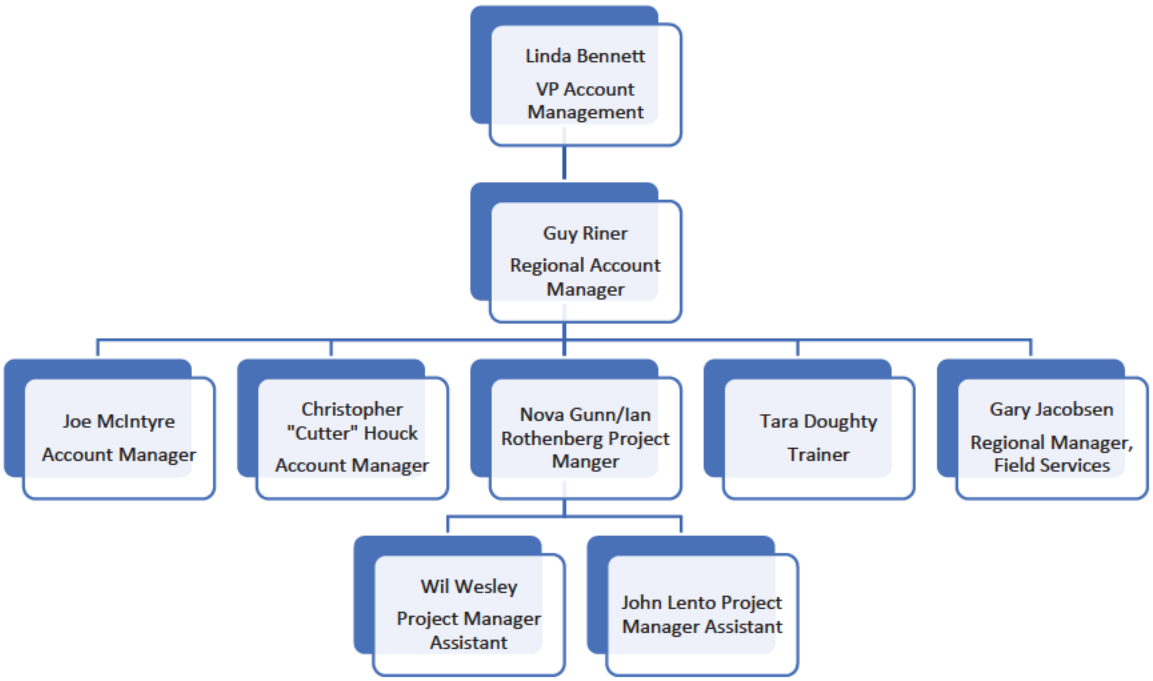
ES&S Project Team Structure and Resources



ES&S Project Management Team

The ES&S Project Management Team shall be responsible for the overall planning, communication, management and coordination of ES&S services in conjunction with the account management team. This team shall be the liaison for The City of Philadelphia with ES&S as it pertains to all products, services and obligations set forth in the Agreement.

- Nova Gunn, Project Manager (Ian Rothenberg for Kickoff of Project)
- John Lento, Project Manager Assistant
- Wil Wesley, Project Manager Assistant
- Tara Doughty, Trainer

ES&S Philadelphia Local Account Management Team

Your Account Managers will ensure the City is fully supported and knowledge is successfully transferred to the City staff. ES&S team members will be onsite and use various proven reporting tools and status update reports throughout the Project to communicate with the City. The Account Managers will also bring technical, election system implementation experience along with consulting and training capabilities. Our Account Managers are within 20 minutes of the City of Philadelphia. The Account Management team will be the City's ongoing support team through the term of the contract

- Christopher "Cutter" Houck, Account Manager
- Joe McIntyre, Account Manager

ES&S Technical Services Leadership

Responsible for the design and installation of the election management system (EMS) network.

- Michael Anthofer, Director, Technical Services
- Christopher Grabow, Principal Technical Services

ES&S Technical Support Team

ES&S's lead Project Manager is the City of Philadelphia's first point of contact for all project-related and technical issues.

ES&S includes a Technical Support Team staffed with experienced hardware and software support technicians and engineers. The ES&S Technical Support Team 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 Technical Support Team has direct access to Tier 3 product engineers, system administrators, and software developers and is available 24x7 during election critical periods.

Tier 2 Level of Support:

ES&S Telephone: 1-877-377-8683 (1-877-ESS-VOTE)

Option 4 and then Option 1 for Hardware Support

Option 4 and then Option 2 for Software Support

Email: software@essvote.com for Software Support; hardware@essvote.com for Hardware Support

When a City Staff member calls or emails the ES&S Help Desk during hours of operation, an ES&S hardware/software technician will acknowledge the issue and respond to the appropriate City staff to start the resolution process.

Hours of Operation:

Monday – Friday, 7:00 a.m. to 7:00 p.m. CST

After hours: on-call technician will be notified to return call as soon as possible.

Hours of operation during scheduled elections: For a 24-hour period beginning at 4:00am CST on Election Day.

ES&S maintains information regarding all statewide election dates. In the event of a special election, or other significant date, City Staff can notify ES&S of these dates and Tier 2 support will be staffed to support the City accordingly.

Tier 3 Level of Support:

Issues that are unable to be resolved within Tier 2 Support are elevated internally to Tier 3 status.

As needed, the Tier 2 technicians will work with Tier 3 ES&S resources capable of addressing advanced requests, questions, or issues.

ES&S Field Services Technicians

ES&S will leverage its existing regional support network to provide support and assistance throughout the implementation and on-going phases of the Project to provide on-site technical repairs and other support, as needed.

ES&S Senior Account Management

A highly experienced Regional Manager and ES&S Vice President of Account Management will be overseeing the Project and will serve as escalation points and Project sponsors to The City of Philadelphia and the ES&S Project team.

