DOMINION VOTING

Our customers come first.

State of Colorado
UNIFORM VOTING SYSTEM SUBMISSION

Provider Narrative for Dec 4th PERC Meeting

Prepared by: Steven Bennett, Regional Sales Manager
Proposal Due Date: Tuesday, December 1, 2015 – 5 pm MT

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PROVIDER NARRATIVE FOR DEC 4TH PERC MEETING

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Letter of Introduction

To Members of the Colorado Pilot Election Review Committee:

Dominion Voting Systems, Inc. ("Dominion") welcomes the opportunity to present our staffing and implementation plan for the State of Colorado, for consideration as the Uniform Voting System (UVS) provider.

Peace of mind comes with knowing that a professional project team with dedicated resources is assigned from beginning through completion of the implementation. **The State of Colorado will benefit from Dominion's years of product installation and project management experience that is unmatched in the election industry.** Our Colorado project team includes some of Dominion's most experienced team members - professionals with ample experience and understanding of system implementations, best project management practices, training methodologies, and a passion for customer service.

The Dominion project management methodology has been developed through years of experience implementing both large and small voting solutions by individuals who know and understand elections. **As an established election provider in the United States, we have a diverse customer base with jurisdictions in 18 states that have successfully implemented our Democracy Suite®[1] system, including the States of California, Louisiana, New Mexico, and 52 counties in New York.** Best practices and lessons learned from each project have refined our approach and have been incorporated at each stage of the methodology, including our most recent pilots in the City and County of Denver and Mesa County. We are keenly aware of the realities involved and what it takes to make a smooth transition to a new voting system platform, as well as ample experience to ensure the success of all of Colorado's counties.

Dominion's project management approach is based on open communication with our customers at all times. We will work closely with the counties and the State to include their input throughout all stages of the project plan and establish effective Problem Escalation Procedures to address potential issues successfully. **One of the most important things that we do as a company is to always listen to our customer's needs.** We value an open, honest relationship with our customers, and we take every opportunity to act on their feedback and respond in a timely manner.

Our proposed project plan for the State of Colorado manages timelines for all key milestones, deliverables, training, Election Day support and post-election support for the 24 Colorado counties planning to transition in 2016. **We understand the service needs of large and small counties will be different given our support of both large and small Colorado counties today.** We are familiar not only with the unique needs of our current customers, but also with the legislative and electoral environment in Colorado. Over the past thirty years, Dominion personnel have worked with Colorado counties of all sizes, giving us a sophisticated understanding of how to deliver a uniform elections solution.

Colorado is Dominion's home state. Most of our proposed project staff are based in Colorado, and have a sincere desire to support the counties in which they live and work. Our corporate

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[1] Democracy Suite is a registered trademark of Dominion Voting Systems.

headquarters are based in Denver, which will become an essential home base of infrastructure and support for any future implementations in the state. As a Colorado based company that spends millions of dollars on salaries and expenses in state, your investment in our growth will be repaid with excellent products, local services and experience, Colorado job creation, increased tax revenue, and other benefits that can only come from "buying" local.

We firmly believe that we have the technology, resources and capacity to become Colorado's Uniform Voting System provider, and ensure the best pathway to your continued success. We are enthusiastic about the opportunity to work with each Colorado County Clerk and their staff. We are determined and committed to meet your every challenge. This is who we are. **This is the Power of Partnership.**

If you have any questions or feedback, please feel free to contact me at (909) 362-1715 or via email at steven.bennett@dominionvoting.com.

Sincerely,

Steven Bennett
Regional Sales Manager

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1)   Preliminary Project Schedule

*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.*

Project Management Communication

Dominion subscribes to a collaborative management approach, where transparency, frankness, and open communications drive our projects. The key aspects to effective management are planning and control processes. Through experience in several state installations, we have developed comprehensive project plans, and we implement controls to maintain schedules and quality standards.

Throughout the project lifecycle, our State Project Manager (PM) will coordinate with Colorado counties to deliver exceptional management performance and high-quality products in support of the project objectives. There will be monthly status reports and during review of the status reports, Colorado counties and Dominion will determine if adjustments are needed to ensure process and project improvements are captured.

Dominion management and the PM will perform the monthly project review, in order to provide tactical communication and transparency across the project and within the corporate structure. It is also an opportunity to promote innovation, table new ideas, and deliver professional support to the PM. The agenda for this meeting includes a review of the proposed schedule and assessment of progress on deliverables. Potential issues will be reviewed, and Dominion management will provide guidance on mitigation approaches.

In addition to formal monthly and independent corporate reviews, informal daily contact will help to keep Colorado counties abreast of all contract and task activities, performance levels, and issues. Open communication between the customer and the PM will allow issues to be raised, addressed, and mitigated. This feedback loop expedites issue resolution and the development of mutually agreed upon mitigation approaches, thus increasing customer satisfaction throughout the project lifecycle.

Proposed Project Plan

The State of Colorado requires a comprehensive workplan based on well-established principles of project management. The structure of the plan includes key milestones, which allow the State of Colorado to see tangible progress.

Dominion has designed the State of Colorado workplan based on the following:

1) Dominion's workplan adheres to PMBOK standards and practices.
2) It is developed using MS Project and will be monitored/reported by using MS Project.
3) It is designed with key milestones (clear tangible deliverables) that are designed to mitigate risk to the extent possible.
4) Tasks are focused on accomplishing specific objectives.
5) The work breakdown structure is a logical progression of steps, activities, and subtasks that lead to tangible work products or deliverables.
6) Our plan provides Colorado counties with visibility into the tasks and schedule.
7) Our plan incorporates Dominion's prior experience in successfully implementing voting systems.
8) Our workplan is achievable and will be used to manage specific deadlines.

The proposed project workplan is based on our current understanding of project requirements from the UVS timeline provided and it draws from our extensive, real world implementation experience. This proposed project workplan and schedule will be adjusted in consultation with individual counties to establish the "baseline" plan.

Dominion's PM will closely follow the Colorado approved MS Project plan to identify variance that may indicate a problem. The PM will follow the Problem Escalation Process (PEP), provided after the project plan description, to report variances and propose mitigation actions. Additionally, the PM will update the plan on a weekly basis and provide Colorado counties with a monthly summary of project status reports and meetings. The task dependencies, resources, and critical path are available by viewing the plan in MS Project (provided in the electronic submission).

As noted above, the following project workplan is based on our current understanding of project requirements and key implementation dates. Therefore it will need to be revised in consultation with Colorado counties, in line with best practices outlined in the PMBOK. Until finalized, it should be considered draft and used for discussion purposes.

Project Implementation will be divided into the following five stages: Certification, Procurement and Logistics; Configuration, Installation, Training and Testing; 2016 Primary Election and; 2016 General Election.

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			Colorado 1.0			
ID		Task Mode	Task Name	Duration	Start	Finish
0			**Colorado 1.0**	**394 days**	**Tue 12/1/15**	**Wed 12/28/16**
1			**1 Project Milestones**	**314 days**	**Thu 12/31/15**	**Tue 11/8/16**
2			1.1 Selection of UVS Finalist	0 days	Thu 12/31/15	Thu 12/31/15
3			1.2 County Contracts Negotiated and Signed	40 days	Mon 1/4/16	Fri 2/12/16
4			1.3 Certification of System	1 day	Tue 3/1/16	Tue 3/1/16
5			**1.4 System Deployment to Counties**	**59 days**	**Wed 3/2/16**	**Fri 4/29/16**
6			1.4.1 Deployment and Installation	31 days	Wed 3/2/16	Fri 4/1/16
7			1.4.2 Install Trusted Builds	26 days	Mon 4/4/16	Fri 4/29/16
8			**1.5 Primary Election Milestones**	**58 days**	**Mon 5/2/16**	**Tue 6/28/16**
9			1.5.1 Ballot Production	26 days	Mon 5/2/16	Fri 5/27/16
10			1.5.2 UOCAVA Ballot Deadline	1 day	Sat 5/14/16	Sat 5/14/16
11			1.5.3 Absentee ballots sent - Primary	17 days	Mon 6/6/16	Wed 6/22/16
12			1.5.4 L&A Testing - Primary	11 days	Tue 5/31/16	Fri 6/10/16
13			1.5.5 Voting Centers Open - Primary	9 days	Mon 6/20/16	Tue 6/28/16
14			1.5.6 Election Day - Primary	0 days	Tue 6/28/16	Tue 6/28/16
15			**1.6 General Election Milestones**	**58 days**	**Mon 9/12/16**	**Tue 11/8/16**
16			1.6.1 Ballot Production	26 days	Mon 9/12/16	Fri 10/7/16
17			1.6.2 UOCAVA Ballot Deadline	1 day	Sat 9/24/16	Sat 9/24/16
18			1.6.3 Absentee ballots sent - General	5 days	Mon 10/17/16	Fri 10/21/16
19			1.6.4 L&A Testing - General	11 days	Mon 10/10/16	Thu 10/20/16
20			1.6.5 Voting Centers Open - General	16 days	Mon 10/24/16	Tue 11/8/16
21			1.6.6 Election Day - General	0 days	Tue 11/8/16	Tue 11/8/16
22			**2 Project Management**	**364 days**	**Thu 12/31/15**	**Wed 12/28/16**
23			**2.1 Initiate Project**	**23 days**	**Thu 12/31/15**	**Fri 1/22/16**
24			2.1.1 Internal Project Kick-off	1 day	Thu 12/31/15	Thu 12/31/15
25			2.1.2 Kick-off with State	1 day	Wed 1/6/16	Wed 1/6/16
26			2.1.3 Kick-Off Meeting with Counties	12 days	Mon 1/11/16	Fri 1/22/16
27			**2.2 System Certification**	**43 days**	**Tue 1/19/16**	**Tue 3/1/16**
28			**2.2.1 UVS Certification Tasks**	**43 days**	**Tue 1/19/16**	**Tue 3/1/16**

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ID	ⓘ	Task Mode	Task Name	Duration	Start	Finish
29		📌	2.2.1.1 Deadline for Cert. App. With TDP	1 day	Tue 1/19/16	Tue 1/19/16
30		📌	2.2.1.2 Completion of documentation review	1 day	Tue 1/26/16	Tue 1/26/16
31		📌	2.2.1.3 Prepare and finalize Test Plan Agreement	1 day	Fri 1/29/16	Fri 1/29/16
32		📌	2.2.1.4 Complete supplemental testing, if necessary	1 day	Mon 2/15/16	Mon 2/15/16
33		📌	2.2.1.5 Certification of System	1 day	Tue 3/1/16	Tue 3/1/16
34		🔁	**2.3 Project Management Meetings w State/Counties**	**346 days**	**Mon 1/18/16**	**Wed 12/28/16**
35	🔄	🔁	**2.3.1 Project Update Call**	**346 days**	**Mon 1/18/16**	**Wed 12/28/16**
60		🔁	**2.4 Dominion Internal Project Management Meetings**	**348 days**	**Fri 1/15/16**	**Tue 12/27/16**
61	🔄	🔁	**2.4.1 Project Update Call**	**348 days**	**Fri 1/15/16**	**Tue 12/27/16**
86		🔁	**3 Procurement and Logistics**	**30 days**	**Mon 2/1/16**	**Tue 3/1/16**
87		🔁	**3.1 Procurement**	**30 days**	**Mon 2/1/16**	**Tue 3/1/16**
88		🔁	**3.1.1 ICC system**	**30 days**	**Mon 2/1/16**	**Tue 3/1/16**
89	▦	🔁	3.1.1.1 Canon G1130	30 days	Mon 2/1/16	Tue 3/1/16
90	▦	🔁	3.1.1.2 Kofax board and software	30 days	Mon 2/1/16	Tue 3/1/16
91	▦	🔁	3.1.1.3 Dell all-in-one PC	30 days	Mon 2/1/16	Tue 3/1/16
92	▦	🔁	3.1.1.4 i-Button programmer	30 days	Mon 2/1/16	Tue 3/1/16
93	▦	🔁	3.1.1.5 Other Requested Supplies and Consumables	30 days	Mon 2/1/16	Tue 3/1/16
94		🔁	**3.1.2 ICX System**	**30 days**	**Mon 2/1/16**	**Tue 3/1/16**
95	▦	🔁	3.1.2.1 Tablets	30 days	Mon 2/1/16	Tue 3/1/16
96	▦	🔁	3.1.2.2 Tablet Kiosk	30 days	Mon 2/1/16	Tue 3/1/16
97	▦	🔁	3.1.2.3 Mag Striper Reader	30 days	Mon 2/1/16	Tue 3/1/16
98	▦	🔁	3.1.2.4 Hub multiport network	30 days	Mon 2/1/16	Tue 3/1/16
99	▦	🔁	3.1.2.5 BMD Printer	30 days	Mon 2/1/16	Tue 3/1/16
100		📌	3.1.2.6 Networking Hardware	30 days	Mon 2/1/16	Tue 3/1/16
101		📌	3.1.2.7 Administrator Laptop	30 days	Mon 2/1/16	Tue 3/1/16
102		📌	3.1.2.8 Voting Booth	30 days	Mon 2/1/16	Tue 3/1/16
103		📌	3.1.2.9 Accessibility system hardware	30 days	Mon 2/1/16	Tue 3/1/16
104	▦	🔁	3.1.2.10 Other Identified or Requested IT Hardware	30 days	Mon 2/1/16	Tue 3/1/16
105		🔁	**3.1.3 EMS and Adjudication Hardware**	**30 days**	**Mon 2/1/16**	**Tue 3/1/16**

