July 8, 2016 | | | | | | | | | | | | |
| 2 | | Order Received | 1 day | January 4, 2016 | January 4, 2016 | | County | | | | | | | | | | |
| 3 | | Notification of Order to affected teams | 1 day | January 5, 2016 | January 5, 2016 | | ES&S | | | | | | | | | | |
| 4 | | Order Hardware/Software - Internal Order | 1 day | January 5, 2016 | January 5, 2016 | | ES&S | | | | | | | | | | |
| 5 | | Kickoff / Initial Project Planning Meeting | 1 day | January 7, 2016 | January 7, 2016 | | ES&S | | | | | | | | | | |
| 6 | | Review Workflow with Customer | 1 day | January 12, 2016 | January 12, 2016 | | ES&S/County | | | | | | | | | | |
| 7 | | Periodic Status Meetings - Review of Action Items | 130 days | January 12, 2016 | July 8, 2016 | | ES&S/County | | | | | | | | | | |
| 8 | | Equipment Delivery to ES&S | 23 days | January 8, 2016 | February 9, 2016 | | | | | | | | | | | | |
| 9 | | Purchase Hardware | 1 day | January 8, 2016 | January 8, 2016 | | Manufacturing | | | | | | | | | | |
| 10 | | Hardware Received | 1 day | January 22, 2016 | January 22, 2016 | | Manufacturing | | | | | | | | | | |
| 11 | | Stage Tabulation Equipment | 5 days | January 25, 2016 | January 29, 2016 | | Manufacturing | | | | | | | | | | |
| 12 | | Configure Tabulation Equipment | 5 days | February 1, 2016 | February 5, 2016 | | Manufacturing | | | | | | | | | | |
| 13 | | Ship Tabulation equipment to Customer | 2 days | February 8, 2016 | February 9, 2016 | | Shipping | | | | | | | | | | |
| 14 | | Tabulation Equipment Delivery to Customer | 16 days | January 29, 2016 | February 19, 2016 | | | | | | | | | | | | |
| 15 | | Warehouse facility & logistics review | 1 day | January 29, 2016 | January 29, 2016 | | ES&S | | | | | | | | | | |
| 16 | | Deliver Tabulation Equipment and Supplies | 1 day | February 17, 2016 | February 17, 2016 | | Shipping | | | | | | | | | | |
| 17 | | Deliver Network System | 1 day | February 19, 2016 | February 19, 2016 | | Technical Systems | | | | | | | | | | |
| 18 | | Sign-off on Delivery | 1 day | February 19, 2016 | February 19, 2016 | | County | | | | | | | | | | |
| 19 | | Documentation | 38 days | February 10, 2016 | April 1, 2016 | | | | | | | | | | | | |
| 20 | | Tabulation Documentation | 1 day | February 10, 2016 | February 10, 2016 | | | | | | | | | | | | |
| 21 | | User Manual(s) Hardware & Software | 1 day | February 10, 2016 | February 10, 2016 | | Documentation | | | | | | | | | | |
| 22 | | Tabulation Training | 13 days | March 9, 2016 | March 25, 2016 | | | | | | | | | | | | |
| 23 | | Central Scan Device Training | 1 day | March 9, 2016 | March 9, 2016 | | | | | | | | | | | | |
| 24 | | Precinct/Early Vote and ADA Device Training | 1 day | March 10, 2016 | March 10, 2016 | | Training | | | | | | | | | | |
| 25 | | Software Training | 11 days | March 11, 2016 | March 25, 2016 | | | | | | | | | | | | |
| 26 | | Reporting Software Training | 1 day | March 11, 2016 | March 11, 2016 | | | | | | | | | | | | |
| 27 | | PYO EMS training | 5 days | March 21, 2016 | March 25, 2016 | | Training | | | | | | | | | | |
| 28 | | Simulated Election | 5 days | March 28, 2016 | April 1, 2016 | | | | | | | | | | | | |
| 29 | | Prepare materials | 1 day | March 28, 2016 | March 28, 2016 | | ES&S/County | | | | | | | | | | |
| 30 | | Setup Test Hardware | 2 days | March 29, 2016 | March 30, 2016 | | ES&S/County | | | | | | | | | | |
| 31 | | Election Simulation | 1 day | March 31, 2016 | March 31, 2016 | | ES&S/County | | | | | | | | | | |
| 32 | | Discuss results, address changes as needed | 1 day | April 1, 2016 | April 1, 2016 | | ES&S/County | | | | | | | | | | |
| 33 | | Pre-Election Preparation | 38 days | April 4, 2016 | May 25, 2016 | | | | | | | | | | | | |
| 34 | | Import/Create Eware Database Ballots, and Audio | 1 day | April 4, 2016 | April 4, 2016 | | ES&S | | | | | | | | | | |
| 35 | | Ballot Layout | 7 days | April 5, 2016 | April 13, 2016 | | ES&S | | | | | | | | | | |
| 36 | | Proof/Certify Ballot Design + Audio | 6 days | April 13, 2016 | April 20, 2016 | | ES&S | | | | | | | | | | |
| 37 | | Send Ballot Layout Files to Print | 1 day | April 25, 2016 | April 25, 2016 | | ES&S | | | | | | | | | | |
| 38 | | Mail out UOCAVA Ballots | 1 day | May 9, 2016 | May 9, 2016 | | ES&S | | | | | | | | | | |
| 39 | | Mail out Absentee Ballots - Deadline | 1 day | May 9, 2016 | May 9, 2016 | | ES&S | | | | | | | | | | |
| 40 | | Equipment Coding | 4 days | May 10, 2016 | May 13, 2016 | | ES&S | | | | | | | | | | |
| 41 | | Program USB Sticks and other Media | 2 days | May 16, 2016 | May 17, 2016 | | County | | | | | | | | | | |
| 42 | | Pre-Election L&A Testing | 6 days | May 18, 2016 | May 25, 2016 | | County | | | | | | | | | | |
| 43 | | Election Dates | 17 days | June 27, 2016 | July 19, 2016 | | | | | | | | | | | | |
| 44 | | Pre-Registration Cutoff | 1 day | July 19, 2016 | July 19, 2016 | | | | | | | | | | | | |
| 45 | | Election Day | 1 day | June 28, 2016 | June 28, 2016 | | ES&S/County | | | | | | | | | | |
| 46 | | Site Support | 3 days | June 27, 2016 | June 29, 2016 | | ES&S | | | | | | | | | | |
| 47 | | Post Election Closeout/Phase 2 Kick-off | 1 day | August 3, 2016 | August 3, 2016 | | | | | | | | | | | | |
| 48 | | Lessons Learned | 1 day | August 3, 2016 | August 3, 2016 | | ES&S/County | | | | | | | | | | |



Project: Colorado RFP response proje
Date: November 29, 2015

Task

Split

Progress

Milestone

Summary

Project Summary

External Tasks

External Milestone

Deadline

