

# 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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- 13.** Project Closure
- 14.** On-Going Support
- 15.** Sample Tiered Counties Implementation Schedule and Staffing Plan



## **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**

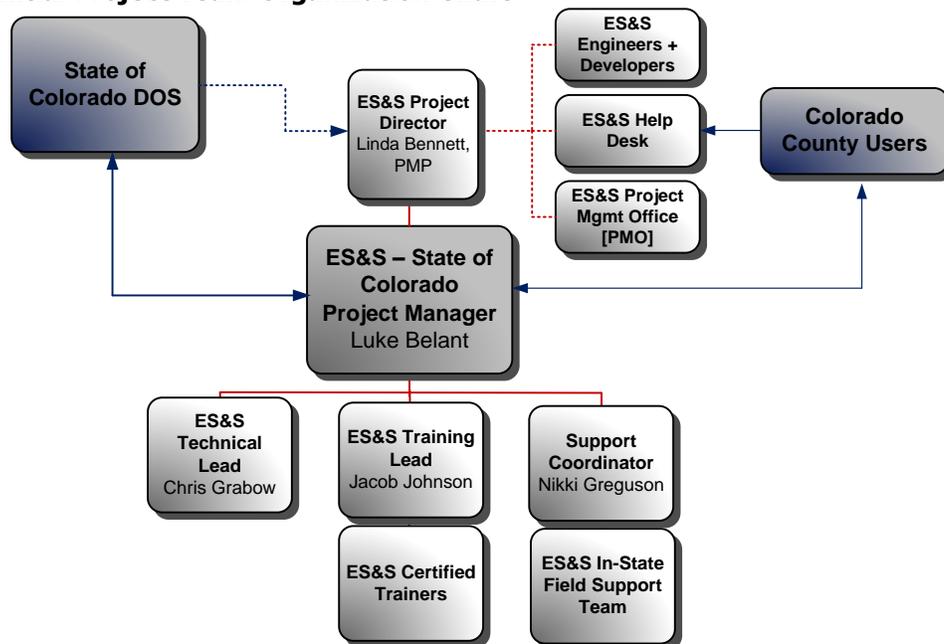
- 2.3.1. UVS Requirements Document
- 2.3.2. Organization Change Management Results
  - 2.3.2.1. Warehouse Process Document
  - 2.3.2.2. Election Setup Processes Document
  - 2.3.2.3. Early Voting Processes Document
  - 2.3.2.4. Election Day Voting Processes Document
  - 2.3.2.5. County Administrative 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

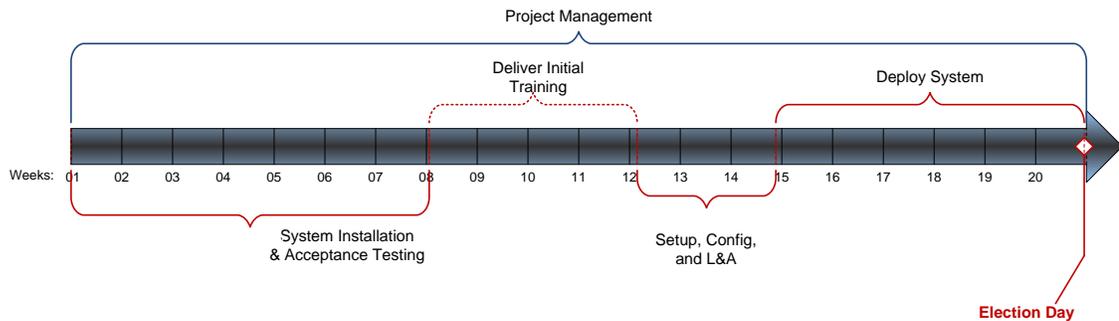
		plan details.	Team
Deliver project and system documentation	1 day	Initial project plans and documentation will be provided early in the project.	ES&S Project Team
Finalize training plan	1 day per county	The ES&S Training Project Lead will work with initial counties to develop a comprehensive training 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
<b>Hardware/Software/Support Procurement</b>	<b>Duration / Frequency</b>	<b>Description</b>	<b>Owner(s)</b>
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
<b>Implementation + Training</b>	<b>Duration / Frequency</b>	<b>Description</b>	<b>Owner(s)</b>
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
<b>Election Setup and On-going Vendor Support</b>	<b>Duration / Frequency</b>	<b>Description</b>	<b>Owner(s)</b>
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