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ID	ℹ	Task Mode	Task Name	Duration	Start	Finish
106	▦	⇨	3.1.3.1 EMS Server	30 days	Mon 2/1/16	Tue 3/1/16
107		📌	3.1.3.2 EMS Workstation	30 days	Mon 2/1/16	Tue 3/1/16
108		📌	3.1.3.3 Adjudication Workstation	30 days	Mon 2/1/16	Tue 3/1/16
109	▦	⇨	3.1.3.4 Network Security Devices	30 days	Mon 2/1/16	Tue 3/1/16
110	▦	⇨	3.1.3.5 Monitors (2 server and Adjudication)	30 days	Mon 2/1/16	Tue 3/1/16
111	▦	⇨	3.1.3.6 Keyboard, Mouse, Cables...	30 days	Mon 2/1/16	Tue 3/1/16
112	▦	⇨	3.1.3.7 Report Printer	30 days	Mon 2/1/16	Tue 3/1/16
113	▦	⇨	3.1.3.8 Other Identified or Requested IT Hardware	30 days	Mon 2/1/16	Tue 3/1/16
114		⇨	**4 Configuration, Installation, Training and Testing**	**182 days**	**Tue 12/1/15**	**Mon 5/30/16**
115		⇨	**4.1 System Configuration**	**51 days**	**Thu 12/31/15**	**Fri 2/19/16**
116		⇨	**4.1.1 Create Election Data Import Bridge**	**49 days**	**Thu 12/31/15**	**Wed 2/17/16**
117	▦	⇨	4.1.1.1 Examine existing data structure	21 days	Thu 12/31/15	Wed 1/20/16
118		⇨	4.1.1.2 Create data import bridge from customer database	21 days	Thu 1/21/16	Wed 2/10/16
119		⇨	4.1.1.3 Test import bridge and revise as required	7 days	Thu 2/11/16	Wed 2/17/16
120		⇨	**4.1.2 Customization of configurable options**	**49 days**	**Thu 12/31/15**	**Wed 2/17/16**
121		⇨	4.1.2.1 Finalize ballot style template	28 days	Thu 12/31/15	Wed 1/27/16
122		⇨	4.1.2.2 Define configurable settings	28 days	Thu 12/31/15	Wed 1/27/16
123		⇨	4.1.2.3 Finalize reporting templates	21 days	Thu 1/28/16	Wed 2/17/16
124		⇨	4.1.3 End-to-End Test	2 days	Thu 2/18/16	Fri 2/19/16
125		⇨	**4.2 Installation and Acceptance Testing**	**121 days**	**Thu 12/31/15**	**Fri 4/29/16**
126		⇨	**4.2.1 Preparation for Acceptance Testing**	**86 days**	**Thu 12/31/15**	**Fri 3/25/16**
127		⇨	4.2.1.1 Review County Operations Space	18 days	Thu 12/31/15	Sun 1/17/16
128		⇨	4.2.1.2 Issue space recommendations	5 days	Mon 1/18/16	Fri 1/22/16
129		⇨	**4.2.1.3 Stage and Ship Delivery**	**25 days**	**Tue 3/1/16**	**Fri 3/25/16**
130	▦	⇨	4.2.1.3.1 Configure Servers	5 days	Tue 3/1/16	Sat 3/5/16
131		⇨	4.2.1.3.2 Test Servers	5 days	Mon 3/7/16	Fri 3/11/16
132	▦	⇨	4.2.1.3.3 Internal Acceptance of ICX, ICC and Adjudication systems	10 days	Mon 3/14/16	Wed 3/23/16
133	▦	⇨	4.2.1.3.4 Configure ICC Systems	10 days	Tue 3/1/16	Thu 3/10/16

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ID	ⓘ	Task Mode	Task Name	Duration	Start	Finish
134	▦	➡	4.2.1.3.5 Test ICC Systems	10 days	Tue 3/1/16	Thu 3/10/16
135	▦	➡	4.2.1.3.6 Stage and Ship	12 days	Mon 3/14/16	Fri 3/25/16
136		➡	**4.2.2 Acceptance Testing**	**26 days**	**Mon 4/4/16**	**Fri 4/29/16**
137	▦	➡	4.2.2.1 ICX Acceptance	19 days	Mon 4/4/16	Fri 4/22/16
138	▦	➡	4.2.2.2 Acceptance Testing of EMS Systems	19 days	Mon 4/4/16	Fri 4/22/16
139	▦	➡	4.2.2.3 Acceptance Testing of ICC Systems	19 days	Mon 4/4/16	Fri 4/22/16
140	▦	➡	4.2.2.4 End-to-End System Tests	5 days	Mon 4/25/16	Fri 4/29/16
141		➡	**4.3 Training**	**182 days**	**Tue 12/1/15**	**Mon 5/30/16**
142		➡	**4.3.1 Finalize User Documentation**	**28 days**	**Tue 12/1/15**	**Mon 12/28/15**
143		➡	**4.3.1.1 ICX Documentation**	**28 days**	**Tue 12/1/15**	**Mon 12/28/15**
144	▦	➡	4.3.1.1.1 ICX User Guide	28 days	Tue 12/1/15	Mon 12/28/15
145	▦	➡	4.3.1.1.2 Acceptance Test Procedure, checklist and sign-off form	28 days	Tue 12/1/15	Mon 12/28/15
146	▦	➡	4.3.1.1.3 L&A Procedure, checklist and sign-off form	28 days	Tue 12/1/15	Mon 12/28/15
147	▦	➡	4.3.1.1.4 Poll-Worker Training Manual	28 days	Tue 12/1/15	Mon 12/28/15
148		➡	**4.3.1.2 ICC Documentation**	**28 days**	**Tue 12/1/15**	**Mon 12/28/15**
149	▦	➡	4.3.1.2.1 ICC User Guide	28 days	Tue 12/1/15	Mon 12/28/15
150	▦	➡	4.3.1.2.2 Acceptance Test Procedure, checklist and sign-off form	28 days	Tue 12/1/15	Mon 12/28/15
151		📌	4.3.1.2.3 Operator Training Manual	28 days	Tue 12/1/15	Mon 12/28/15
152	▦	➡	4.3.1.2.4 L & A Procedure, checklist and sign-off form	28 days	Tue 12/1/15	Mon 12/28/15
153		➡	**4.3.1.3 Adjudication**	**28 days**	**Tue 12/1/15**	**Mon 12/28/15**
154	▦	➡	4.3.1.3.1 Adjudication Users Guide	28 days	Tue 12/1/15	Mon 12/28/15
155	▦	➡	4.3.1.3.2 Adjudication Quick Reference Guide	28 days	Tue 12/1/15	Mon 12/28/15
156	▦	➡	4.3.1.3.3 Operator Training Manual	28 days	Tue 12/1/15	Mon 12/28/15
157	▦	➡	4.3.1.3.4 L&A Procedure, checklist and sign-off form	28 days	Tue 12/1/15	Mon 12/28/15
158		➡	**4.3.1.4 EMS Documentation**	**28 days**	**Tue 12/1/15**	**Mon 12/28/15**
159	▦	➡	4.3.1.4.1 EED Users guide	28 days	Tue 12/1/15	Mon 12/28/15
160	▦	➡	4.3.1.4.2 RTR Users guide	28 days	Tue 12/1/15	Mon 12/28/15

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ID		Task Mode	Task Name	Duration	Start	Finish
161			**4.3.2 Customer System Training**	**85 days**	**Mon 3/7/16**	**Mon 5/30/16**
162			**4.3.2.1 Region 1 Training**	**78 days**	**Mon 3/7/16**	**Mon 5/23/16**
163			4.3.2.1.1 ICC/Adjudication Operations training	2 days	Mon 3/7/16	Tue 3/8/16
164			4.3.2.1.2 ICX Operations training	1 day	Wed 3/9/16	Wed 3/9/16
165			4.3.2.1.3 EMS / RTR Training	5 days	Mon 4/25/16	Fri 4/29/16
166			4.3.2.1.4 Pollworker Train the Trainer	1 day	Mon 5/23/16	Mon 5/23/16
167			**4.3.2.2 Region 2 Training**	**73 days**	**Mon 3/14/16**	**Wed 5/25/16**
168			4.3.2.2.1 ICC/Adjudication Operations training	2 days	Mon 3/14/16	Tue 3/15/16
169			4.3.2.2.2 ICX Operations training	1 day	Wed 3/16/16	Wed 3/16/16
170			4.3.2.2.3 EMS / RTR Training	5 days	Mon 5/2/16	Fri 5/6/16
171			4.3.2.2.4 Pollworker Train the Trainer	1 day	Wed 5/25/16	Wed 5/25/16
172			**4.3.2.3 Region 3 Training**	**68 days**	**Mon 3/21/16**	**Fri 5/27/16**
173			4.3.2.3.1 ICC/Adjudication Operations training	2 days	Mon 3/21/16	Tue 3/22/16
174			4.3.2.3.2 ICX Operations training	1 day	Wed 3/23/16	Wed 3/23/16
175			4.3.2.3.3 EMS / RTR Training	5 days	Mon 5/9/16	Fri 5/13/16
176			4.3.2.3.4 Pollworker Train the Trainer	1 day	Fri 5/27/16	Fri 5/27/16
177			**4.3.2.4 Tier 1.1 Counties Training**	**64 days**	**Mon 3/28/16**	**Mon 5/30/16**
178			4.3.2.4.1 ICC/Adjudication Operations training	2 days	Mon 3/28/16	Tue 3/29/16
179			4.3.2.4.2 ICX Operations training	1 day	Wed 3/30/16	Wed 3/30/16
180			4.3.2.4.3 EMS / RTR Training	5 days	Mon 5/2/16	Fri 5/6/16
181			4.3.2.4.4 Pollworker Train the Trainer	1 day	Mon 5/30/16	Mon 5/30/16
182			**5 2016 Primary Election**	**87 days**	**Mon 4/4/16**	**Wed 6/29/16**
183			**5.1 Election Programming**	**56 days**	**Mon 4/4/16**	**Sun 5/29/16**
184			**5.1.1 Import Jurisdictional Data**	**16 days**	**Mon 4/4/16**	**Tue 4/19/16**
185			5.1.1.1 Jurisdictional data imported	1 day	Mon 4/4/16	Mon 4/4/16
186			5.1.1.2 Preliminary Election Database, Ballot and Report Creation	8 days	Fri 4/8/16	Fri 4/15/16
187			5.1.1.3 Initial Ballot Proofs Reviewed by Counties	1 day	Mon 4/18/16	Mon 4/18/16
188			5.1.1.4 Initial Report Proofing Packages Reviewed by Counties	1 day	Tue 4/19/16	Tue 4/19/16