- Guy Riner, Regional Manager, Account Management
- Linda Bennett, Vice President, Account Management

City of Philadelphia Resources

Melissa A. Scott, City Project Manager

Joyce Spindler, City Project Manager

Nick Custodio, City Commissioners

Seth Bluestein, City Commissioners

John Malone, Owner's Representative, Gartner

Project Change Control Form

- Exhibit PA - 8 - Project Change Control Form

Weekly Status Report Form

- Attachment 3 - Weekly Status Report

Project Management

ES&S' Project management approach will be a combination of Project team members working on location in the City of Philadelphia, from our Omaha headquarters and other remote locations. The original RFP bid proposal included the following support services through the certification of the November 5, 2019 Election:

Support Services included in ES&S's RFP bid submission	Number of Days	ES&S Resources	City of Philadelphia Resources
On-site Project Management Days (includes warehouse assessment)	328	1 Project Manager & 2 Project Assistants	
On-site Network Assessment (included in proposed network fees)	2	3 Technicians	

Support Services included in ES&S's RFP bid submission	Number of Days	ES&S Resources	City of Philadelphia Resources
Installation and Acceptance Testing Training	.5	1	10 per class
Tabulation Hardware Operations Training (DS450)	1	1 Trainer	Election Staff (1-10 Participants)
Tabulation Hardware Operations Training (ExpressVote XL)	4	1 Trainer	Election Staff (1-25 Participants)
EMS Software Operations Training (PYO Ballot Layout and Coding)	5	1 Trainer	Coding Staff (1-10 Participants)
Poll Worker Training	40	1 Trainer per location training event	Poll Workers (1-25 Participants)
Train-the-Trainer Training (ExpressVote XL and Printer)	1	1 Trainer	City Trainers (1-10 Participants)
Proof of Concept/Pilot/Mock Election Test	5	3 Personnel	
On Site PYO Coding and Layout Assistance and Testing	9	1 Personnel	
Voter Education Demonstrations	10	1 Personnel	
Tabulation Logic and Accuracy Testing	80	4 Personnel for 20 days each	
Election Day Site Support events (Nov. 5, 2019 Election)	33	11 Site Support Personnel	

Should the City of Philadelphia wish to expand the scope and associated number of support services and/or days, a Project Change Control Form will be completed and signed by both parties to make such change.

COMMUNICATION MANAGEMENT PLAN

The ES&S Project Manager has overall responsibility for the execution of the Project. The ES&S Project Manager manages day to day resources, provides Project guidance and monitors and reports on overall progress. As the person responsible for the execution of the Project, the ES&S Project Manager is the primary communicator for the Project and will distribute information according to this Communications Management Plan. The City Project Manager is Melissa A. Scott who is assigned as the Lead Project

Manager that will serve as the main point of contact. In addition to the Lead Project Manager, Nick Custodio is to be included on all communications.

Reporting shall include, but not be limited to, weekly status calls, status of identified issues and risks, and an updated Project schedule reflecting actual milestone progress as compared to agreed upon time periods. Reporting methods shall be followed as mutually agreed upon by ES&S and City of Philadelphia.

ISSUE AND RISK MANAGEMENT PLAN

RISK MANAGEMENT

A collaborative approach is implemented to manage Project risk. All Project team members are expected to identify risks and report them to the ES&S Project Manager as they arise. Risk management encompasses early identification of issues coupled with risk assessment, analysis and mitigation. Risk management is an iterative process that begins at Project start and continues throughout the Project life cycle. Risk management is an agenda item during recurring Project meetings.

Step 1: Identify Issue or Risk

Any Project team member may identify a Project risk. Risks are identified and documented during the planning phase and throughout the project life cycle. A continuous process ensures the risk management plan and risk mitigation plan correlate and integrate throughout the Project. Project issues and risks shall be documented. Specific risks may be identified in the following ways:

a. Reviewing the risk management plan.

b. Reviewing detailed work plans.

c. Review of issues reported through the issue resolution process.

d. Review of changes requested through the Project change control process.

Step 2: Investigate Issue or Risk

To investigate Project risks, the Project team will:

a. Investigate each risk for the potential impact on the Project in terms of scope, effort, schedule and cost. The team explores alternative scenarios and offers options for resolution, including the option of non-action. All proposed resolutions are distributed to the Project team and reviewed at the executive status meetings.

b. A risk resolution can result in a change in Project scope. In this case, the Project Change Control Process will be followed to determine the estimated cost and schedule impact of implementing the resolution.

Step 3: Resolve/Mitigate Risk with Stakeholders

To resolve or mitigate Project risks, the Project team will:

a. Review the options for resolution for each risk and agree on the most appropriate resolution. If a resolution cannot be agreed upon until a later date, a deferment date will be agreed upon and interim actions taken to advance the issue. The review can take the form of a regular meeting where all new risks that have reached their deferment date are discussed.

b. Create a Change Request, if necessary, to implement the resolution.

c. If necessary, escalate issues that prove intractable to the appropriate level.

Step 4: Determine Risk Mitigation Strategies

To determine risk mitigation strategies, the Project Team will:

a. Review each risk so potential Project impact is communicated openly and to appropriate team members. If the Project team is aware of the risks at an early stage, then they can manage expectations accordingly.

b. Review the possible mitigation options for each risk and agree on the appropriate containment measures. Use a Change Request to implement containment measures as necessary.

Step 5: Review Risks Periodically

Effective risk management requires an on-going and proactive risk program. The Project Team will continue to identify, investigate, monitor and manage the risk process. We will keep risks open until they are managed appropriately. We will review all risks and containment measures periodically to ensure that the strategies for each are still appropriate.

RACI CHART

INTRODUCTION

The attached RACI chart is an outline of the responsibilities of different aspects of the City of Philadelphia's ES&S Voter Tabulation system.

DEFINITIONS

a. Responsible: Those responsible for achieving (doing) the task.

b. Accountable: Those accountable for the completion of work.

c. Consulted: Those who provide input to subject matter experts (SMEs).

d. Informed: Those kept updated on progress.

RACI Chart

- Attachment 11 – RACI Chart v3

ASSUMPTIONS

To execute the Project successfully, several key assumptions have been made. Deviations that arise during the Project may impact Project timelines and the scope of work provided by ES&S. If any such situations occur, ES&S and the City of Philadelphia will meet and agree on the appropriate course of action.

ORGANIZATIONAL ASSUMPTIONS

1. Assigned resources will remain committed to this project for its duration
2. ES&S single Point of Contact is the ES&S Project Manager. The City of Philadelphia shall designate a single point of contact. All decisions including approvals and scope changes will be made through these two individuals.
3. City of Philadelphia will appoint a City Project Manager and Project Sponsor(s) who will engage and approve required specifications as well as engage any additional required personnel from City of Philadelphia, where applicable.