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 3<sup>rd</sup> 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**

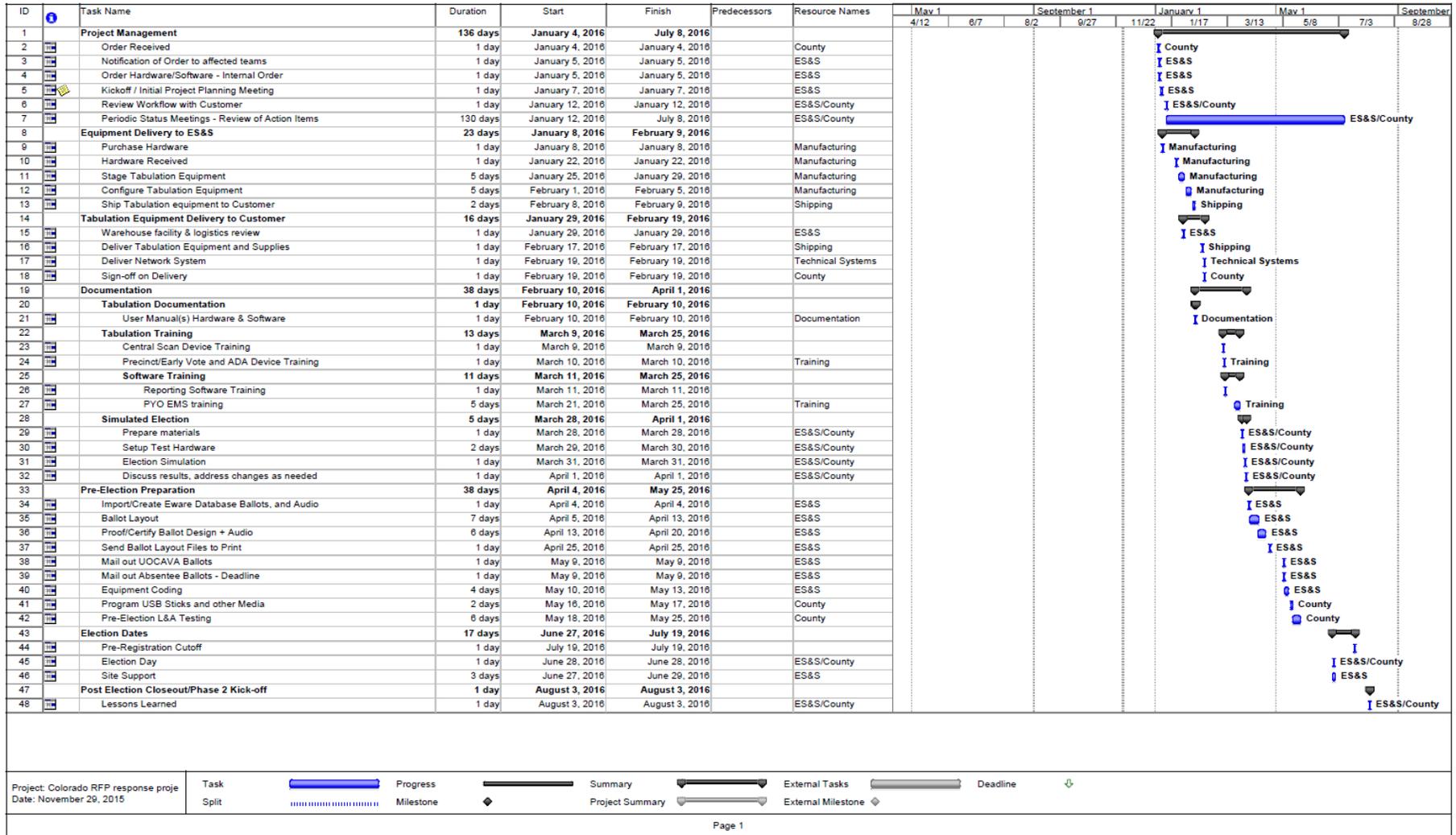
ES&S will work with the State to develop a plan that defines the support provided to each County to assist in Election processes execution on the new UVS. Deliverables will include Mail Ballot Delivery/Return Support, as well as early voting and Election Day support.