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ID		Task Mode	Task Name	Duration	Start	Finish
		Colorado 1.0				
189			**5.1.2 Final Election Ballot and Database Creation**	**11 days**	**Mon 5/2/16**	**Thu 5/12/16**
190			5.1.2.1 Ballot Certification Deadline for Primary	1 day	Mon 5/2/16	Mon 5/2/16
191	▦		5.1.2.2 Final Ballot and Report Proofs to County Officials	8 days	Tue 5/3/16	Tue 5/10/16
192	▦		5.1.2.3 Ballot and Report Review by Client	1 day	Wed 5/11/16	Wed 5/11/16
193			5.1.2.4 Revisions to Ballots and/or Reports	1 day	Thu 5/12/16	Thu 5/12/16
194			**5.1.3 Election Materials Provided to County**	**17 days**	**Fri 5/13/16**	**Sun 5/29/16**
195			5.1.3.1 Official Ballot Images generated	1 day	Fri 5/13/16	Fri 5/13/16
196			5.1.3.2 L&A Test Ballots Generated	8 days	Fri 5/13/16	Fri 5/20/16
197			5.1.3.3 Distribute Election Project Packages	7 days	Mon 5/23/16	Sun 5/29/16
198			**5.2 Primary Election - Finalize Election Files & Logic and Accuracy Testing**	**12 days**	**Mon 5/30/16**	**Fri 6/10/16**
199			5.2.1 County Receives and Restores Election package	1 day	Mon 5/30/16	Mon 5/30/16
200			5.2.2 Test ballots provided to printer	3 days	Tue 5/31/16	Thu 6/2/16
201			5.2.3 Load Election Files to ICC and ICX	1 day	Tue 5/31/16	Tue 5/31/16
202			5.2.4 Scan test ballots, upload and verify results	10 days	Tue 5/31/16	Thu 6/9/16
203			5.2.5 Export Results to State-wide System	1 day	Fri 6/10/16	Fri 6/10/16
204			**5.3 Election Support - Primary Election**	**17 days**	**Mon 6/13/16**	**Wed 6/29/16**
205			**5.3.1 Mail Ballot Tabulation Support**	**16 days**	**Mon 6/13/16**	**Tue 6/28/16**
206	▦		5.3.1.1 Region 1	16 days	Mon 6/13/16	Tue 6/28/16
207	▦		5.3.1.2 Region 2	16 days	Mon 6/13/16	Tue 6/28/16
208	▦		5.3.1.3 Region 3	16 days	Mon 6/13/16	Tue 6/28/16
209	▦		5.3.1.4 County Tier 1.1	16 days	Mon 6/13/16	Tue 6/28/16
210	▦		5.3.1.5 County Tier 1.1	16 days	Mon 6/13/16	Tue 6/28/16
211			**5.3.2 VSPC**	**9 days**	**Mon 6/20/16**	**Tue 6/28/16**
212	▦		5.3.2.1 Region 1	9 days	Mon 6/20/16	Tue 6/28/16
213	▦		5.3.2.2 Region 2	9 days	Mon 6/20/16	Tue 6/28/16
214	▦		5.3.2.3 Region 3	9 days	Mon 6/20/16	Tue 6/28/16
215	▦		5.3.2.4 County Tier 1.1	9 days	Mon 6/20/16	Tue 6/28/16
216	▦		5.3.2.5 County Tier 1.1	9 days	Mon 6/20/16	Tue 6/28/16

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ID	ℹ	Task Mode	Task Name	Duration	Start	Finish
217		⇨	**5.3.3 Election Day Support**	**3 days**	**Mon 6/27/16**	**Wed 6/29/16**
218		📌	5.3.3.1 Region 1	3 days	Mon 6/27/16	Wed 6/29/16
219		📌	5.3.3.2 Region 2	3 days	Mon 6/27/16	Wed 6/29/16
220		📌	5.3.3.3 Region 3	3 days	Mon 6/27/16	Wed 6/29/16
221		📌	5.3.3.4 County Tier 1.1	3 days	Mon 6/27/16	Wed 6/29/16
222		📌	5.3.3.5 County Tier 1.1	3 days	Mon 6/27/16	Wed 6/29/16
223		⇨	**6 General Election 2016**	**165 days**	**Tue 7/5/16**	**Fri 12/16/16**
224		⇨	**6.1 Project Plan Review and Update**	**28 days**	**Tue 7/5/16**	**Mon 8/1/16**
225		⇨	**6.1.1 Capture Lessons Learned**	**14 days**	**Tue 7/5/16**	**Mon 7/18/16**
226		⇨	6.1.1.1 Internal Review	14 days	Tue 7/5/16	Mon 7/18/16
227		⇨	6.1.1.2 Stakeholder consultations	14 days	Tue 7/5/16	Mon 7/18/16
228		⇨	6.1.1.3 Review issues log	14 days	Tue 7/5/16	Mon 7/18/16
229		⇨	6.1.2 Revise Project Plan and Project Schedule	14 days	Tue 7/19/16	Mon 8/1/16
230		⇨	6.1.3 Revise Project and User Documentation	14 days	Tue 7/19/16	Mon 8/1/16
231		⇨	**6.2 General Election Supplemental Training for Trainers**	**16 days**	**Mon 9/19/16**	**Tue 10/4/16**
232		⇨	**6.2.1 Region 1 Training**	**2 days**	**Mon 9/19/16**	**Tue 9/20/16**
233	▦	⇨	6.2.1.1 Refresh Training	2 days	Mon 9/19/16	Tue 9/20/16
234		⇨	**6.2.2 Region 2 Training**	**2 days**	**Wed 9/21/16**	**Thu 9/22/16**
235		⇨	6.2.2.1 Refresh Training	2 days	Wed 9/21/16	Thu 9/22/16
236		⇨	**6.2.3 Region 3 Training**	**2 days**	**Mon 9/26/16**	**Tue 9/27/16**
237		⇨	6.2.3.1 Refresh Training	2 days	Mon 9/26/16	Tue 9/27/16
238		⇨	**6.2.4 County Tier 1.1**	**2 days**	**Wed 9/28/16**	**Thu 9/29/16**
239		⇨	6.2.4.1 Refresh Training	2 days	Wed 9/28/16	Thu 9/29/16
240		⇨	**6.2.5 County Tier 1.1**	**2 days**	**Mon 10/3/16**	**Tue 10/4/16**
241		⇨	6.2.5.1 Refresh Training	2 days	Mon 10/3/16	Tue 10/4/16
242		⇨	**6.3 Election Programming - General Election**	**25 days**	**Tue 9/6/16**	**Fri 9/30/16**
243		⇨	**6.3.1 Import Jurisdictional Data**	**4 days**	**Tue 9/6/16**	**Fri 9/9/16**
244	▦	⇨	6.3.1.1 Jurisdictional data imported	1 day	Tue 9/6/16	Tue 9/6/16

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ID	🛈	Task Mode	Task Name	Duration	Start	Finish
245			6.3.1.2 Preliminary Election Database, Ballot and Report Creation	2 days	Wed 9/7/16	Thu 9/8/16
246			6.3.1.3 Initial Ballot Proofs Reviewed by Counties	1 day	Fri 9/9/16	Fri 9/9/16
247			**6.3.2 Final Election Ballot and Database Creation**	**9 days**	**Mon 9/12/16**	**Tue 9/20/16**
248	▦		6.3.2.1 Ballot Certification Deadline for General	1 day	Mon 9/12/16	Mon 9/12/16
249	▦		6.3.2.2 Final Ballot and Report Proofs to County Officials	8 days	Tue 9/13/16	Tue 9/20/16
250			6.3.2.3 Ballot and Report Review by Client	1 day	Tue 9/13/16	Tue 9/13/16
251			6.3.2.4 Revisions to Ballots and/or Reports	1 day	Wed 9/14/16	Wed 9/14/16
252			**6.3.3 Election Materials Provided to County**	**16 days**	**Thu 9/15/16**	**Fri 9/30/16**
253			6.3.3.1 Official Ballot Images generated	1 day	Thu 9/15/16	Thu 9/15/16
254			6.3.3.2 L & A Test Ballots Generated	8 days	Fri 9/16/16	Fri 9/23/16
255			6.3.3.3 Distribute Election Project Packages	7 days	Sat 9/24/16	Fri 9/30/16
256			**6.4 General Election - Finalize Election Files & Logic and Accuracy Testing**	**16 days**	**Wed 10/5/16**	**Thu 10/20/16**
257	▦		6.4.1 County Receives and Restores Election package	1 day	Wed 10/5/16	Wed 10/5/16
258			6.4.2 Test ballots provided to printer	3 days	Thu 10/6/16	Sat 10/8/16
259	▦		6.4.3 Load Election Files to ICC and ICX	1 day	Mon 10/10/16	Mon 10/10/16
260	▦		6.4.4 Scan test ballots, upload and verify results	10 days	Mon 10/10/16	Wed 10/19/16
261		📌	6.4.5 Export Results to State-wide System	1 day	Thu 10/20/16	Thu 10/20/16
262			**6.5 Election Support - General Election**	**54 days**	**Mon 10/24/16**	**Fri 12/16/16**
263		📌	**6.5.1 Mail Ballot Tabulation Support**	**16 days**	**Mon 10/24/16**	**Tue 11/8/16**
264	▦		6.5.1.1 Region 1	16 days	Mon 10/24/16	Tue 11/8/16
265	▦		6.5.1.2 Region 2	16 days	Mon 10/24/16	Tue 11/8/16
266	▦		6.5.1.3 Region 3	16 days	Mon 10/24/16	Tue 11/8/16
267	▦		6.5.1.4 County Tier 1.1	16 days	Mon 10/24/16	Tue 11/8/16
268	▦		6.5.1.5 County Tier 1.1	16 days	Mon 10/24/16	Tue 11/8/16
269			**6.5.2 VSPC support**	**16 days**	**Mon 10/24/16**	**Tue 11/8/16**
270	▦		6.5.2.1 Region 1	16 days	Mon 10/24/16	Tue 11/8/16
271	▦		6.5.2.2 Region 2	16 days	Mon 10/24/16	Tue 11/8/16

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ID	ℹ	Task Mode	Task Name	Duration	Start	Finish
272	⊞	⇨	6.5.2.3 Region 3	16 days	Mon 10/24/16	Tue 11/8/16
273	⊞	⇨	6.5.2.4 County Tier 1.1	16 days	Mon 10/24/16	Tue 11/8/16
274	⊞	⇨	6.5.2.5 County Tier 1.1	16 days	Mon 10/24/16	Tue 11/8/16
275		⇨	**6.5.3 Election Day Support**	**3 days**	**Mon 11/7/16**	**Wed 11/9/16**
276	⊞	⇨	6.5.3.1 Region 1	3 days	Mon 11/7/16	Wed 11/9/16
277	⊞	⇨	6.5.3.2 Region 2	3 days	Mon 11/7/16	Wed 11/9/16
278	⊞	⇨	6.5.3.3 Region 3	3 days	Mon 11/7/16	Wed 11/9/16
279	⊞	⇨	6.5.3.4 County Tier 1.1	3 days	Mon 11/7/16	Wed 11/9/16
280	⊞	⇨	6.5.3.5 County Tier 1.1	3 days	Mon 11/7/16	Wed 11/9/16
281		⇨	**6.5.4 Project Plan Review and Update**	**33 days**	**Mon 11/14/16**	**Fri 12/16/16**
282		⇨	**6.5.4.1 Capture Lessons Learned**	**33 days**	**Mon 11/14/16**	**Fri 12/16/16**
283	⊞	⇨	6.5.4.1.1 Internal Review	5 days	Mon 11/14/16	Fri 11/18/16
284	⊞	⇨	6.5.4.1.2 Stakeholder consultations	5 days	Mon 12/5/16	Fri 12/9/16
285	⊞	⇨	6.5.4.1.3 Review issues log	5 days	Mon 12/12/16	Fri 12/16/16

Certification

Dominion shall participate and comply with all items prescribed by the UVS committee for certification including:

- Deadline for finalist to file Applications for Certification with State Elections Division Voting Systems Team, together with Technical Data Package (TDP) consisting of all system documentation, prior certifications and test reports: 1/19/2016

- Completion of documentation review: 1/26/2016

- Prepare and finalize Test Plan Agreement, if final system differs from system temporarily authorized: 1/29/2016

- Complete supplemental testing, if necessary: 2/15/2016

- Certification of system, issuance of conditions of use (if any), and county authorization to purchase: 3/1/2016

As part of the implementation cycle, Dominion will continue to solicit feedback from our customers, including our Colorado counties. This feedback loop will feed back into our development cycle, and as we develop additional features and improvements, these will be put back into certification working with the State.

Procurement

Procurement will be conducted in a manner that allows the coordination of supplies and consumables to be shipped directly to each county. During the procurement phase of the project, all of the commercial off the shelf components used in our election system are purchased.

While it would be preferable for all parties to identify final quantities of all supplies and consumables required for Election Day on the initial contract, provision in the project plan has been made to allow incremental orders to be placed following change management processes.