4. The Project depends on the close involvement of City of Philadelphia's internal teams to provide input, and to review and approve deliverables in-progress, and to be available for presentations and conference calls throughout the engagement. City of Philadelphia will also be responsible for obtaining the necessary involvement of additional business stakeholders as appropriate and collating their feedback.
5. The City of Philadelphia is responsible for providing ES&S with reasonable access to the site(s) and facilities including, where applicable, computer equipment, telecom equipment, facilities and workspace.
6. The City of Philadelphia shall provide proper security clearances and/or escorts as required to access the site for equipment installation(s)

Where applicable, the City of Philadelphia shall ensure that the site shall be ready prior to the date scheduled for ES&S to perform the installation(s).

Project Assumptions

1. All Project-related work will be performed as per the Project Schedule and SOW within designated timelines.
2. Changes to the Project Schedule and SOW will be mutually agreed upon between ES&S and the City of Philadelphia through the Project Change Management Process.
3. Any requested changes to the Project scope, schedule or budget must be submitted to ES&S' Project Manager. Other ES&S associates are not authorized to approve changes in Project scope, schedule or budget.

Material Assumptions

1. All Documentation Deliverables will be provided in electronic form, unless otherwise expressly agreed by ES&S and the City of Philadelphia in the SOW.
2. All software, documentation and other materials comprised in the deliverables which were in existence prior to the date of this project, together with any device, programming, documentation, media or other materials used as a programming tool by ES&S in the development of the deliverables are proprietary to ES&S.
3. All of the foregoing including any intellectual property associated therein as well as all Preexisting Information as set forth in the Agreement shall remain the property of ES&S.
4. City of Philadelphia will be responsible for providing ES&S with pre-approved electronic files of all logos, product images, written content, and subject matter experts as required. City of Philadelphia will be responsible for ensuring that they have all necessary rights and licenses to such assets.

Deliverable 2: Delivery and Installation

Delivery and Installation Overview

3,750 ExpressVote XL units

3,550 ExpressVote XL Ballot Activation Card Printers

4 DS450 units

Project Schedule Milestones:

The below Project Schedule milestones for this deliverable are outlined in the attached Project Schedule along with the assigned subtasks. Please refer to the Project Schedule for a full overview of tasks, deliverable timelines, and assigned resources:

- Equipment Handling, Shipping, & Delivery
- Hardware Installation
- ExpressVote XL Hardware Installation Training
- ExpressVote XL Hardware Installation – Phase 1-3
- Staging and Assigning Equipment to Polling Locations

DELIVERY AND INSTALLATION PROCESS

This section defines the Delivery and Installation Process that will be followed throughout the Project. This process governs the method by which system equipment shall be delivered, unloaded, installed and tested at the agreed upon locations.

Based on City of Philadelphia responses to the ES&S Pre-Delivery Site Survey, ES&S will work with the City of Philadelphia on the logistics of deliveries to the City's designated location. Upon delivery, ES&S' designated resources will unload the equipment from each truck. Thereafter the City of Philadelphia staff will unpack the equipment and conduct installation and testing of all system components. The ES&S Field Service Technician will provide oversight to the City personnel who will conduct the installation on each piece of equipment utilizing the checklist provided by ES&S in the Attachments section of this Statement of Work. After completion of the checklist, a copy of the checklist will be provided to ES&S by the City of Philadelphia.

PRE-DELIVERY SITE SURVEY

Prior to delivery and installation, ES&S will conduct an on-site survey. This on-site survey will evaluate the City of Philadelphia's warehouse capacity and facilities. ES&S will complete the site survey checklist and provide all information to ES&S' Field Services team for compilation and evaluation. The City of Philadelphia will receive a copy of the site survey.

- Attachment 4 - Customer Site Survey

DELIVERY AND INSTALLATION REQUIREMENTS

WAREHOUSE REQUIREMENTS

For the warehouse delivery of system components, the City of Philadelphia must provide the warehouse hours of operation. The warehouse shall include one or more docks at a height compatible (approximately 13'6") with ES&S delivery vehicles and capable of receiving ES&S delivery vehicle trailers. In the event that the City of Philadelphia's warehouse does not have a dock or access doors of a sufficient width and number to accommodate all equipment the City shall make all provisions necessary to receive and stage such equipment. Additionally, in the absence of a dock, ES&S must modify shipping estimates to include multiple liftgate trucks.

ES&S requires a forklift or pallet jack as well as enough enclosed, unencumbered warehouse space to facilitate unpacking and assembly of system components. The City is responsible for the aforementioned tasks.

The XL battery recommended charge cycle must be followed pursuant to the Operations Manual specifications. The environmental requirements for storage and electrical support information for all proposed hardware is as follows.

EXPRESSVOTE XL

Temperature	Relative Humidity	Power	Storage
Operation +50 to +95 F Storage -4 to +140 F	Operation 10% to 50% Storage 10% to 85%	100-125V 50/60Hz 8.0A	46"W x 73"H x 26"D (Operation) 46"W x 55"H x 26"D (Storage) Equates to approximately 8 square feet per unit

DS450

Temperature	Relative Humidity	Power	Storage
Operation +50 to +95 F Storage -4 to +140 F	Operation 10% to 50% Storage 10% to 88%	120/240V 50/60Hz 6.0A	DS450 unit: 45"W x 32"H x 20"D (Operation) DS450 unit: 45"W x 21"H x 20"D (Storage) DS450 table: 48"W x 30"H x 26"D (Operation & Storage) Equates to approximately 6 ½ square feet per unit, or 9 square feet with table

RESOURCE REQUIREMENTS

Prior to beginning the ExpressVote XL installation process, ES&S shall provide a training session to the City staff on the proper procedures to unpack, install and acceptance test the hardware.

City of Philadelphia and City warehouse personnel shall provide a dumpster with a capacity to accommodate all discarded packing materials and be responsible for moving the discarded packing materials to the dumpster. City personnel may expect 90 to 100 of the U-Line Kraft Dunnage inflatable air bags with each truckload, the inflated bags take up considerable space.

For the staging and testing of delivered system components, ES&S requires the City to supply sufficient tables, chairs, extension cords, power sources, and a working area of at least 50’ x 50’ (2,500 square feet). The work area should be clean, dry, and climate controlled. The floor in and around the work area should be smooth to allow for the free flow and movement of equipment. Tables should be sturdy, stable, and at least 30” x 60”. Chairs should be wheeled, in good working order, and six to eight in number.