**14.5. Post-Election Support**

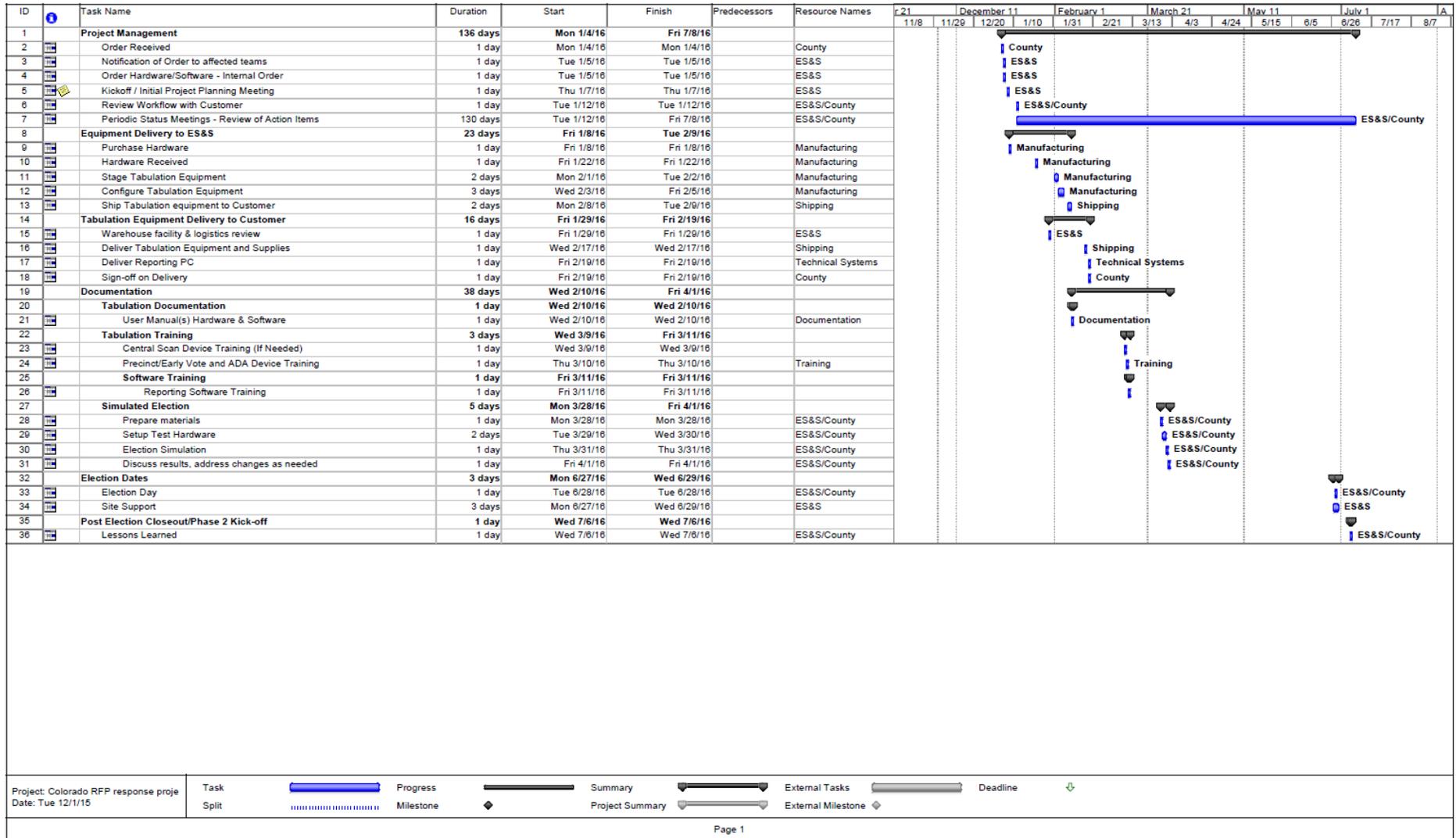
ES&S will work with the State to develop a plan that defines the support provided to each County to assist in post-election activities on the new UVS.