Configuration, Installation, Testing and Training

System Configuration

The Dominion Voting Democracy Suite Election Management System (EMS) is a configurable election system that can be adapted to meet the needs of any jurisdiction. The initial steps in each installation involve working closely with the county to ensure that the system is deployed in a manner that meets all jurisdiction requirements. The following steps are required:

Create Election Data Import Bridge – In this series of steps, Dominion works with the IT professional responsible for the creation and maintenance of SCORE to create a bridge that allows the direct import of jurisdictional data into the Democracy Suite EMS. This step

dramatically increases the speed and accuracy of the creation of the election database within the Democracy Suite EMS. As a result, election divisions, contests, candidate names, propositions and other essential data will be inputted only once, reducing the likelihood of user error. Normally several iterations are required, and some manual data adjustment may be required.

Tiers 1.4, 2 and 3 counties will have the option to use Dominion staff for database creation in our Colorado local office on equipment that has had the trusted build installed by the Secretary of State staff.

Customization of Configurable Options – Basic compliance with the requirements will have been demonstrated in the certification of the Democracy Suite line of products; however additional customization may be required. During this stage, final input and approval on ballot layouts, reports content, and the configuration of the options to the ImageCast[®2] Central and ImageCastX may be requested. This step takes place at the same time that the data import bridge is created.

Create Audio Ballot Production Process – Dominion understands the importance of generating accurate and easily understood audio ballots. As part of the initial configuration process and during the election cycle, Dominion and the counties will leverage existing processes, tools and systems to generate audio ballots.

Staging and Logistics

Dominion deliveries take place on a continuous basis. In this way, the acceptance process can operate in a just-in-time basis, thus minimizing the need to handle equipment twice, and reducing the burden and disruption to the acceptance test process during the scheduled delivery dates.

At the same time, delivery of the IT hardware and central count scanning system will take place. This allows Dominion technicians to begin installation of election servers in parallel with equipment acceptance. In this way, counties will have the benefit of being able to work with the complete election system immediately upon delivery of the tabulators.

Installation and Acceptance Testing

Preparation for Acceptance Testing - A Dominion technical lead will provide guidelines to the counties for acceptance testing and coordinate dates with the Secretary of State staff for trusted build installation. This includes assessing suitability and identifying any modifications required, identifying areas for each process including a secure area for inventory control, preparing necessary acceptance documentation, and ensuring all necessary supplies are available.

Acceptance Testing – Dominion and county staff will conduct detailed acceptance testing of the voting equipment. This acceptance testing provides assurance of full product functionality. Acceptance testing is an essential part of the Dominion quality assurance process. While it is our goal that all election equipment arrive to the county in perfect condition, it is normal to see a

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[2] ImageCast is a registered trademark of Dominion Voting Systems.

small number of issues that may fail initial acceptance. A Dominion employee will be on-site during the tabulator acceptance test process to assist, answer questions, troubleshoot, and where necessary complete minor adjustments.

Installation of EMS – IT Servers will be procured and shipped to Dominion's Denver office where the servers will be prepared for the trusted build installation of the EMS system software.

Training

At Dominion, our training methodology focuses on providing election administration staff the necessary knowledge for successful implementation and effective operation of our voting system. We accomplish this through tailored training, using various training formats, implementing adult learning principles, and proper course pacing. Training customization begins with tailoring our courses to a specific jurisdiction's needs. For example, for those counties that will rely on Dominion to provide election services, such as building the voting system database, the training curriculum will only focus on the aspects of the system pertaining to how they will deploy it. Counties that will be doing their own election programming will be trained on how to do so using the Democracy Suite EMS. Another aspect of the customization is using different formats for training, including instructor-led classes in person, and instructor-led classes online.

Tier 1.1 counties will have their own county project managers that will be dedicated to their accounts. This is based on the size of the jurisdiction and need for a more intimate approach dealing with larger staff. Often, election preparation schedules prevent the delivery of training at the optimal time for retention on Election Day. This can be particularly apparent in small counties, where a very limited team is responsible for all election related activities. To that end, Dominion proposes a regional training program for all other tiered counties where regional project managers will be dedicated to multiple counties. All counties regardless of size will have a technical project manager, product specialist(s), documentation & training specialist(s), voter outreach and a networking hardware specialist. Training for the regional accounts will be combined which allows questions and concerns from multiple counties to be heard. This will facilitate ideas on how our training program can work best for each county, and allow trainees to discuss concerns with the implementation that can help all involved. This type of training does not affect VSPC or election night support requirements for each individual county.

2016 Primary Election Implementation

Election Programming

For those counties where Dominion will be providing election programming services such as database programming and generating ballots, the following steps outline this phase of the implementation.

The creation of the election database is a critical step in the election implementation. Given the very limited time available between the certification of the final ballot and the distribution of UOCAVA / Absentee ballots, it is very important that timelines are appropriately managed.

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Dominion employs an iterative approach to ballot and report creation, where successive rounds of proofs are provided to election officials as more information becomes available. Using this approach, in many cases ballots have already been approved by the time they are certified, maximizing the time available for pre-election testing and logistics.

Dominion is familiar with the level of care and attention, and the rigorous proofing that election data should receive. While we are strong advocates of exercising rigor and caution during the ballot production phase, some or all of the iterative steps described below may not be required. This decision will be made by the Dominion PM in conjunction with the county following system configuration and end-to-end testing.

Import Jurisdictional Data - Using the data import bridge created during configuration, the Dominion project team will create an initial election database, ballots and reports using approved templates. Dominion staff will review the database for internal consistency, and provide draft proofing packages to the county for review.

Final Election Ballot and Database Creation – As soon as possible following the certification of final election data, the Dominion project team will provide final ballot proofs to the county.

Election Materials Provided to or Generated by the County – Final ballot PDF images are provided to the county for provision to certified printers. Election Project back-ups are uploaded to a secure transfer site for restoration on election servers.

Generate Audio Files – Dominion uses machine synthesized audio files for the ImageCast X systems.

Logic and Accuracy Testing

Logic and Accuracy testing (L&A) is the responsibility of the counties. The Dominion project team will be available throughout the L&A process available to assist on an as required basis.

To facilitate the L&A process, Democracy Suite has an optional, stand-alone test deck generation utility that can be employed by certified printers, or sold separately for the automated creation of pre-marked test decks. These decks are always marked with 100% accuracy, allowing for increased confidence in the L&A process.

Dominion recommends that L&A testing include the upload of results files to the election database, so that a full end-to-end test of the relevant election is completed prior to Election Day.

Election Support

The Dominion project team will reach an agreement with the county on their specific roles during VSPC voting and Election Night. Dominion takes pride in our ability to transfer to local officials the skills necessary to conduct even complex elections with complete autonomy. As an example, following the successful initial deployment of Democracy Suite in Mongolia in June 2012, a nation-wide Presidential election was subsequently conducted by the Mongolian General Election Commission with only two Dominion staff members in-country. Throughout the

election, their role was simply to respond to questions and to be available in case of unexpected performance issues, of which there were none. This is a testament not only to Dominion's strength as capacity-builders, but also the reliability and ease of use of our systems.

2016 General Election Implementation

The Election support plan for the 2016 General Election is the same as the support plan for the 2016 Primary.

Project Plan Review and Update

In accordance with accepted project management practice, Dominion will conduct a project review upon completion of the 2016 Primary Election. The counties will be consulted, and a review of change orders and PEP tickets will be conducted. On completion of these reviews, project documentation and the project plan will be revised to reflect learning from the Primary Election. This will be presented to the counties for their approval prior to moving forward with the implementation of the 2016 General Election.

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Problem Escalation Procedure

During the normal course of implementing Democracy Suite, Dominion staff works closely with customers to establish a clear and timely flow of information. This communication helps reduce the number of issues and support early identification of problems that may require resolution through the Problem Escalation Procedure (PEP).

Dominion has successfully applied the proposed PEP to implementations in States of Louisiana, New Mexico, Nevada and many other large jurisdictions. The proposed process has the following key steps:

- **Problem Identification** – Customer identifies a problem or Dominion proactively identifies a problem.
- **Problem Analysis** – The Dominion PM will describe, document, and log the problem into Dominion's automated ticket tracking system. They will notify appropriate Customer/Dominion staff of the severity and risk of the problem.
- **Problem Mitigation Plan (PMP)** – The Dominion PM will lead a team to identify the root cause, determine/document mitigation approach, and identify the management point of contact for approval of the PMP.
- **Mitigation Execution** – The team will execute the approved PMP and track resolution.
- **Problem Escalation Process** – The Dominion PM will escalate a problem based on exceeding the resolution target time or at their discretion.
- **Problem Close-ou**t – The Dominion PM will document problem, resolution, and lessons learned. The PM will also close out the item on the problem and risk logs.

Problem Identification – The Project Management Institute (PMI) defines a problem or issue as a variance between planed and actual performance in terms of schedule, resource allocation, technical performance, or quality. A problem or potential problem can be identified by Colorado counties or proactively by Dominion staff.

Problem Analysis – The Dominion PM will work with the individual that identified the problem and Dominion staff to clearly characterize the issue, assess its severity, and determine the initial mitigation strategy. The Dominion PM will update the problem log (Dominion's automated ticket tracking system) and make an entry into the risk log if necessary.

Problem Mitigation Plan (PMP) – The Dominion PM will work with key Dominion and Colorado county staff to identify the root cause and to determine a mitigation approach. They will document the approach and seek authorization (if necessary) from the Colorado PM to execute the PMP. The Dominion PM will carefully analyze the PMP to avoid implementing a mitigation solution that causes more problems or does not address the root cause.

Mitigation Execution - The Dominion PM will lead, monitor, and report on the execution of the PMP. The Dominion PM will monitor the problem on daily or weekly bases during mitigation execution. If the PMP results in problem resolution, the Dominion PM will close out the problem. If the PMP fails to address the problem, the Dominion PM will notify the state and execute the escalation procedure.

Problem Close Out – The Dominion PM will update the problem and risk logs, document lessons learned, and report the problem in the monthly status report.

Problem Escalation – If the PMP is not completed within the specified Target Resolution Time, the Dominion PM will execute problem escalation process.

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.

Dominion Colorado Project Team
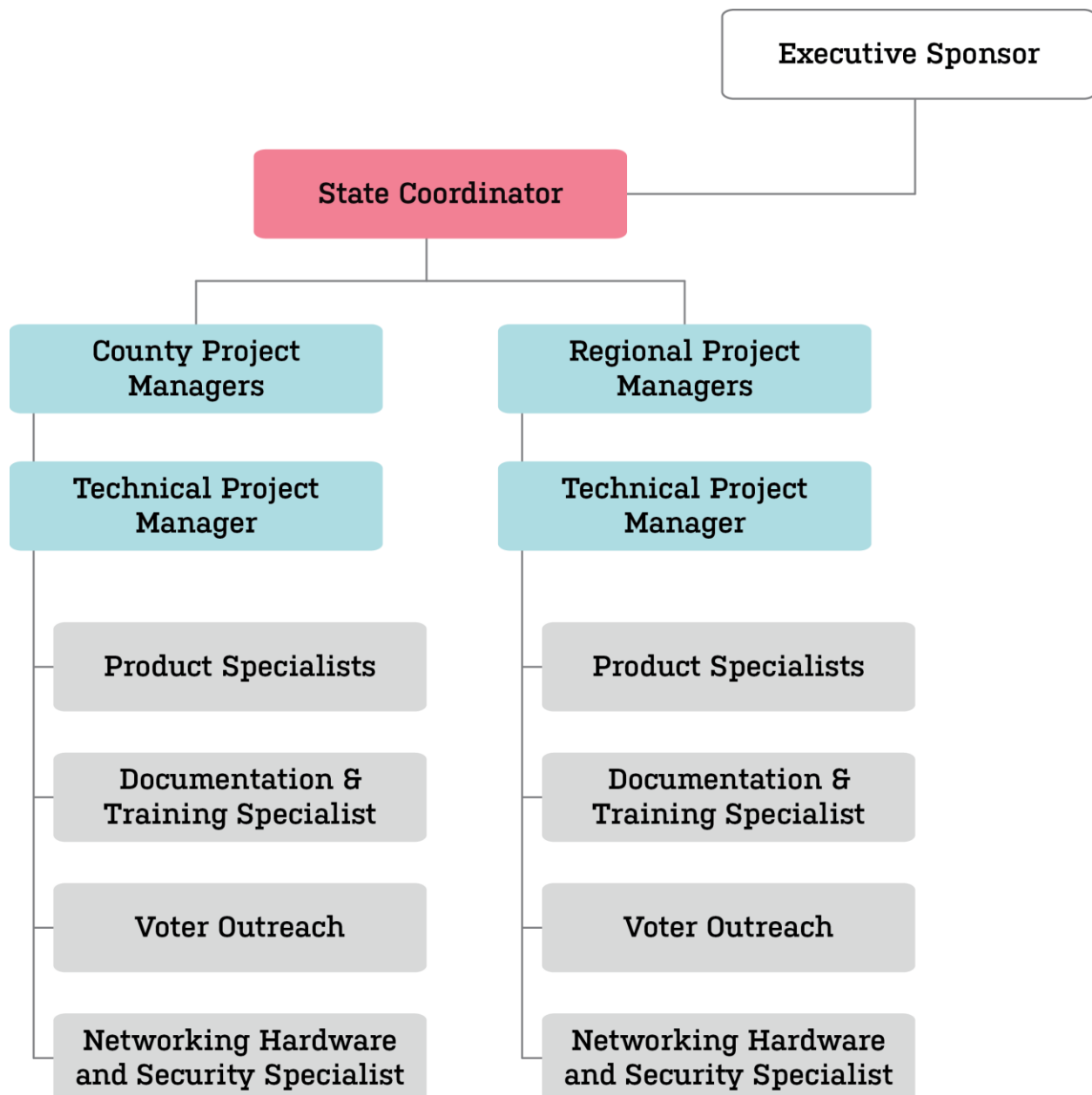
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                                                    │  Executive Sponsor   │
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              ┌──────────────────────┐                         │
              │   State Coordinator  │─────────────────────────┘
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          ┌───────────────┴───────────────┐
┌──────────────────────┐        ┌──────────────────────┐
│   County Project      │        │   Regional Project    │
│   Managers            │        │   Managers            │
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│  Technical Project    │        │  Technical Project    │
│  Manager              │        │  Manager              │
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┌──────────────────────┐        ┌──────────────────────┐
│  Product Specialists  │        │  Product Specialists  │
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┌──────────────────────┐        ┌──────────────────────┐
│  Documentation &      │        │  Documentation &      │
│  Training Specialist  │        │  Training Specialist  │
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│  Voter Outreach       │        │  Voter Outreach       │
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│ Networking Hardware   │        │ Networking Hardware   │
│ and Security Specialist│       │ and Security Specialist│
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Staff Qualifications