Warehouse personnel must be available throughout the work day to answer questions and have: a thorough knowledge of the electrical circuits and breaker panels supplying the circuits present in the areas in which ES&S personnel will be working; the ability to reset circuit breakers in the event a circuit breaker is tripped; the ability to supply extension cords of sufficient length and number. Typically, two

extension cords are required to connect 10 to 12 units to power. The receiving end of the extension cords should accommodate the connection of a minimum of three power cords.

Work Hours to Complete								
Personnel Assigned	**10 Units**	**100 Units**	**250 Units**	**500 Units**	**1,000 Units**	**2,000 Units**	**3,000 Units**	**3,735 Units**
10	.50	5.00	12.50	25.00	50.00	100.00	150.00	187.50
15	.50	3.33	8.33	16.67	33.33	66.67	100.00	125.00
20	.50	2.50	6.25	12.50	25.00	50.00	75.00	93.75
25	.50	2.00	5.00	10.00	20.00	40.00	60.00	75.00
30	.50	1.67	4.17	8.33	16.67	33.33	50.00	62.50
35	.50	1.43	3.57	7.14	14.29	28.57	42.86	53.57
No. of Extension Cords by Unit								
	2	20	50	100	200	400	600	747

City personnel will be required to move the units from the receiving location to the storage location. In an open warehouse environment personnel are stationed approximately every 50 feet to move units from the receiving location to the storage or work location. Depending on the distance to be moved within the facility the City may expect to provide three or four personnel to move units. As a reference point at previous customer locations we have experienced unloading truckload quantities of ExpressVote XL units in 15 to 20 minutes, moving those units approximately 300 feet.

ES&S Installation Checklists

ES&S provides delivery and unloading of trucks, and the City shall be responsible for the installation of each system component. ES&S shall train the City staff to perform the installation and shall provide 20 days of oversight of this process.

The provided checklists are representative of the checklists used by ES&S. Checklists will be customized for the City of Philadelphia installations and may be subject to change upon final configuration.

- Attachment 5 - Installation Checklist – ExpressVote XL
- Attachment 6 - Installation Checklist – DS450

DELIVERABLE 3: CONDITIONAL USER ACCEPTANCE TESTING

ES&S has recommended User Conditional Acceptance testing (UCAT) procedures be conducted by City staff and will ensure the City of Philadelphia is allowed time to review, modify and approve the procedures which are used to compile the test scripts prior to the conduct and completion of such testing. The resulting acceptance test scripts must be followed specifically, and all documented approvals are acquired upon successful completion of the testing. The standard checklists are provided in Attachment 7.

All facility preparation, including space and power requirements, will be the responsibility of the City of Philadelphia in accordance with specifications provided by ES&S.

Milestone: The completion of Conditional User Acceptance of hardware components is a project milestone and has a payment milestone associated with it.

Project Schedule Milestones:

The below Project Schedule milestone for this deliverable is outlined in the attached Project Schedule along with the assigned subtasks. Please refer to the Project Schedule for a full overview of tasks, deliverable timeline, and assigned resources:

- Tabulation Hardware Conditional Acceptance Testing

Attachment 7 – User Conditional Acceptance Testing Forms includes the UCAT checklists for ExpressVote XLs andDS450s tabulation systems. Included is Conditional Acceptance Form for each portion of the voting system which shall be signed by ES&S' Project Manager, the Chief Information Officer (CIO) and the Chair of the City Commissioners. The Conditional User Acceptance shall be completed prior to the pilot election.

1. Once submitted, City of Philadelphia Approver will be allowed thirty (30) business days to provide written notice to the ES&S Project Manager of acceptance or rejection of the deliverable.
2. If the deliverable (per machine) is accepted, City of Philadelphia Approver shall provide to the ES&S Project Manager a signed copy of the Deliverable Acceptance Form or email approval signifying the deliverable has been accepted. Notwithstanding any other language of this SOW, ES&S shall remediate any defect in a deliverable at no additional cost to the City of Philadelphia and any such remedial work shall NOT be made the subject of a PCO, unless such defect was proximately caused by the City of Philadelphia and provided such defect is discovered during the warranty period.
3. If the deliverable is rejected, City of Philadelphia Approver must provide written explanation as to the reason(s) for the rejection identifying any and all defects to be addressed. Such explanation shall contain information to provide further detail. Once the defects have been addressed, the Deliverable Conditional Acceptance process set forth herein will be used to resubmit the deliverable for acceptance.

    - Attachment 7 - User Conditional Acceptance Testing Forms

DELIVERABLE 4: TRAINING AND DOCUMENTATION

OBJECTIVE: ES&S to train the City of Philadelphia Department of Elections staff on all hardware and software, including election programming and ballot layout on-site at the City of Philadelphia Offices.

Milestone: The completion of ES&S delivery of training and documentation is a project milestone and has a payment milestone associated with these tasks.

Project Schedule Milestones:

The below Project Schedule milestones for this deliverable are outlined in the attached Project Schedule along with the assigned subtasks. Please refer to the Project Schedule for a full overview of tasks, deliverable timelines, and assigned resources:

- Documentation
- Training

A brief description along with the length of each class, intended audience, and number of participants is provided in the following Training Course List section. ES&S' courses cover end-to-end operation of the system; step-by-step procedures covering equipment set up, processing and close-down procedures; and other relevant information related to the use of the voting system and its components.

During each training session, ES&S provides user manuals with procedures for using the voting system and all components; this can include administrator, poll worker, and troubleshooting guides. For software courses, training laptops are supplied. For hardware courses, ES&S provides training directly on the City of Philadelphia voting equipment.

The City is responsible for identifying the training location. Such location should take into consideration space, noise pollution, adequate power outlets, power strips, and extension cords. The overall comfort of the training environment must be conducive to a successful event. The location should be one that allows for all participants to focus on training with minimal distractions.

ES&S will work with ES&S training coordinators and the City of Philadelphia Project Manager on delivering a customized training program that best meets the City of Philadelphia's needs in an agreed upon timeframe. ES&S plans to train the City of Philadelphia staff at the City's designated location.

Refer to the following Training Course List for more information on ES&S training course subjects, course titles, descriptions, lengths, pre-requisites, and audiences. The ES&S Project Team, upon project initiation, will work with the City of Philadelphia to develop a detailed training schedule as outlined in the original bid proposal. If additional training is required above and beyond the original bid proposal, ES&S will provide a customized proposal to fit the City of Philadelphia's training needs. The City may opt to have one or more people to audit the classes.