**15. Sample Tier Counties Implementation Schedule and Staffing Plans**

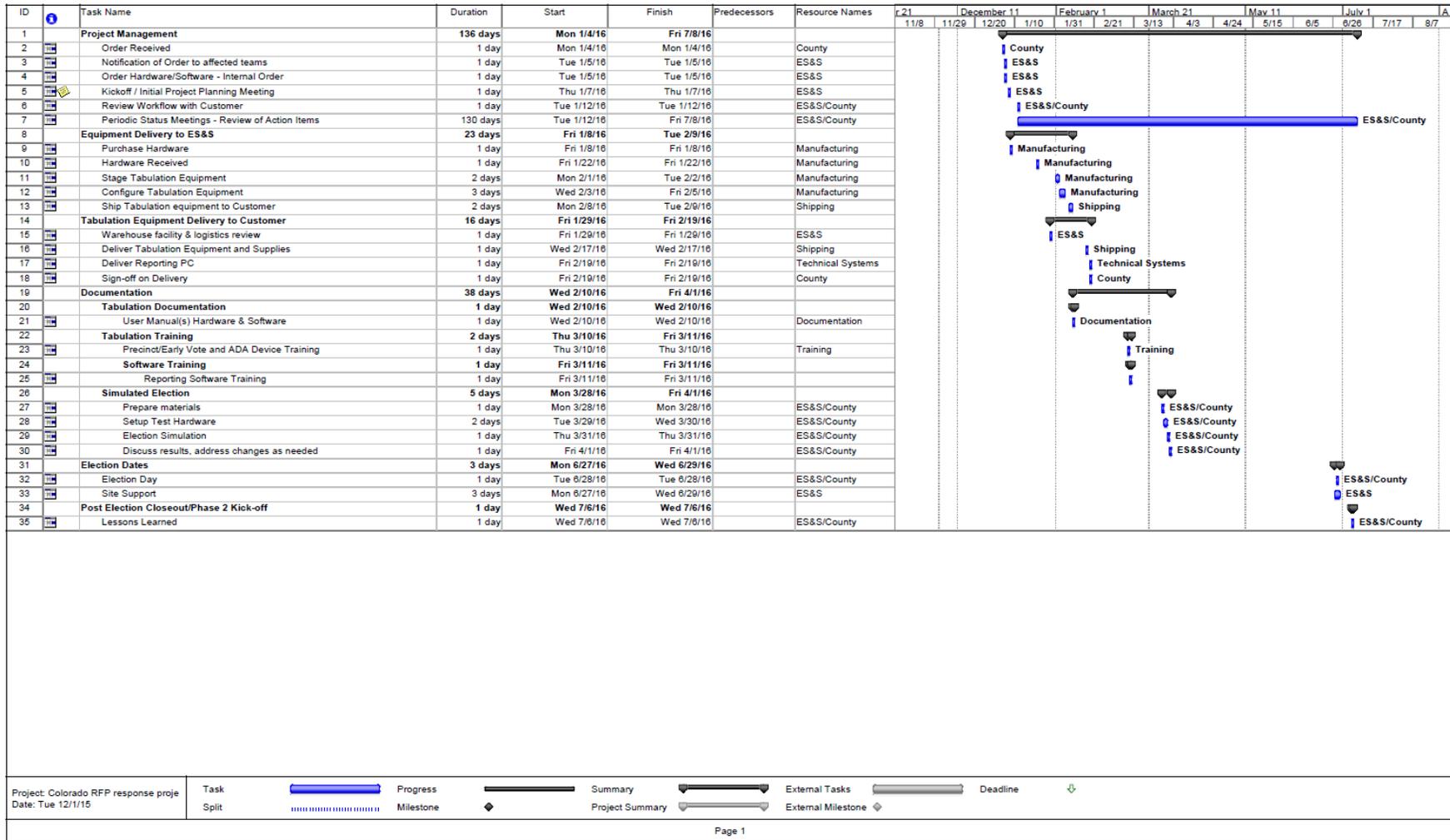
Sample Tier 1.1-1.2-1.3 County Implementation Plan – Also see attached PDF



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

<b>Customer Support Coordinator</b>	<b>Andrew Eden</b>	<b>Full-time</b>
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## **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 whose 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