Executive Sponsor – Mike Frontera

As Executive Vice-President of Operations, Mike brings over 22 years of election experience to Dominion's operations team, which manages voting system implementations, customer relations, election support, training and sales support. Mike was the Executive Sponsor for a number of large Dominion implementations including the country of Mongolia and States of New York and Louisiana. Prior to joining Dominion, Mike was the Vice President of Operations for Sequoia Voting Systems for over seven years. Mike began his career working in the public sector, including serving as the Election Director for the City and County of Denver.
Mike is licensed to practice law in the State of Colorado and holds a Juris Doctor from the University of Arizona College of Law, as well as a Bachelor of Arts in Psychology.

Regional Sales Manager (Primary Business Contact) - Steven Bennett

Steven Bennett is the Regional Sales Manager for the State of Colorado, and responsible for all activities in the State. He has been involved in the sale and installation of election solutions for the past 10 years, in California, Colorado and New Mexico. Steven has studied the process by which jurisdictions deploy voting systems, understands how counties procure the equipment they need, and the role of the State in elections and voting system implementation. He has expertise in developing election solutions for state and county needs, cultivating partnerships to ensure successful collaboration between the customer and the company. Additionally, Steven has been instrumental in translating customer needs into R&D priorities for the companies, ensuring that customers have the products they truly need.

Steven received a Bachelor of Science in Business Administration, with a focus on Finance, from Indiana University of Pennsylvania in 1988. Steven will be your contact for the duration of the contract.

Director of Operations, West – Sheree Noell

A seasoned professional, Sheree has more than twenty years of experience in the elections industry.   She has extensive experience in ballot printing, optical scan and direct record electronic tabulation, audio voting, precinct and central count environments.   Sheree has served as the Director of Operations, Sales manager and Project/Implementation Manager on various installs in California, Washington, Oregon and Nevada. Most recently, Sheree manages the day to day activities of the Western Region, which includes over 100 separate jurisdictions and 20+ personnel resources. Sheree is a direct liaison to customers and is stationed in California. From this strategic location she can ensure the provision of day to day services and actively participate with her team and customers in planning for future election cycles and needed services. Sheree received her under-grad degree from College of the Sequoias. Sheree is currently enrolled in the Election Center's CERA/CERV Professional Education Program.

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Customer Relations Manager – Geneice Mathews

Geneice Mathews is the in-state Customer Relations Manager for the State of Colorado responsible for Project management of multiple, parallel projects within the state. These tasks include new equipment installations, preventative maintenance and state wide election support activities. Geneice has a stellar record of customer satisfaction, and has been a great asset for investigating and solving customers' problems, which may be complex or long-standing problems. She has over 14 years of elections experience having held many positions in the company. From her start as a QA Analyst, to her experience in product management, election programming and implementation, testing, technical documentation and election support, and now as Customer Relations Manager, Geneice has a deep understanding of Dominion's systems, products and services. She helped manage numerous county and international implementations, and specifically state implementations of Nevada and Louisiana.
Geneice received a Bachelor of Arts in Political Science and German at the University of Longwood in Virginia.

Product Specialist – Lisa Flanagan-Crane

Lisa is based out of Colorado and has worked in Elections Administration for 16 years. During that time, Lisa has been Project Manager of Voting System installations for multiple Colorado counties, provided software/hardware training and election judge training for customers, produced and printed Op-Tech ballots, provided support for Logic and Accuracy Testing, Public Tests, hardware preventative maintenance and supported customers in voter registration. Previous to Dominion/Sequoia, Lisa worked for the Colorado Department of State and Arapahoe County. While working in the Colorado Secretary of State Office, Lisa helped with upgrading 19 counties to a Windows based Voter Registration System, trained staff from each county, and ran the help desk. Lisa has visited over 25 election offices around the state, understands Colorado Election Law, and has worked hard to build an outstanding reputation for customer service.

Lisa has provided election support to jurisdictions in Arizona, California, Colorado, Illinois, Nevada, New Jersey, New Mexico, and Pennsylvania.

Senior Product Manager – Ronald Morales

Ronald Morales is a Systems Engineer with more than 15 years of experience, providing technological expertise and solutions to ensure quality implementation and integration of Dominion Voting System products.

Ronald began his career in elections when he joined Smartmatic in 2004 where he managed the EMS Quality Assurance process for elections in Venezuela. After the acquisition of Sequoia by Smartmatic, Ronald was responsible for the integration of Smartmatic's newly-developed equipment with Sequoia's EMS and for the EAC certification of the integrated solution.

When Dominion Voting Systems acquired Sequoia and assets of Premier Election Solutions in 2010, Ronald began working with modifications and new solutions in software and hardware for the Premier product line, along with the EAC certification process of the updated products.

In his current role, Ronald is engaged in the research and implementation of new technologies with a focus on reliability, performance and efficiency, for both existing legacy systems (Sequoia and Premier) and systems currently in development by Dominion. His most noticeable achievement is the design and implementation of fully redundant Dominion Democracy Suite EMS server infrastructure for the elections in Mongolia during 2012 and 2013.

Director, Product Strategy – Eric Coomer

Eric Coomer graduated from the University of California, Berkeley in 1997 with a Ph.D. in Nuclear Physics. After working in IT consulting for several years, Eric entered the elections industry in 2005 with Sequoia Voting Systems as Chief Software Architect. After three years with the company, Eric took over all development operations as Vice President of Engineering. When Sequoia was acquired by Dominion Voting Systems in 2010, Eric joined the DVS team as Vice President of US Engineering overseeing development in the Denver, Colorado office.

Recently, Eric has taken over as the Director of Product Strategy driving the creation of next generation products through close collaboration with customers, combined with a deep understanding of technology and the needs of Elections departments throughout the United States and abroad. Eric has been an active participant in the development of the IEEE common data format for Elections systems, as well as the working group for developing standards for Risk-Limiting Audits for elections results. When not designing new products, Eric supports large and small scale customers during Election season.

Director, Product Strategy – David Moreno

David Moreno is an accomplished and committed IT professional, with years of experience in software design, development, deployment, and testing.

David has more than 20 years of professional experience in the areas of IT support, IT infrastructure, capacity planning, system design and development, QA and QC processes applied to software and hardware development and full Product Lifecycle Management. David also brings over 10 years of experience in the election business, from working in the design and development of different voting equipment, to deploying new voting technology in counties like San Francisco and Alameda County, California. David's career has been full of learning experiences, like implementing the RCV (Ranked Choice Voting) vote tally system for the City of San Francisco and Alameda County and working on multiple demonstrations of voting technology in different countries and states.

Product Specialist – Alyssa Prohaska

Alyssa Prohaska has over 11 years of elections experience ranging from county elections administration to technical support, training, and quality assurance testing of election management, voter registration, and other web-based applications. Alyssa began working in elections as an Election and Campaign Finance Specialist with the Adams County Elections Division of the Clerk & Recorder Office in 2004. She has recently worked with the Colorado Secretary of State's office where she served in a technical and business support capacity -

testing, training, and providing tier 2 support of the voter registration and election management systems, and online voter registration applications.

Alyssa holds a Bachelor of Arts degree in Communication from the University of Denver, as well as a Master's of Science in Information Technology Management and Graduate Certificates in Oracle Database Administration, and Executive Information Technology from Regis University.

Senior Software Developer – Benjamin Rice

Benjamin Rice has over six years of experience in architecting, developing, and managing elections software solutions. He is a certified ScrumMaster and evangelist for Agile practices and technologies in software development. He has close to twenty years' experience in the Web development and client-service solutions world. Before joining Dominion, Ben was a senior software developer at Sequoia and Slice of Lime and director of technology with FOCI.

Ben graduated from Northwestern University with Bachelor of Arts degrees in both Psychology and English Literature.

Manager, Certification – Jessica Bowers

Jessica has been involved in the voting industry for over seven years in the R&D, engineering, and certification of voting systems. She has been involved in both state and federal level certifications and, most recently, led the Colorado provisional certification effort for Dominion's Universal Voting System entry. Jessica brings over 18 years of experience in development and Information Technology to her work with Dominion and is responsible for ensuring that the company's products are compliant with all state and federal certification standards.

Jessica earned a Bachelor of Science in Information Technology from the University of Phoenix in 2005 and is a U.S. Air Force veteran.

Quality Assurance Analyst – Yaping Lou

Yaping Lou is a Quality Assurance Analyst for our Denver development department, and is responsible for ongoing testing to ensure the high performance quality of Democracy Suite. She has expertise in testing all components of our products, understands processes of the equipment and implementation of the voting system. Yaping has experience in election support, collaboration between software development and testing, and developing product test procedures to ensure high quality and performance of products. She has seven years of work experience in the field of computer science, including software testing and development.

Yaping received a Master of Computer Science from the University of Colorado, Denver, and joined Dominion Voting in 2015.

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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

Dominion's Democracy Suite voting system has been sold in 19 states. Below is a list of all election jurisdictions where the Democracy Suite system has been deployed, the major scanning components used (ImageCast Central, ImageCast Evolution, ImageCast Precinct, ImageCast X), and the year of signed business. Contact details for a cross section of customers are also provided in the references section. Should additional references be necessary, please contact our sales representative.

References

State of Louisiana
Contact Name: Angie Rogers, Commissioner of Elections, LA Secretary of State's Office
Address: 8585 Archives Ave, Baton Rouge, LA, 70809
Phone Number: 1-225-922-0900
E-mail: Angie.rogers@sos.louisiana.gov

> The state of Louisiana uses a blend of Dominion products for precinct, early voting and absentee voting. In 2011, Louisiana bought the ImageCast Central absentee ballot counting system for all parishes in the State. The ImageCast Central system is a software-driven central count solution. For the State of Louisiana, the ImageCast Central software was paired with a Kodak Sidekick COTS scanner.

> The State of Louisiana uses 110 ImageCast Central units to process their absentee ballots. The State has benefited from significant efficiencies and cost-savings through the use of this system, also being proposed for the State of Colorado. The complete system is administered and managed by the Secretary of State with support from the Dominion Team, and administered at the local level by the Registrar of Voters and Clerk of Court in each parish.