- Attachment 8 –Training Acknowledgment Forms

TRAINING COURSE LIST

Course description	Course pre-requisite(s) and audience	Number of Training Days
DS450 Operations Course		
Course Length –1 Day		
This course gives election personnel a nuts and bolts introduction to the ES&S DS450 mid-range central scanner. • Covered topics include: • Overview of the machine • Cleaning the machine • Scanner setup and pre-Election Day preparation • Printing reports • Election Day preparation • Scanning ballots	Pre-Requisite(s): • None Audience: • Election staff Number of Participants: • 1 - 10	1
ExpressVote XL Operations Course		
Course Length – ½ Day		
This course introduces election personnel to the ES&S ExpressVote XL Full-Face Universal Voting System that is used to mark ballots. Successful participants gain the knowledge, skills and abilities to operate the ExpressVote XL system. Covered topics include: • In-depth overview of the ExpressVote XL, including hardware components, setup, battery, and charging. • Pre-election preparation requirements. • Election Day operations including marking the vote summary card and how the device meets usability and disability standards. • Troubleshooting procedures.	Pre-Requisite(s): • None Audience: • Election staff Number of Participants: • 1 - 25	4

Electionware Course		
Course Length – 5 Days		

The Electionware course will provide election personnel with general knowledge of the ES&S Electionware election management system. The participants will be able to capture and design ballot layout, program election hardware, and produce summary and customized election reports for your election.
 	
In the Electionware modules, the facilitator will provide the participants with the knowledge, skills, and abilities to:
• Define - Build, store, and update all election-related information (i.e., precincts, districts, offices, candidates, referenda) in one database.
• Design - Create an election ballot layout for Paper, Touch Screen, and Accessible Ballot.
• Deliver – Configure election tabulation equipment, as well as package media for Election Day.
• Results –
  ○ Accumulate election results, generate and display standard and customized reports, in both paper and electronic formats.
  ○ Review and adjudicate ballot images, as well as, manage write in reviews.
  ○ Manage Provisional ballots.
• Manage - Manage user account and security access for Electionware software.
	Pre-Requisite(s):
	• None
	Audience:
	• Coding staff
	Number of Participants:
	• 1 - 10
		5

ExpressVote XL Poll Worker Course		
Course Length – 45 minutes		
This course introduces poll workers to the training techniques supporting the ExpressVote XL. Successful participants gain the knowledge, skills and abilities to operate the ES&S ExpressVote XL on Election Day. Covered topics include: • Election Day operations.	Pre-Requisite(s): • None Audience: • Poll workers Number of Participants: • 1 – 25	1 ES&S Trainer for 40 dates, 5 days per location (3 weeknights and 2 weekends) with 25 poll workers per class

Train-the-Trainer Course		
Course Length – 1 Day		
This course introduces **election personnel** to the training techniques supporting the ExpressVote XL. Successful participants gain the knowledge, skills and abilities to others in how to operate the ES&S equipment on Election Day. Covered topics include: • Pre-training preparation. • Training simulation and practice.	Pre-Requisite(s): • None Audience: • Trainers Number of Participants: • 1 – 10	1

Course description	Course pre-requisite(s) and audience
ExpressVote XL - Course Length 3 to 5 Days	
This course provides in depth Voting Machine Technician training to ExpressVote precinct scanner and tabulator. Successful participants gain the knowledge, skills, and abilities to diagnose and repair the ES&S ExpressVote XL Precinct Count Tabulator. Depending on Level, covered topics include: • Technical overview of the ExpressVote XL, including component function, identification, installation and adjustment. • Touchscreen Calibration. • Paper Path Module calibration, removal and replacement. • Tablet removal and installation. • Preventive Maintenance procedures. • Troubleshooting and repair procedures. • Operating System and Firmware upgrade procedures.	Reference Exhibit PA-6 for additional details.

ES&S shall provide the City the standard voter education video for the ExpressVote XL at no charge no later than May 3, 2019.

DELIVERABLE 5: ELECTION MANAGEMENT SYSTEM CONFIGURATION

Milestone: The completion of ES&S delivery and installation of EMS hardware components is a project milestone and has a payment milestone associated with these tasks.

The City of Philadelphia Election Management System network proposed in the RFP includes a certified client/server architecture with networked DS450 central count scanners. The successful implementation of the City's EMS network, including an election night reporting solution, will require collaboration and

ownership of various implementation items between ES&S and the City of Philadelphia. Implementation activities are listed in the sections below.

IMPLEMENTATION SUMMARY

EMS implementation activities are outlined in the Project Schedule and resource description is outlined.

Project Schedule Milestones:

The below Project Schedule milestone for this deliverable is outlined in the attached Project Schedule along with the assigned subtasks. Please refer to the Project Schedule for a full overview of tasks, deliverable timeline, and assigned resources:

- Election Management System Set-Up

ELECTION MANAGEMENT SYSTEM INSTALLATION/ACCEPTANCE CHECKLISTS

ES&S provides delivery and installation of each system component. Upon arrival at the specified delivery location, City staff will unbox the equipment and confirm the hardware was not damaged during shipment, and return the items to the original shipping cartons. The system components will then be assembled and configured by ES&S designated resources. To verify the equipment functionality, ES&S will complete the appropriate onsite checklist.

The provided checklists are representative of the checklists used by ES&S. Checklists will be customized for the City of Philadelphia installations and may be subject to change upon final configuration.

See attachments:

- Attachment 9 - Election Management System Network Installation Checklist
- Attachment 10 - Election Management System Standalone Installation Checklist

DELIVERABLE 6 ELECTION SUPPORT SERVICES

Milestone: The successful certification of the first election on November 5, 2019 is a project milestone and has the final payment milestone associated with these tasks.

Final Acceptance *will conclude with the certification of the November 5, 2019 General Election utilizing the ES&S voting system.*

Project Schedule Milestones:

The below Project Schedule milestones for this deliverable are outlined in the attached Project Schedule along with the assigned subtasks. Please refer to the Project Schedule for a full overview of tasks, deliverable timelines, and assigned resources:

- Logic and Accuracy Plan
- Command Center Setup for Pilot Election
- Pilot Election
- Command Center Setup for General Election
- Election Services for First Use
- First Election Use

PILOT ELECTION / PROOF OF CONCEPT

The Pilot Election is undertaken to ensure the system as a whole is Election-ready. Pre-determined precincts, poll sites and ballots should be used to ensure that the City's staff can check for accuracy and reliability. All software and reporting processes will be followed during the pilot election to ensure proof of concept of firmware, software and accuracy. During the pilot election, the connectivity between the KnowInk Pollpad and the ExpressVote XL Activation Card Printer will be displayed. The pilot election timelines are specified in the Project Schedule. The City officials will create the pilot election database, ballots and procedures to be used. ES&S and the City will determine the scope of the Pilot Election to ensure that all hardware, media and software will be tested to ensure the integrity of the election system. The City staff is ultimately responsible for the successful completion of the Pilot Election. The outline below is ES&S' recommendations for the Pilot Election.