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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

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

### RELEVANT EXPERIENCE

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#### 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

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- 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	stthomas@harrisoncountywv.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	bevvert@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@wicomicocounty.org
Worcester County	MD	Mr. Patti Jackson		410-632-1320	dgodfrey4@verizion.net



# (B) JURISDICTIONS CONTRACTUALLY COMMITTED TO DEPLOY

<b>Scheduled Tabulation/ADA System Sales Deliveries for the Years 2016-2020:</b>					
<b>Jurisdiction</b>	<b>State</b>	<b>Name</b>	<b>Title</b>	<b>Telephone Number</b>	<b>Email address</b>
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	



<b>The following sales will deliver in 2015 for use in 2016:</b>					
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

<b>ES&amp;S Sales Orders</b>						
<b>County/City</b>	<b>State</b>	<b>Type of Sales Order</b>	<b>Name</b>	<b>Title</b>	<b>Telephone Number</b>	<b>Email address</b>
<b>ES&amp;S Sales Agreements</b>						
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@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	nscibner@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



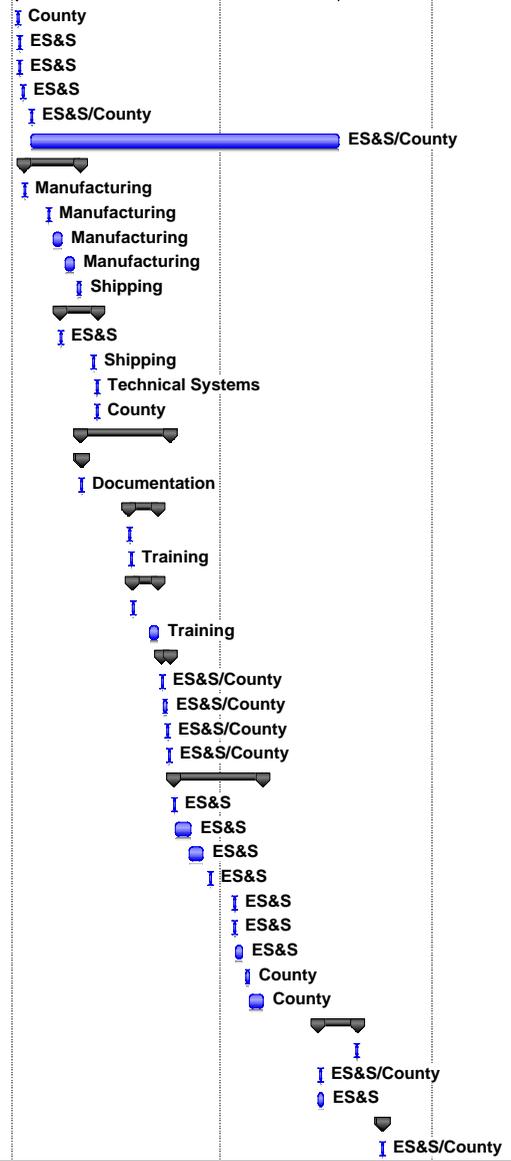
Yancey County	NC	Agreement	Ms. Mary Beth Tipton		828-682-3950	yancey.boe@ncmail.com
Delaware County	OH	Agreement	Ms. Karla Herron	Director	740-833-2081	kherron@co.delaware.oh.us
Hardin County	TN	Agreement	Ms. Jeanette M. Cronise		731-925-3375	hcec@charter.net
Allegheny County	VA	Agreement				
Covington, 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
<b>ES&amp;S Sales Quotes</b>						
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	jmcasey@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	bevort@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
1	<b>Project Management</b>	<b>136 days</b>	<b>January 4, 2016</b>	<b>July 8, 2016</b>											
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	<b>Equipment Delivery to ES&amp;S</b>	<b>23 days</b>	<b>January 8, 2016</b>	<b>February 9, 2016</b>											
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	<b>Tabulation Equipment Delivery to Customer</b>	<b>16 days</b>	<b>January 29, 2016</b>	<b>February 19, 2016</b>											
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	<b>Documentation</b>	<b>38 days</b>	<b>February 10, 2016</b>	<b>April 1, 2016</b>											
20	<b>Tabulation Documentation</b>	<b>1 day</b>	<b>February 10, 2016</b>	<b>February 10, 2016</b>											
21	User Manual(s) Hardware & Software	1 day	February 10, 2016	February 10, 2016		Documentation									
22	<b>Tabulation Training</b>	<b>13 days</b>	<b>March 9, 2016</b>	<b>March 25, 2016</b>											
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	<b>Software Training</b>	<b>11 days</b>	<b>March 11, 2016</b>	<b>March 25, 2016</b>											
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	<b>Simulated Election</b>	<b>5 days</b>	<b>March 28, 2016</b>	<b>April 1, 2016</b>											
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	<b>Pre-Election Preparation</b>	<b>38 days</b>	<b>April 4, 2016</b>	<b>May 25, 2016</b>											
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	<b>Election Dates</b>	<b>17 days</b>	<b>June 27, 2016</b>	<b>July 19, 2016</b>											
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	<b>Post Election Closeout/Phase 2 Kick-off</b>	<b>1 day</b>	<b>August 3, 2016</b>	<b>August 3, 2016</b>											
48	Lessons Learned	1 day	August 3, 2016	August 3, 2016		ES&S/County									