City and County of Denver
Amber McReynolds, Director of Elections
Address: Denver Elections Division, 200 W 14th Ave #100, Denver, CO 80204
Phone Number: 720-865-4850
E-mail: amber.mcreynolds@denvergov.org

In 2015, the City and County of Denver streamlined their election processes by replacing their voting system - which required three vendors and seven different databases - with a single database to power the entire election – Democracy Suite. Denver selected the ImageCast Central to tabulate paper ballots, more than 90% of which came from ballots received by mail. Denver also implemented the ImageCast X, a tablet-based in-person voting device, which prints a paper ballot for tabulation by the ImageCast Central. Dominion provided training on all aspects of the system, technical services and support for system installation and configuration, early voting, Election Day voting and post-election activities. Dominion also provided a dedicated project manager for their May 2015 Municipal Election. Dominion worked closely with the City and County of Denver to configure the system to meet their needs and requirements.

Clark County, Nevada
Joe Gloria, Registrar of Voters
Address: 965 Trade Drive #1, North Las Vegas, NV 89030-7801
Phone: 702-455-2846
E-mail: jpg@co.clark.nv.us

Clark County, Nevada uses a blend of Dominion products for precinct, early voting and absentee voting. In 2015, Clark County upgraded their central count scanning system to Democracy Suite, deploying six ImageCast Central workstations paired with Canon G1130 scanners. Clark County also implemented Dominion's ImageCast Adjudication software for digital real-time adjudication of ballots with outstack conditions.

The State of Nevada has been a customer of Dominion and its predecessors for over 20 years, and this longstanding relationship is a testament to Dominion's commitment to outstanding customer service and support. Most of the original members of the Clark County install team in 1991 are still employed by Dominion Voting today and continue to provide support and services in the state.

Democracy Suite Customers

Below is a list of all election jurisdictions where the Democracy Suite system has been deployed, the major scanning components used (ImageCast Central - ICC, ImageCast Evolution - ICE, ImageCast Precinct - ICP, ImageCast X - ICX), and the year of signed business.

52 Counties in the State of New York (all except Albany, Erie, Nassau, Rockland, Schenectady and the five boroughs of New York City) (ICP, BMD, ICC - 2008)

The State of New Jersey
o   Burlington County (ICC, 2014)
o   Camden County (ICC, 2013)
o   Cape May County (ICC, 2013)
o   Cumberland County (ICC, 2015)
o   Essex County (ICC, 2013)

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- o Mercer County (ICC 2013)
- o Monmouth County (ICC, 2014)
- o Hunterdon County (ICC, 2015)
- o Salem County (ICC, 2015)
- o Gloucester County (ICC, 2015)
- o Morris County (ICC, 2015)
- o Passaic County (ICC, 2015)
- o Union County (ICC, 2013)
- o Hudson County (ICC, 2013)

All 64 Parishes in the State of Louisiana (ICC, 2011)

The Commonwealth of Virginia
- o Caroline County (ICP BMD Audio, 2015)
- o Isle of Wight County (ICE, 2011)
- o King George County (ICP- BMD Audio, 2014)
- o Bedford County (ICE, 2015)
- o Page County (ICP- BMD Audio, 2014)
- o Craig County (ICE, 2015)
- o Franklin County (ICE, 2015)
- o Louisa County (ICE, 2015)
- o Mecklenburg County (ICE, 2015)
- o Nottoway County (ICE, 2015)
- o Suffolk City (ICE, 2015)

The State of Ohio
- o Guernsey County (ICE, ICC, 2013)
- o Harrison County (ICP, ICE, ICC, 2014)
- o Huron County (ICC, ICE, ICP-AV, MBP, 2015)
- o Belmont County (ICP-AV, ICC, 2015)

The State of Tennessee
- o Hamilton County (ICE, ICP-A, ICC, 2013)

The State of Iowa
- o Cedar County (ICP BMD Audio, 2013)
- o Adair County (ICP, 2015)
- o Hardin County (ICP-BMD Audio, ICC, 2015)
- o Mitchell County (ICP-BMD Audio, 2015)

The State of Florida
- o Baker County (ICE, 2013)
- o Hardee County (ICE, 2013)
- o Hernando (ICE-DD, ICC, MBP, 2015)
- o Leon County (ICE, ICC, 2014)

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- Levy County (ICE, 2014)
- Madison County (ICE, 2013)
- Monroe County (ICE, 2013)
- St Lucie County (ICE, ICC, 2014)
- Alachua County (ICE, ICC, 2015)
- Flagler County (ICC, 2015)

The State of New Mexico (ICC, ICE, ICP BMD Audio, ICP, 2014)

The State of Alaska
- City and Borough of Sitka (ICP BMD Audio, 2014)

The State of Massachusetts
- Clinton County (ICP, 2015)
- Needham County (ICP, 2014)

The State of Missouri
- Adair County (ICP-BMD Audio, 2015)
- Warren County (ICP, 2015)
- Osage County (ICP-BMD Audio, 2015)
- Callaway County (ICP-BMD Audio, 2015)
- Crawford County (ICP-BMD Audio, 2015)
- Gasconade County (ICP-BMD Audio, 2015)
- Jasper County (ICP-BMD Audio, 2015)
- Maries County (ICP-BMD Audio, 2015)
- McDonald County (ICP-BMD Audio, 2015)
- Newton County(ICP-BMD Audio, 2015)
- Warren County (ICP-BMD Audio, 2015)
- Saline County (ICP-BMD Audio, 2015)
- Carroll County (ICP-BMD Audio, 2015)
- Lafayette County (ICP-BMD Audio, 2015)

The State of Nevada
- Clark County (ICC, 2015)

The State of Colorado
- City and County of Denver (ICC, ICX, 2015)
- Mesa County (ICC, ICX, 2015)

The State of California
- Imperial County (ICC, ICE, 2015)
- Kern County (ICC, 2015)

The State of Kansas
- Lane County (ICP-BMD Audio, 2015)

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The State of Utah
o   Salt Lake County (ICC, 2014)

The State of Minnesota
o   Dakota County (ICC, ICE, 2015)
o   Scott County (ICC, ICE, 2015)

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

Dominion is contractually committed to deploy the Democracy Suite Voting System in the following jurisdictions in the United States:

The Commonwealth of Puerto Rico

The State of California
o   Del Norte County
o   Glenn County
o   Siskiyou County
o   Tehama County
o   Napa County

The State of Florida
o   Columbia County

The State of Ohio
o   Lorain County

The State of Wisconsin
o   Door County
o   Green County
o   Ozaukee County
o   Vilas County
o   Washington County
o   Winnebago County

Dominion has a number of distributors who provide election implementation services in various jurisdictions. Dominion and its distributors are contractually committed to deploy the Democracy Suite Voting System in the following jurisdictions:

The State of Iowa
o   Appanoose County
o   Wayne County
o   Lucas County

The State of Missouri
o   Livingston County

- o Pike County
- o Grundy County
- o Mercer County
- o Harrison County
- o Montgomery County

The Commonwealth of Virginia
- o Buchanan County
- o Dickenson County
- o Russell County
- o Lee County
- o Salem City
- o Amelia County
- o Waynesboro City

The State of Wisconsin
- o Fond du Lac County

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

Dominion continues to work with jurisdictions to provide upgrade paths and demonstrate new technologies. At this time, we do not have any outstanding offers for contractual commitments beyond 2015 for new implementations.

ID	(i)	Task Mode	Task Name	Duration	Start	Finish	Predecessor
0		▬₅	**Colorado 1.0**	**394 days**	**Tue 12/1/15**	**Wed 12/28/1**	
1		▬₅	**1 Project Milestones**	**314 days**	**Thu 12/31/1!**	**Tue 11/8/16**	
2		📌	**1.1 Selection of UVS Finalist**	0 days	Thu 12/31/15	Thu 12/31/15	
3		📌	**1.2 County Contracts Negotiated and Signed**	40 days	Mon 1/4/16	Fri 2/12/16	
4		📌	**1.3 Certification of System**	1 day	Tue 3/1/16	Tue 3/1/16	
5		▬₅	**1.4 System Deployment to Counties**	**59 days**	**Wed 3/2/16**	**Fri 4/29/16**	
6	📅	▬₅	1.4.1 Deployment and Installation	31 days	Wed 3/2/16	Fri 4/1/16	
7		📌	1.4.2 Install Trusted Builds	26 days	Mon 4/4/16	Fri 4/29/16	
8		▬₅	**1.5 Primary Election Milestones**	**58 days**	**Mon 5/2/16**	**Tue 6/28/16**	
9	📅	▬₅	1.5.1 Ballot Production	26 days	Mon 5/2/16	Fri 5/27/16	14SS-69 da
10		📌	1.5.2 UOCAVA Ballot Deadline	1 day	Sat 5/14/16	Sat 5/14/16	
11		📌	1.5.3 Absentee ballots sent - Primary	17 days	Mon 6/6/16	Wed 6/22/16	
12	🗒	📌	1.5.4 L&A Testing - Primary	11 days	Tue 5/31/16	Fri 6/10/16	
13		📌	1.5.5 Voting Centers Open - Primary	9 days	Mon 6/20/16	Tue 6/28/16	
14		📌	1.5.6 Election Day - Primary	0 days	Tue 6/28/16	Tue 6/28/16	
15		▬₅	**1.6 General Election Milestones**	**58 days**	**Mon 9/12/16**	**Tue 11/8/16**	
16	📅	▬₅	1.6.1 Ballot Production	26 days	Mon 9/12/16	Fri 10/7/16	21SS-69 da
17		📌	1.6.2 UOCAVA Ballot Deadline	1 day	Sat 9/24/16	Sat 9/24/16	
18		📌	1.6.3 Absentee ballots sent - General	5 days	Mon 10/17/1	Fri 10/21/16	
19	🗒	📌	1.6.4 L&A Testing - General	11 days	Mon 10/10/1	Thu 10/20/16	
20		📌	1.6.5 Voting Centers Open - General	16 days	Mon 10/24/1	Tue 11/8/16	
21		📌	1.6.6 Election Day - General	0 days	Tue 11/8/16	Tue 11/8/16	
22		▬₅	**2 Project Management**	**364 days**	**Thu 12/31/1!**	**Wed 12/28/16**	
23		▬₅	**2.1 Initiate Project**	**23 days**	**Thu 12/31/1!**	**Fri 1/22/16**	
24	📅	▬₅	2.1.1 Internal Project Kick-off	1 day	Thu 12/31/15	Thu 12/31/15	
25	📅	▬₅	2.1.2 Kick-off with State	1 day	Wed 1/6/16	Wed 1/6/16	
26	📅	▬₅	2.1.3 Kick-Off Meeting with Counties	12 days	Mon 1/11/16	Fri 1/22/16	25SS
27		▬₅	**2.2 System Certification**	**43 days**	**Tue 1/19/16**	**Tue 3/1/16**	
28	🔄	▬₅	**2.2.1 UVS Certification Tasks**	**43 days**	**Tue 1/19/16**	**Tue 3/1/16**	
29		📌	2.2.1.1 Deadline for Cert. App. With TDP	1 day	Tue 1/19/16	Tue 1/19/16	
30		📌	2.2.1.2 Completion of documentation review	1 day	Tue 1/26/16	Tue 1/26/16	
31		📌	2.2.1.3 Prepare and finalize Test Plan Agreement	1 day	Fri 1/29/16	Fri 1/29/16	
32		📌	2.2.1.4 Complete supplemental testing, if necessary	1 day	Mon 2/15/16	Mon 2/15/16	