Equipment

80 – ExpressVote XLs

XX-Activation card printers (Match number of KnowInk Poll Pads)

2 – DS450's

2 – Equipment for Regional Reporting Locations (final configuration to be determined after review of City's current EMS system)

1 – Central EMS System (final configuration to be determined after review of City's current EMS system)

Ballot coding / Layout / Printing

The ballot layout shall reflect the expected 2019 General Election. To consist of 40 precincts with 2 ExpressVote XL's per precinct. Including at least 4 precincts for the 10 unique ballot styles Also, to include multiple languages as per the General ballot. Printing to be completed by cities regular ballot printer.

Test Deck

Create a predefined pattern of 1-max (1-2-3-X) for each unique ballot style. Create a test deck for both XLs and DS450's.

Create a spreadsheet to detail expected results.

Test decks on the XL will consist of an adequate quantity of ballots per ballot style to produce the required results pattern.

Test decks on the DS450 will consist of at least 2500 ballots scanned on each machine.

Voting process

1. Tabulate predefined test deck on each ExpressVote XL.
    a. Open polls on all ExpressVote XL units.
    b. On 78 ExpressVote XL units the 1-max pattern will be processed to result in 50 ballots on each machine
    c. On 2 ExpressVote XL units the 1-max pattern will be processed to results in 250 ballots on each machine.
    d. Close polls on all ExpressVote XL units and collect results.

2. Tabulate predefined test deck on each DS450
    a. Process 2500 ballots on each DS450
    b. During the initial pass allow DS450 to sort overvotes and blank ballots.
    c. Once all ballots are processed then reprocess the outstack ballots with the sort option disabled so all ballots are accepted.
    d. Save results to USB and / or transfer via network.

Reporting

1. Results accumulation
    a. Print zero report.
    b. Read 36 USB sticks into each one of the 2 regional reporting locations.
    c. Read 8 USB sticks into the central site location.
    d. Print election summary and precinct reports to compare against XL tapes and spreadsheet.

Logic and Accuracy Testing

Logic and Accuracy undertaken to ensure that the equipment and software are ready for Election Day. Pre-determined test patterns should be used in order that the City's testing teams can check for proper counting and reporting of vote totals for each candidate. All software and reporting processes to be followed during the conduct of the election and post-election period are subject to testing prior to the actual election. Logic and accuracy timelines are specified in the Project Schedule. At a minimum, all hardware, all media and all software processes and reports shall be tested to ensure the accuracy and integrity of the election database.

The City staff is ultimately responsible for the successful completion for all logic and accuracy testing.

Election Site Support Event

With ES&S Election site support, City of Philadelphia has on-site, dedicated resources at election headquarters and at designated field locations available to respond to questions and the ability to provide guidance to election staff.

The ES&S Election site support event includes a properly trained, experienced ES&S representative the day before, the day of, and the day after an Election to assist City of Philadelphia with any election needs.

ES&S is responsible for supplying properly trained support representatives. The City is responsible for the assignment of such representatives to provide the most effective support plan.

The information pertained in the chart is a preliminary recommendation for support. These recommendations are adaptable and subject to change based on City of Philadelphia's election needs as it pertains to ES&S products and services.

Site Support Task	ES&S Responsibility	# of ES&S Recommended Resources	# of City Recommended Resources
Polling Place Roving Support	Rovers troubleshoot with ES&S products and serve as a liaison with the ES&S Help Desk and Field Services Technicians, if needed.	8	
Call Center Support	Can act as home base experts for calls from rovers and other poll workers pertaining to ES&S products.	2	
Vote Accumulation Software Assistance	Will provide assistance on vote accumulation software and assist with call center support until vote accumulation begins.	1	
Central Count of Absentee and Provisionals Absentee Counting Support	Will provide assistance on absentee and provisional vote accumulation and assist with vote accumulation software until absentee voting period ends. This process begins the Friday post election and continues for 15 calendar days.	1	12

ABSENTEE COUNTING SUPPORT

Absentee Counting Support consists of assisting in the operation of the DS450 central high-speed counter through their counting period (up to 15 calendar days following Election Day), as required by the City. Upon request, ES&S assistance may include any or all of the following tasks:

- Testing and Preparation of DS450 for counting
- Folded ballot preparation
- Ballot throughput operator assistance
- Results download procedures

The City is responsible for the conduct and completion of all absentee ballot counting.

STATEMENT OF CONFIDENTIALITY

The information set forth in this Statement of Work shall be governed by the Confidentiality provision set forth in the Provider Agreement.

ATTACHMENTS

Attachment 1: Milestone Payment Schedule
Attachment 2: Project Schedule
Attachment 3: Weekly Status Report
Attachment 4: Customer Site Survey
Attachment 5: Installation-Checklist ExpressVote
Attachment 6: Installation-Checklist- DS450
Attachment 7: User Conditional Acceptance Testing
Attachment 8: Training Acknowledgement Form
Attachment 9: EMS Network Installation Checklist
Attachment 10: EMS Standalone Checklsit
Attachment 11: RACI Chart

Milestone Payment Schedule:

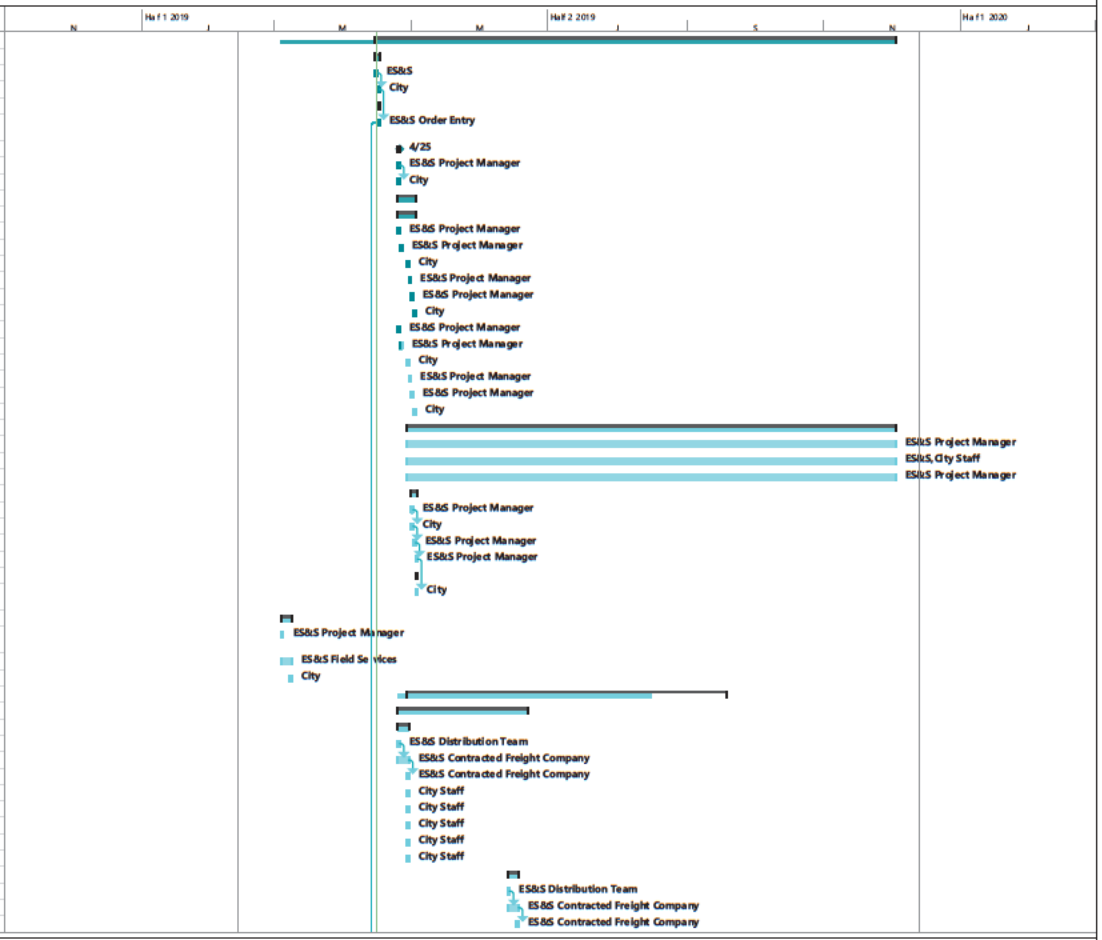
		Invoicing Schedule - 25% Retainage		
		Gross Invoice Amount	**25% Retainage**	**Net Invoice Amount**
1.	Kickoff / Initial Project Planning Meeting (inclusive of performance bond premium)	$8,949,847	($2,237,462)	$6,712,385
2.	Completion of Conditional Acceptance Tests associated with ExpressVote XL Installation - Initial 80 Units	$417,741	($104,435)	$313,306
3.	Completion of Conditional Acceptance Tests associated with DS450 Installation - 4 Units	$110,673	($27,668)	$83,005
4.	Completion of Conditional Acceptance Tests associated with ExpressVote XL Installation - Remaining 3,670 Units	$13,070,947	($3,267,737)	$9,803,211
5.	Completion of Conditional Acceptance Tests associated with ExpressVote XL Activation Card Printers	$1,519,844	($379,961)	$1,139,883
6.	Completion of Conditional Acceptance associated with EMS Software Installation	$141,000	($35,250)	$105,750
7.	Completion of Conditional Acceptance associated with Equipment and Software Training	$184,050	($46,013)	$138,038
8.	Completion of the Pilot Election	$2,282,700	($570,675)	$1,712,025
9.	Completion of November 2019 Election	$2,282,700	($570,675)	$1,712,025
	Certification of the First Election Use, which concludes Final Acceptance *Note: this milestone assumes that the First Election Use is November 2019*			$7,239,876
		$28,959,502		**$28,959,502**

Note 1: In regard to Milestone #4, invoicing will occur as Hardware is installed and accepted and it is anticipated that invoice will be issued on a monthly basis starting in June 2019 and continuing through completion of the conditional acceptance of the ExpressVote XL units. Additionally, it is assumed that the City will devote at least ten (10) technicians to enable timely completion of the hardware acceptance tests. Each ExpressVote XL will be billed at $3,561.57 per unit. The last unit will be billed at $3,546.67. The ExpressVote Card Printers will be billed at $428.13 per unit. The last unit will be billed at $410.63.

Note 2: In the event that the first election use is delayed to the Presidential Preference Election in 2020 in accordance with the provisions of Section 8.1(b) of the Provider Agreement, or for other reasons outside of the control of ES&S, fifty percent (50%) of the retainage amount of $7,182,813, or some other amount as mutually agreed to by the parties, shall be paid to ES&S in November 2019.