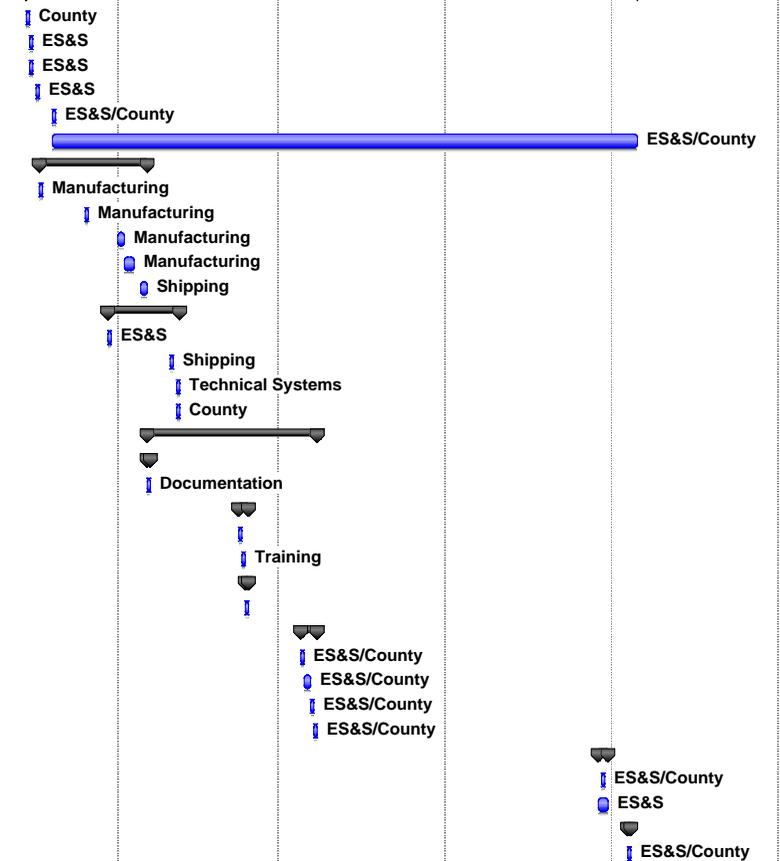


Project: Colorado RFP response proje  
Date: November 29, 2015

Task Progress Summary External Tasks Deadline

Split Milestone Project Summary External Milestone

ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names	2011		2012		2013		2014		2015		2016		A
							11/8	11/29	12/20	1/10	1/31	2/21	3/13	4/3	4/24	5/15	6/5	6/26	
1	<b>Project Management</b>	<b>136 days</b>	<b>Mon 1/4/16</b>	<b>Fri 7/8/16</b>															
2	Order Received	1 day	Mon 1/4/16	Mon 1/4/16		County													
3	Notification of Order to affected teams	1 day	Tue 1/5/16	Tue 1/5/16		ES&S													
4	Order Hardware/Software - Internal Order	1 day	Tue 1/5/16	Tue 1/5/16		ES&S													
5	Kickoff / Initial Project Planning Meeting	1 day	Thu 1/7/16	Thu 1/7/16		ES&S													
6	Review Workflow with Customer	1 day	Tue 1/12/16	Tue 1/12/16		ES&S/County													
7	Periodic Status Meetings - Review of Action Items	130 days	Tue 1/12/16	Fri 7/8/16		ES&S/County													
8	<b>Equipment Delivery to ES&amp;S</b>	<b>23 days</b>	<b>Fri 1/8/16</b>	<b>Tue 2/9/16</b>															
9	Purchase Hardware	1 day	Fri 1/8/16	Fri 1/8/16		Manufacturing													
10	Hardware Received	1 day	Fri 1/22/16	Fri 1/22/16		Manufacturing													
11	Stage Tabulation Equipment	2 days	Mon 2/1/16	Tue 2/2/16		Manufacturing													
12	Configure Tabulation Equipment	3 days	Wed 2/3/16	Fri 2/5/16		Manufacturing													
13	Ship Tabulation equipment to Customer	2 days	Mon 2/8/16	Tue 2/9/16		Shipping													
14	<b>Tabulation Equipment Delivery to Customer</b>	<b>16 days</b>	<b>Fri 1/29/16</b>	<b>Fri 2/19/16</b>															
15	Warehouse facility & logistics review	1 day	Fri 1/29/16	Fri 1/29/16		ES&S													
16	Deliver Tabulation Equipment and Supplies	1 day	Wed 2/17/16	Wed 2/17/16		Shipping													