ID		Task Mode	Task Name	Duration	Start	Finish	Predecessor
33		📌	2.2.1.5 Certification of System	1 day	Tue 3/1/16	Tue 3/1/16	
34		⬛	**2.3 Project Management Meetings w State/Counties**	**346 days**	**Mon 1/18/16**	**Wed 12/28/16**	
35	🔄	⬛	**2.3.1 Project Update Call**	**346 days**	**Mon 1/18/16**	**Wed 12/28/16**	
60		⬛	**2.4 Dominion Internal Project Management Meetings**	**348 days**	**Fri 1/15/16**	**Tue 12/27/16**	
61	🔄	⬛	**2.4.1 Project Update Call**	**348 days**	**Fri 1/15/16**	**Tue 12/27/16**	
86		⬛	**3 Procurement and Logistics**	**30 days**	**Mon 2/1/16**	**Tue 3/1/16**	
87		⬛	**3.1 Procurement**	**30 days**	**Mon 2/1/16**	**Tue 3/1/16**	
88		⬛	**3.1.1 ICC system**	**30 days**	**Mon 2/1/16**	**Tue 3/1/16**	
89	▦	⬛	3.1.1.1 Canon G1130	30 days	Mon 2/1/16	Tue 3/1/16	
90	▦	⬛	3.1.1.2 Kofax board and software	30 days	Mon 2/1/16	Tue 3/1/16	
91	▦	⬛	3.1.1.3 Dell all-in-one PC	30 days	Mon 2/1/16	Tue 3/1/16	
92	▦	⬛	3.1.1.4 i-Button programmer	30 days	Mon 2/1/16	Tue 3/1/16	
93	▦	⬛	3.1.1.5 Other Requested Supplies and Consumables	30 days	Mon 2/1/16	Tue 3/1/16	
94		⬛	**3.1.2 ICX System**	**30 days**	**Mon 2/1/16**	**Tue 3/1/16**	
95	▦	⬛	3.1.2.1 Tablets	30 days	Mon 2/1/16	Tue 3/1/16	
96	▦	⬛	3.1.2.2 Tablet Kiosk	30 days	Mon 2/1/16	Tue 3/1/16	
97	▦	⬛	3.1.2.3 Mag Striper Reader	30 days	Mon 2/1/16	Tue 3/1/16	
98	▦	⬛	3.1.2.4 Hub multiport network	30 days	Mon 2/1/16	Tue 3/1/16	
99	▦	⬛	3.1.2.5 BMD Printer	30 days	Mon 2/1/16	Tue 3/1/16	
100		📌	3.1.2.6 Networking Hardware	30 days	Mon 2/1/16	Tue 3/1/16	
101		📌	3.1.2.7 Administrator Laptop	30 days	Mon 2/1/16	Tue 3/1/16	
102		📌	3.1.2.8 Voting Booth	30 days	Mon 2/1/16	Tue 3/1/16	
103		📌	3.1.2.9 Accessibility system hardware	30 days	Mon 2/1/16	Tue 3/1/16	
104	▦	⬛	3.1.2.10 Other Identified or Requested IT Hardware	30 days	Mon 2/1/16	Tue 3/1/16	
105		⬛	**3.1.3 EMS and Adjudication Hardware**	**30 days**	**Mon 2/1/16**	**Tue 3/1/16**	
106	▦	⬛	3.1.3.1 EMS Server	30 days	Mon 2/1/16	Tue 3/1/16	
107		📌	3.1.3.2 EMS Workstation	30 days	Mon 2/1/16	Tue 3/1/16	
108		📌	3.1.3.3 Adjudication Workstation	30 days	Mon 2/1/16	Tue 3/1/16	
109	▦	⬛	3.1.3.4 Network Security Devices	30 days	Mon 2/1/16	Tue 3/1/16	
110	▦	⬛	3.1.3.5 Monitors (2 server and Adjudication)	30 days	Mon 2/1/16	Tue 3/1/16	
111	▦	⬛	3.1.3.6 Keyboard, Mouse, Cables...	30 days	Mon 2/1/16	Tue 3/1/16	
112	▦	⬛	3.1.3.7 Report Printer	30 days	Mon 2/1/16	Tue 3/1/16	
113	▦	⬛	3.1.3.8 Other Identified or Requested IT Hardware	30 days	Mon 2/1/16	Tue 3/1/16	

ID		Task Mode	Task Name	Duration	Start	Finish	Predecessor
114			**4 Configuration, Installation, Training and Testing**	**182 days**	**Tue 12/1/15**	**Mon 5/30/16**	
115			**4.1 System Configuration**	**51 days**	**Thu 12/31/1!**	**Fri 2/19/16**	
116			**4.1.1 Create Election Data Import Bridge**	**49 days**	**Thu 12/31/1!**	**Wed 2/17/16**	
117	▦		4.1.1.1 Examine existing data structure	21 days	Thu 12/31/15	Wed 1/20/16	
118			4.1.1.2 Create data import bridge from customer database	21 days	Thu 1/21/16	Wed 2/10/16	117
119			4.1.1.3 Test import bridge and revise as required	7 days	Thu 2/11/16	Wed 2/17/16	118
120			**4.1.2 Customization of configurable options**	**49 days**	**Thu 12/31/1!**	**Wed 2/17/16**	
121			4.1.2.1 Finalize ballot style template	28 days	Thu 12/31/15	Wed 1/27/16	2
122			4.1.2.2 Define configurable settings	28 days	Thu 12/31/15	Wed 1/27/16	2
123			4.1.2.3 Finalize reporting templates	21 days	Thu 1/28/16	Wed 2/17/16	121
124			**4.1.3 End-to-End Test**	**2 days**	**Thu 2/18/16**	**Fri 2/19/16**	119,121,12
125			**4.2 Installation and Acceptance Testing**	**121 days**	**Thu 12/31/1!**	**Fri 4/29/16**	
126			**4.2.1 Preparation for Acceptance Testing**	**86 days**	**Thu 12/31/1!**	**Fri 3/25/16**	
127			4.2.1.1 Review County Operations Space	18 days	Thu 12/31/15	Sun 1/17/16	2
128			4.2.1.2 Issue space recommendations	5 days	Mon 1/18/16	Fri 1/22/16	127
129			**4.2.1.3 Stage and Ship Delivery**	**25 days**	**Tue 3/1/16**	**Fri 3/25/16**	
130	▦		4.2.1.3.1 Configure Servers	5 days	Tue 3/1/16	Sat 3/5/16	
131			4.2.1.3.2 Test Servers	5 days	Mon 3/7/16	Fri 3/11/16	130FS+1 da
132	▦		4.2.1.3.3 Internal Acceptance of ICX, ICC and Adjudication systems	10 days	Mon 3/14/16	Wed 3/23/16	131FS+2 da
133	▦		4.2.1.3.4 Configure ICC Systems	10 days	Tue 3/1/16	Thu 3/10/16	
134	▦		4.2.1.3.5 Test ICC Systems	10 days	Tue 3/1/16	Thu 3/10/16	
135	▦		4.2.1.3.6 Stage and Ship	12 days	Mon 3/14/16	Fri 3/25/16	
136			**4.2.2 Acceptance Testing**	**26 days**	**Mon 4/4/16**	**Fri 4/29/16**	
137	▦		4.2.2.1 ICX Acceptance	19 days	Mon 4/4/16	Fri 4/22/16	
138	▦		4.2.2.2 Acceptance Testing of EMS Systems	19 days	Mon 4/4/16	Fri 4/22/16	
139	▦		4.2.2.3 Acceptance Testing of ICC Systems	19 days	Mon 4/4/16	Fri 4/22/16	
140	▦		4.2.2.4 End-to-End System Tests	5 days	Mon 4/25/16	Fri 4/29/16	
141			**4.3 Training**	**182 days**	**Tue 12/1/15**	**Mon 5/30/16**	
142			**4.3.1 Finalize User Documentation**	**28 days**	**Tue 12/1/15**	**Mon 12/28/1!**	
143			**4.3.1.1 ICX Documentation**	**28 days**	**Tue 12/1/15**	**Mon 12/28/1!**	
144	▦		4.3.1.1.1 ICX User Guide	28 days	Tue 12/1/15	Mon 12/28/15	
145	▦		4.3.1.1.2 Acceptance Test Procedure, checklist and sign-off form	28 days	Tue 12/1/15	Mon 12/28/15	
146	▦		4.3.1.1.3 L&A Procedure, checklist and sign-off form	28 days	Tue 12/1/15	Mon 12/28/15	

ID		Task Mode	Task Name	Duration	Start	Finish	Predecessor
147			4.3.1.1.4 Poll-Worker Training Manual	28 days	Tue 12/1/15	Mon 12/28/15	
148			**4.3.1.2 ICC Documentation**	**28 days**	**Tue 12/1/15**	**Mon 12/28/15**	
149			4.3.1.2.1 ICC User Guide	28 days	Tue 12/1/15	Mon 12/28/15	
150			4.3.1.2.2 Acceptance Test Procedure, checklist and sign-off form	28 days	Tue 12/1/15	Mon 12/28/15	
151			4.3.1.2.3 Operator Training Manual	28 days	Tue 12/1/15	Mon 12/28/15	
152			4.3.1.2.4 L & A Procedure, checklist and sign-off form	28 days	Tue 12/1/15	Mon 12/28/15	
153			**4.3.1.3 Adjudication**	**28 days**	**Tue 12/1/15**	**Mon 12/28/15**	
154			4.3.1.3.1 Adjudication Users Guide	28 days	Tue 12/1/15	Mon 12/28/15	
155			4.3.1.3.2 Adjudication Quick Reference Guide	28 days	Tue 12/1/15	Mon 12/28/15	
156			4.3.1.3.3 Operator Training Manual	28 days	Tue 12/1/15	Mon 12/28/15	
157			4.3.1.3.4 L&A Procedure, checklist and sign-off form	28 days	Tue 12/1/15	Mon 12/28/15	
158			**4.3.1.4 EMS Documentation**	**28 days**	**Tue 12/1/15**	**Mon 12/28/15**	
159			4.3.1.4.1 EED Users guide	28 days	Tue 12/1/15	Mon 12/28/15	
160			4.3.1.4.2 RTR Users guide	28 days	Tue 12/1/15	Mon 12/28/15	
161			**4.3.2 Customer System Training**	**85 days**	**Mon 3/7/16**	**Mon 5/30/16**	
162			**4.3.2.1 Region 1 Training**	**78 days**	**Mon 3/7/16**	**Mon 5/23/16**	
163			4.3.2.1.1 ICC/Adjudication Operations training	2 days	Mon 3/7/16	Tue 3/8/16	
164			4.3.2.1.2 ICX Operations training	1 day	Wed 3/9/16	Wed 3/9/16	
165			4.3.2.1.3 EMS / RTR Training	5 days	Mon 4/25/16	Fri 4/29/16	
166			4.3.2.1.4 Pollworker Train the Trainer	1 day	Mon 5/23/16	Mon 5/23/16	
167			**4.3.2.2 Region 2 Training**	**73 days**	**Mon 3/14/16**	**Wed 5/25/16**	
168			4.3.2.2.1 ICC/Adjudication Operations training	2 days	Mon 3/14/16	Tue 3/15/16	
169			4.3.2.2.2 ICX Operations training	1 day	Wed 3/16/16	Wed 3/16/16	
170			4.3.2.2.3 EMS / RTR Training	5 days	Mon 5/2/16	Fri 5/6/16	
171			4.3.2.2.4 Pollworker Train the Trainer	1 day	Wed 5/25/16	Wed 5/25/16	
172			**4.3.2.3 Region 3 Training**	**68 days**	**Mon 3/21/16**	**Fri 5/27/16**	
173			4.3.2.3.1 ICC/Adjudication Operations training	2 days	Mon 3/21/16	Tue 3/22/16	
174			4.3.2.3.2 ICX Operations training	1 day	Wed 3/23/16	Wed 3/23/16	
175			4.3.2.3.3 EMS / RTR Training	5 days	Mon 5/9/16	Fri 5/13/16	
176			4.3.2.3.4 Pollworker Train the Trainer	1 day	Fri 5/27/16	Fri 5/27/16	
177			**4.3.2.4 Tier 1.1 Counties Training**	**64 days**	**Mon 3/28/16**	**Mon 5/30/16**	
178			4.3.2.4.1 ICC/Adjudication Operations training	2 days	Mon 3/28/16	Tue 3/29/16	
179			4.3.2.4.2 ICX Operations training	1 day	Wed 3/30/16	Wed 3/30/16	