17	Deliver Reporting PC	1 day	Fri 2/19/16	Fri 2/19/16		Technical Systems													
18	Sign-off on Delivery	1 day	Fri 2/19/16	Fri 2/19/16		County													
19	<b>Documentation</b>	<b>38 days</b>	<b>Wed 2/10/16</b>	<b>Fri 4/1/16</b>															
20	<b>Tabulation Documentation</b>	<b>1 day</b>	<b>Wed 2/10/16</b>	<b>Wed 2/10/16</b>															
21	User Manual(s) Hardware & Software	1 day	Wed 2/10/16	Wed 2/10/16		Documentation													
22	<b>Tabulation Training</b>	<b>3 days</b>	<b>Wed 3/9/16</b>	<b>Fri 3/11/16</b>															
23	Central Scan Device Training (If Needed)	1 day	Wed 3/9/16	Wed 3/9/16															
24	Precinct/Early Vote and ADA Device Training	1 day	Thu 3/10/16	Thu 3/10/16		Training													
25	<b>Software Training</b>	<b>1 day</b>	<b>Fri 3/11/16</b>	<b>Fri 3/11/16</b>															
26	Reporting Software Training	1 day	Fri 3/11/16	Fri 3/11/16															
27	<b>Simulated Election</b>	<b>5 days</b>	<b>Mon 3/28/16</b>	<b>Fri 4/1/16</b>															
28	Prepare materials	1 day	Mon 3/28/16	Mon 3/28/16		ES&S/County													
29	Setup Test Hardware	2 days	Tue 3/29/16	Wed 3/30/16		ES&S/County													
30	Election Simulation	1 day	Thu 3/31/16	Thu 3/31/16		ES&S/County													
31	Discuss results, address changes as needed	1 day	Fri 4/1/16	Fri 4/1/16		ES&S/County													
32	<b>Election Dates</b>	<b>3 days</b>	<b>Mon 6/27/16</b>	<b>Wed 6/29/16</b>															
33	Election Day	1 day	Tue 6/28/16	Tue 6/28/16		ES&S/County													
34	Site Support	3 days	Mon 6/27/16	Wed 6/29/16		ES&S													
35	<b>Post Election Closeout/Phase 2 Kick-off</b>	<b>1 day</b>	<b>Wed 7/6/16</b>	<b>Wed 7/6/16</b>															
36	Lessons Learned	1 day	Wed 7/6/16	Wed 7/6/16		ES&S/County													