ID		Task Mode	Task Name	Duration	Start	Finish	Predecessor
180	▦	⇥	4.3.2.4.3 EMS / RTR Training	5 days	Mon 5/2/16	Fri 5/6/16	
181		★	4.3.2.4.4 Pollworker Train the Trainer	1 day	Mon 5/30/16	Mon 5/30/16	
182		⇥	**5 2016 Primary Election**	**87 days**	**Mon 4/4/16**	**Wed 6/29/16**	
183		⇥	**5.1 Election Programming**	**56 days**	**Mon 4/4/16**	**Sun 5/29/16**	
184		⇥	**5.1.1 Import Jurisdictional Data**	**16 days**	**Mon 4/4/16**	**Tue 4/19/16**	
185		★	5.1.1.1 Jurisdictional data imported	1 day	Mon 4/4/16	Mon 4/4/16	
186	▦	⇥	5.1.1.2 Preliminary Election Database, Ballot and Report Creation	8 days	Fri 4/8/16	Fri 4/15/16	
187		⇥	5.1.1.3 Initial Ballot Proofs Reviewed by Counties	1 day	Mon 4/18/16	Mon 4/18/16	186FS+2 da
188		⇥	5.1.1.4 Initial Report Proofing Packages Reviewed by Counties	1 day	Tue 4/19/16	Tue 4/19/16	187
189		⇥	**5.1.2 Final Election Ballot and Database Creation**	**11 days**	**Mon 5/2/16**	**Thu 5/12/16**	
190		★	5.1.2.1 Ballot Certification Deadline for Primary	1 day	Mon 5/2/16	Mon 5/2/16	
191	▦	⇥	5.1.2.2 Final Ballot and Report Proofs to County Officials	8 days	Tue 5/3/16	Tue 5/10/16	190
192	▦	⇥	5.1.2.3 Ballot and Report Review by Client	1 day	Wed 5/11/16	Wed 5/11/16	191
193		⇥	5.1.2.4 Revisions to Ballots and/or Reports	1 day	Thu 5/12/16	Thu 5/12/16	192
194		⇥	**5.1.3 Election Materials Provided to County**	**17 days**	**Fri 5/13/16**	**Sun 5/29/16**	
195		⇥	5.1.3.1 Official Ballot Images generated	1 day	Fri 5/13/16	Fri 5/13/16	193
196		⇥	5.1.3.2 L&A Test Ballots Generated	8 days	Fri 5/13/16	Fri 5/20/16	193SS+1 da
197		⇥	5.1.3.3 Distribute Election Project Packages	7 days	Mon 5/23/16	Sun 5/29/16	196FS+2 da
198		⇥	**5.2 Primary Election - Finalize Election Files & Logic and Accuracy Testing**	**12 days**	**Mon 5/30/16**	**Fri 6/10/16**	
199		⇥	5.2.1 County Receives and Restores Election package	1 day	Mon 5/30/16	Mon 5/30/16	197
200		⇥	5.2.2 Test ballots provided to printer	3 days	Tue 5/31/16	Thu 6/2/16	199
201		⇥	5.2.3 Load Election Files to ICC and ICX	1 day	Tue 5/31/16	Tue 5/31/16	199
202		⇥	5.2.4 Scan test ballots, upload and verify results	10 days	Tue 5/31/16	Thu 6/9/16	199
203		⇥	5.2.5 Export Results to State-wide System	1 day	Fri 6/10/16	Fri 6/10/16	202
204		⇥	**5.3 Election Support - Primary Election**	**17 days**	**Mon 6/13/16**	**Wed 6/29/16**	
205		⇥	**5.3.1 Mail Ballot Tabulation Support**	**16 days**	**Mon 6/13/16**	**Tue 6/28/16**	
206	▦	⇥	5.3.1.1 Region 1	16 days	Mon 6/13/16	Tue 6/28/16	
207	▦	⇥	5.3.1.2 Region 2	16 days	Mon 6/13/16	Tue 6/28/16	
208	▦	⇥	5.3.1.3 Region 3	16 days	Mon 6/13/16	Tue 6/28/16	
209	▦	⇥	5.3.1.4 County Tier 1.1	16 days	Mon 6/13/16	Tue 6/28/16	
210	▦	⇥	5.3.1.5 County Tier 1.1	16 days	Mon 6/13/16	Tue 6/28/16	
211		⇥	**5.3.2 VSPC**	**9 days**	**Mon 6/20/16**	**Tue 6/28/16**	
212	▦	⇥	5.3.2.1 Region 1	9 days	Mon 6/20/16	Tue 6/28/16	

ID		Task Mode	Task Name	Duration	Start	Finish	Predecessor
213			5.3.2.2 Region 2	9 days	Mon 6/20/16	Tue 6/28/16	
214			5.3.2.3 Region 3	9 days	Mon 6/20/16	Tue 6/28/16	
215			5.3.2.4 County Tier 1.1	9 days	Mon 6/20/16	Tue 6/28/16	
216			5.3.2.5 County Tier 1.1	9 days	Mon 6/20/16	Tue 6/28/16	
217			**5.3.3 Election Day Support**	**3 days**	**Mon 6/27/16**	**Wed 6/29/16**	**14**
218			5.3.3.1 Region 1	3 days	Mon 6/27/16	Wed 6/29/16	
219			5.3.3.2 Region 2	3 days	Mon 6/27/16	Wed 6/29/16	
220			5.3.3.3 Region 3	3 days	Mon 6/27/16	Wed 6/29/16	
221			5.3.3.4 County Tier 1.1	3 days	Mon 6/27/16	Wed 6/29/16	
222			5.3.3.5 County Tier 1.1	3 days	Mon 6/27/16	Wed 6/29/16	
223			**6 General Election 2016**	**165 days**	**Tue 7/5/16**	**Fri 12/16/16**	
224			**6.1 Project Plan Review and Update**	**28 days**	**Tue 7/5/16**	**Mon 8/1/16**	
225			**6.1.1 Capture Lessons Learned**	**14 days**	**Tue 7/5/16**	**Mon 7/18/16**	
226			6.1.1.1 Internal Review	14 days	Tue 7/5/16	Mon 7/18/16	14FS+7 day
227			6.1.1.2 Stakeholder consultations	14 days	Tue 7/5/16	Mon 7/18/16	14FS+7 day
228			6.1.1.3 Review issues log	14 days	Tue 7/5/16	Mon 7/18/16	14FS+7 day
229			6.1.2 Revise Project Plan and Project Schedule	14 days	Tue 7/19/16	Mon 8/1/16	228,226,22
230			6.1.3 Revise Project and User Documentation	14 days	Tue 7/19/16	Mon 8/1/16	228,226,22
231			**6.2 General Election Supplemental Training for Trainers**	**16 days**	**Mon 9/19/16**	**Tue 10/4/16**	
232			**6.2.1 Region 1 Training**	**2 days**	**Mon 9/19/16**	**Tue 9/20/16**	
233			6.2.1.1 Refresh Training	2 days	Mon 9/19/16	Tue 9/20/16	
234			**6.2.2 Region 2 Training**	**2 days**	**Wed 9/21/16**	**Thu 9/22/16**	
235			6.2.2.1 Refresh Training	2 days	Wed 9/21/16	Thu 9/22/16	233SS+2 da
236			**6.2.3 Region 3 Training**	**2 days**	**Mon 9/26/16**	**Tue 9/27/16**	
237			6.2.3.1 Refresh Training	2 days	Mon 9/26/16	Tue 9/27/16	235SS+5 da
238			**6.2.4 County Tier 1.1**	**2 days**	**Wed 9/28/16**	**Thu 9/29/16**	
239			6.2.4.1 Refresh Training	2 days	Wed 9/28/16	Thu 9/29/16	237SS+2 da
240			**6.2.5 County Tier 1.1**	**2 days**	**Mon 10/3/16**	**Tue 10/4/16**	
241			6.2.5.1 Refresh Training	2 days	Mon 10/3/16	Tue 10/4/16	239SS+5 da
242			**6.3 Election Programming - General Election**	**25 days**	**Tue 9/6/16**	**Fri 9/30/16**	
243			**6.3.1 Import Jurisdictional Data**	**4 days**	**Tue 9/6/16**	**Fri 9/9/16**	
244			6.3.1.1 Jurisdictional data imported	1 day	Tue 9/6/16	Tue 9/6/16	
245			6.3.1.2 Preliminary Election Database, Ballot and Report Creation	2 days	Wed 9/7/16	Thu 9/8/16	244

ID		Task Mode	Task Name	Duration	Start	Finish	Predecessor
246		🏃	6.3.1.3 Initial Ballot Proofs Reviewed by Counties	1 day	Fri 9/9/16	Fri 9/9/16	244,245
247		🏃	**6.3.2 Final Election Ballot and Database Creation**	**9 days**	**Mon 9/12/16**	**Tue 9/20/16**	
248	🗓	🏃	6.3.2.1 Ballot Certification Deadline for General	1 day	Mon 9/12/16	Mon 9/12/16	245
249	🗓	🏃	6.3.2.2 Final Ballot and Report Proofs to County Officials	8 days	Tue 9/13/16	Tue 9/20/16	248
250		🏃	6.3.2.3 Ballot and Report Review by Client	1 day	Tue 9/13/16	Tue 9/13/16	249SS
251		🏃	6.3.2.4 Revisions to Ballots and/or Reports	1 day	Wed 9/14/16	Wed 9/14/16	250
252		🏃	**6.3.3 Election Materials Provided to County**	**16 days**	**Thu 9/15/16**	**Fri 9/30/16**	**250**
253		🏃	6.3.3.1 Official Ballot Images generated	1 day	Thu 9/15/16	Thu 9/15/16	251
254		🏃	6.3.3.2 L & A Test Ballots Generated	8 days	Fri 9/16/16	Fri 9/23/16	253
255		🏃	6.3.3.3 Distribute Election Project Packages	7 days	Sat 9/24/16	Fri 9/30/16	254
256		🏃	**6.4 General Election - Finalize Election Files & Logic and Accuracy Testing**	**16 days**	**Wed 10/5/16**	**Thu 10/20/16**	**254**
257	🗓	🏃	6.4.1 County Receives and Restores Election package	1 day	Wed 10/5/16	Wed 10/5/16	
258		🏃	6.4.2 Test ballots provided to printer	3 days	Thu 10/6/16	Sat 10/8/16	257
259	🗓	🏃	6.4.3 Load Election Files to ICC and ICX	1 day	Mon 10/10/1	Mon 10/10/16	
260	🗓	🏃	6.4.4 Scan test ballots, upload and verify results	10 days	Mon 10/10/1	Wed 10/19/16	
261		📌	6.4.5 Export Results to State-wide System	1 day	Thu 10/20/16	Thu 10/20/16	260FS+2 da
262		🏃	**6.5 Election Support - General Election**	**54 days**	**Mon 10/24/1**	**Fri 12/16/16**	
263		📌	**6.5.1 Mail Ballot Tabulation Support**	**16 days**	**Mon 10/24/1**	**Tue 11/8/16**	
264	🗓	🏃	6.5.1.1 Region 1	**16 days**	**Mon 10/24/1**	**Tue 11/8/16**	
265	🗓	🏃	6.5.1.2 Region 2	**16 days**	**Mon 10/24/1**	**Tue 11/8/16**	
266	🗓	🏃	6.5.1.3 Region 3	**16 days**	**Mon 10/24/1**	**Tue 11/8/16**	
267	🗓	🏃	6.5.1.4 County Tier 1.1	**16 days**	**Mon 10/24/1**	**Tue 11/8/16**	
268	🗓	🏃	6.5.1.5 County Tier 1.1	**16 days**	**Mon 10/24/1**	**Tue 11/8/16**	
269		🏃	**6.5.2 VSPC support**	**16 days**	**Mon 10/24/1**	**Tue 11/8/16**	
270	🗓	🏃	6.5.2.1 Region 1	16 days	Mon 10/24/1	Tue 11/8/16	
271	🗓	🏃	6.5.2.2 Region 2	16 days	Mon 10/24/1	Tue 11/8/16	
272	🗓	🏃	6.5.2.3 Region 3	16 days	Mon 10/24/1	Tue 11/8/16	
273	🗓	🏃	6.5.2.4 County Tier 1.1	16 days	Mon 10/24/1	Tue 11/8/16	
274	🗓	🏃	6.5.2.5 County Tier 1.1	16 days	Mon 10/24/1	Tue 11/8/16	
275		🏃	**6.5.3 Election Day Support**	**3 days**	**Mon 11/7/16**	**Wed 11/9/16**	
276	🗓	🏃	6.5.3.1 Region 1	3 days	Mon 11/7/16	Wed 11/9/16	
277	🗓	🏃	6.5.3.2 Region 2	3 days	Mon 11/7/16	Wed 11/9/16	
278	🗓	🏃	6.5.3.3 Region 3	3 days	Mon 11/7/16	Wed 11/9/16	

ID		Task Mode	Task Name	Duration	Start	Finish	Predecessor
279			6.5.3.4 County Tier 1.1	3 days	Mon 11/7/16	Wed 11/9/16	
280			6.5.3.5 County Tier 1.1	3 days	Mon 11/7/16	Wed 11/9/16	
281			**6.5.4 Project Plan Review and Update**	**33 days**	**Mon 11/14/1**	**Fri 12/16/16**	
282			**6.5.4.1 Capture Lessons Learned**	**33 days**	**Mon 11/14/1**	**Fri 12/16/16**	
283			6.5.4.1.1 Internal Review	5 days	Mon 11/14/1	Fri 11/18/16	
284			6.5.4.1.2 Stakeholder consultations	5 days	Mon 12/5/16	Fri 12/9/16	
285			6.5.4.1.3 Review issues log	5 days	Mon 12/12/1	Fri 12/16/16	

Resource Names

Resource Names

Resource Names

Resource Names

Resource Names

Resource Names

Resource Names

Resource Names