Project: Colorado RFP response proje  
Date: Tue 12/1/15

Task Progress Summary External Tasks Deadline

Split Milestone Project Summary External Milestone

ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names	Timeline														A
							11/8	11/29	12/20	1/10	1/31	2/21	3/13	4/3	4/24	5/15	6/5	6/26	7/17	8/7	
1	<b>Project Management</b>	<b>136 days</b>	<b>Mon 1/4/16</b>	<b>Fri 7/8/16</b>																	
2	Order Received	1 day	Mon 1/4/16	Mon 1/4/16		County															
3	Notification of Order to affected teams	1 day	Tue 1/5/16	Tue 1/5/16		ES&S															
4	Order Hardware/Software - Internal Order	1 day	Tue 1/5/16	Tue 1/5/16		ES&S															
5	Kickoff / Initial Project Planning Meeting	1 day	Thu 1/7/16	Thu 1/7/16		ES&S															
6	Review Workflow with Customer	1 day	Tue 1/12/16	Tue 1/12/16		ES&S/County															
7	Periodic Status Meetings - Review of Action Items	130 days	Tue 1/12/16	Fri 7/8/16		ES&S/County															
8	<b>Equipment Delivery to ES&amp;S</b>	<b>23 days</b>	<b>Fri 1/8/16</b>	<b>Tue 2/9/16</b>																	
9	Purchase Hardware	1 day	Fri 1/8/16	Fri 1/8/16		Manufacturing															
10	Hardware Received	1 day	Fri 1/22/16	Fri 1/22/16		Manufacturing															
11	Stage Tabulation Equipment	2 days	Mon 2/1/16	Tue 2/2/16		Manufacturing															
12	Configure Tabulation Equipment	3 days	Wed 2/3/16	Fri 2/5/16		Manufacturing															
13	Ship Tabulation equipment to Customer	2 days	Mon 2/8/16	Tue 2/9/16		Shipping															
14	<b>Tabulation Equipment Delivery to Customer</b>	<b>16 days</b>	<b>Fri 1/29/16</b>	<b>Fri 2/19/16</b>																	
15	Warehouse facility & logistics review	1 day	Fri 1/29/16	Fri 1/29/16		ES&S															
16	Deliver Tabulation Equipment and Supplies	1 day	Wed 2/17/16	Wed 2/17/16		Shipping															
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20	<b>Tabulation Documentation</b>	<b>1 day</b>	<b>Wed 2/10/16</b>	<b>Wed 2/10/16</b>																	
21	User Manual(s) Hardware & Software	1 day	Wed 2/10/16	Wed 2/10/16		Documentation															
22	<b>Tabulation Training</b>	<b>2 days</b>	<b>Thu 3/10/16</b>	<b>Fri 3/11/16</b>																	
23	Precinct/Early Vote and ADA Device Training	1 day	Thu 3/10/16	Thu 3/10/16		Training															
24	<b>Software Training</b>	<b>1 day</b>	<b>Fri 3/11/16</b>	<b>Fri 3/11/16</b>																	
25	Reporting Software Training	1 day	Fri 3/11/16	Fri 3/11/16																	
26	<b>Simulated Election</b>	<b>5 days</b>	<b>Mon 3/28/16</b>	<b>Fri 4/1/16</b>																	
27	Prepare materials	1 day	Mon 3/28/16	Mon 3/28/16		ES&S/County															
28	Setup Test Hardware	2 days	Tue 3/29/16	Wed 3/30/16		ES&S/County															
29	Election Simulation	1 day	Thu 3/31/16	Thu 3/31/16		ES&S/County															
30	Discuss results, address changes as needed	1 day	Fri 4/1/16	Fri 4/1/16		ES&S/County															
31	<b>Election Dates</b>	<b>3 days</b>	<b>Mon 6/27/16</b>	<b>Wed 6/29/16</b>																	
32	Election Day	1 day	Tue 6/28/16	Tue 6/28/16		ES&S/County															
33	Site Support	3 days	Mon 6/27/16	Wed 6/29/16		ES&S															
34	<b>Post Election Closeout/Phase 2 Kick-off</b>	<b>1 day</b>	<b>Wed 7/6/16</b>	<b>Wed 7/6/16</b>																	
35	Lessons Learned	1 day	Wed 7/6/16	Wed 7/6/16		ES&S/County															

Project: Colorado RFP response proje  
Date: Tue 12/1/15

Task Progress Summary External Tasks Deadline

Split Milestone Project Summary External Milestone