City of Philadelphia- Proposed Project Schedule

ID	WBS	Task Name	Start	Finish	Duration	Resource Names
1	**1**	**Project Initiation & Management**	**Mon 4/15/19**	**Mon 12/2/19**	**166 days**	**ES&S/City**
2	**1.1**	**Contract Execution**	**Mon 4/15/19**	**Tue 4/16/19**	**2 days**	**ES&S/City**
3	1.1.1	ES&S Signature	Mon 4/15/19	Mon 4/15/19	1 day	ES&S
4	1.1.2	Customer Signature	Tue 4/16/19	Tue 4/16/19	1 day	City
5	**1.2**	**Order Received**	**Tue 4/16/19**	**Tue 4/16/19**	**1 day**	**ES&S**
6	1.2.1	Order Voting System Hardware/Software and Professional Services	Tue 4/16/19	Tue 4/16/19	1 day	ES&S Order Entry
7	**1.3**	**Kickoff/Initial Project Planning Meeting**	**Thu 4/25/19**	**Thu 4/25/19**	**1 day**	**ES&S/City**
8	1.3.1	Deliver Implementation Presentation	Thu 4/25/19	Thu 4/25/19	1 day	ES&S Project Manager
9	1.3.2	Implementation Presentation Feedback & Discussion	Thu 4/25/19	Thu 4/25/19	1 day	City
10	**1.4**	**Project Management**	**Thu 4/25/19**	**Thu 5/2/19**	**6 days**	**City,ES&S Project Manager**
11	**1.4.1**	**Project Plan**	**Thu 4/25/19**	**Thu 5/2/19**	**6 days**	**City,ES&S Project Manager**
12	1.4.1.1	Create Communications Plan	Thu 4/25/19	Thu 4/25/19	1 day	ES&S Project Manager
13	1.4.1.2	Submit Communication Plan	Fri 4/26/19	Fri 4/26/19	1 day	ES&S Project Manager
14	1.4.1.3	Review Communication Plan	Mon 4/29/19	Mon 4/29/19	1 day	City
15	1.4.1.4	Revise Communication Plan	Tue 4/30/19	Tue 4/30/19	1 day	ES&S Project Manager
16	1.4.1.5	Submit Final Communications Plan	Wed 5/1/19	Wed 5/1/19	1 day	ES&S Project Manager
17	1.4.1.6	Provide Written Sign-off of Communication Plan	Thu 5/2/19	Thu 5/2/19	1 day	City
18	1.4.1.7	Create Risk Register	Thu 4/25/19	Thu 4/25/19	1 day	ES&S Project Manager
19	1.4.1.8	Submit Risk Register	Fri 4/26/19	Fri 4/26/19	1 day	ES&S Project Manager
20	1.4.1.9	Risk Register Feedback & Discussion	Mon 4/29/19	Mon 4/29/19	1 day	City
21	1.4.1.10	Risk Register Adjustments	Tue 4/30/19	Tue 4/30/19	1 day	ES&S Project Manager
22	1.4.1.11	Submit Final Risk Register	Wed 5/1/19	Wed 5/1/19	1 day	ES&S Project Manager
23	1.4.1.12	Provide Written Sign-off of Risk Register	Thu 5/2/19	Thu 5/2/19	1 day	City
24	**1.5**	**Ongoing Project Management**	**Mon 4/29/19**	**Mon 12/2/19**	**156 days**	**ES&S**
25	1.5.1	Create Weekly Project Status Meeting Agenda	Mon 4/29/19	Mon 12/2/19	156 days	ES&S Project Manager
26	1.5.2	Weekly Project Status Meetings	Mon 4/29/19	Mon 12/2/19	156 days	ES&S City Staff
27	1.5.3	Submit Weekly Status Reports	Mon 4/29/19	Mon 12/2/19	156 days	ES&S Project Manager
28	**1.6**	**Pilot Election Strategy Meeting**	**Wed 5/1/19**	**Fri 5/3/19**	**3 days**	**ES&S/City**
29	1.6.1	Delivery Pilot Election Strategy Presentation	Wed 5/1/19	Wed 5/1/19	1 day	ES&S Project Manager
30	1.6.2	Pilot Election Strategy Feedback & Discussion	Wed 5/1/19	Wed 5/1/19	1 day	City
31	1.6.3	Revise Pilot Election Strategy	Thu 5/2/19	Thu 5/2/19	1 day	ES&S Project Manager
32	1.6.4	Submit Final Pilot Election Strategy Documents	Fri 5/3/19	Fri 5/3/19	1 day	ES&S Project Manager
33	**1.6.5**	**Finalize Pilot Election Documents**	**Fri 5/3/19**	**Fri 5/3/19**	**1 day**	**City**
34	1.6.5.1	Provide Written Sign-off on Scope/Schedule of Pilot Election	Fri 5/3/19	Fri 5/3/19	1 day	City
35	**1.7**	**Warehousing**	**Mon 3/4/19**	**Fri 3/8/19**	**5 days**	**City**
36	1.7.1	Deliver Environmental Storage Requirements Document to City	Mon 3/4/19	Mon 3/4/19	1 day	ES&S Project Manager
37	1.7.2	Survey Warehouses for Compliance	Mon 3/4/19	Fri 3/8/19	5 days	ES&S Field Services
38	1.7.3	Acceptance of City Warehouses	Fri 3/8/19	Fri 3/8/19	1 day	City
39	**2**	**Equipment Handling, Shipping, & Delivery**	**Mon 4/29/19**	**Wed 9/18/19**	**103 days**	**City Staff,ES&S Distribution Team**
40	**2.1**	**Delivery Phase 1**	**Thu 4/25/19**	**Fri 6/21/19**	**42 days**	**City Staff,ES&S Distribution Team**
41	**2.1.1**	**Truck 1**	**Thu 4/25/19**	**Mon 4/29/19**	**3 days**	**City Staff,ES&S Distribution Team**
42	2.1.1.1	Tabulation Hardware Pick-Up from Omaha	Thu 4/25/19	Thu 4/25/19	1 day	ES&S Distribution Team
43	2.1.1.2	Tabulation Hardware Transit	Thu 4/25/19	Mon 4/29/19	3 days	ES&S Contracted Freight Company
44	2.1.1.3	Tabulation hardware delivery to Philadelphia Warehouse	Mon 4/29/19	Mon 4/29/19	1 day	ES&S Contracted Freight Company
45	2.1.1.4	Inventory Control	Mon 4/29/19	Mon 4/29/19	1 day	City Staff
46	2.1.1.5	Unload Truck	Mon 4/29/19	Mon 4/29/19	1 day	City Staff
47	2.1.1.6	Unwrap Equipment	Mon 4/29/19	Mon 4/29/19	1 day	City Staff
48	2.1.1.7	Stage Equipment for Acceptance	Mon 4/29/19	Mon 4/29/19	1 day	City Staff
49	2.1.1.8	Disposal of Shipping Material	Mon 4/29/19	Mon 4/29/19	1 day	City Staff
50	**2.1.2**	**Truck 2**	**Thu 6/13/19**	**Mon 6/17/19**	**3 days**	**City Staff,ES&S Distribution Team**
51	2.1.2.1	Tabulation Hardware Pick-Up from Omaha	Thu 6/13/19	Thu 6/13/19	1 day	ES&S Distribution Team
52	2.1.2.2	Tabulation Hardware Transit	Thu 6/13/19	Mon 6/17/19	3 days	ES&S Contracted Freight Company
53	2.1.2.3	Tabulation hardware delivery to Philadelphia Warehouse	Mon 6/17/19	Mon 6/17/19	1 day	ES&S Contracted Freight Company



Project: City of Philadelphia RFP
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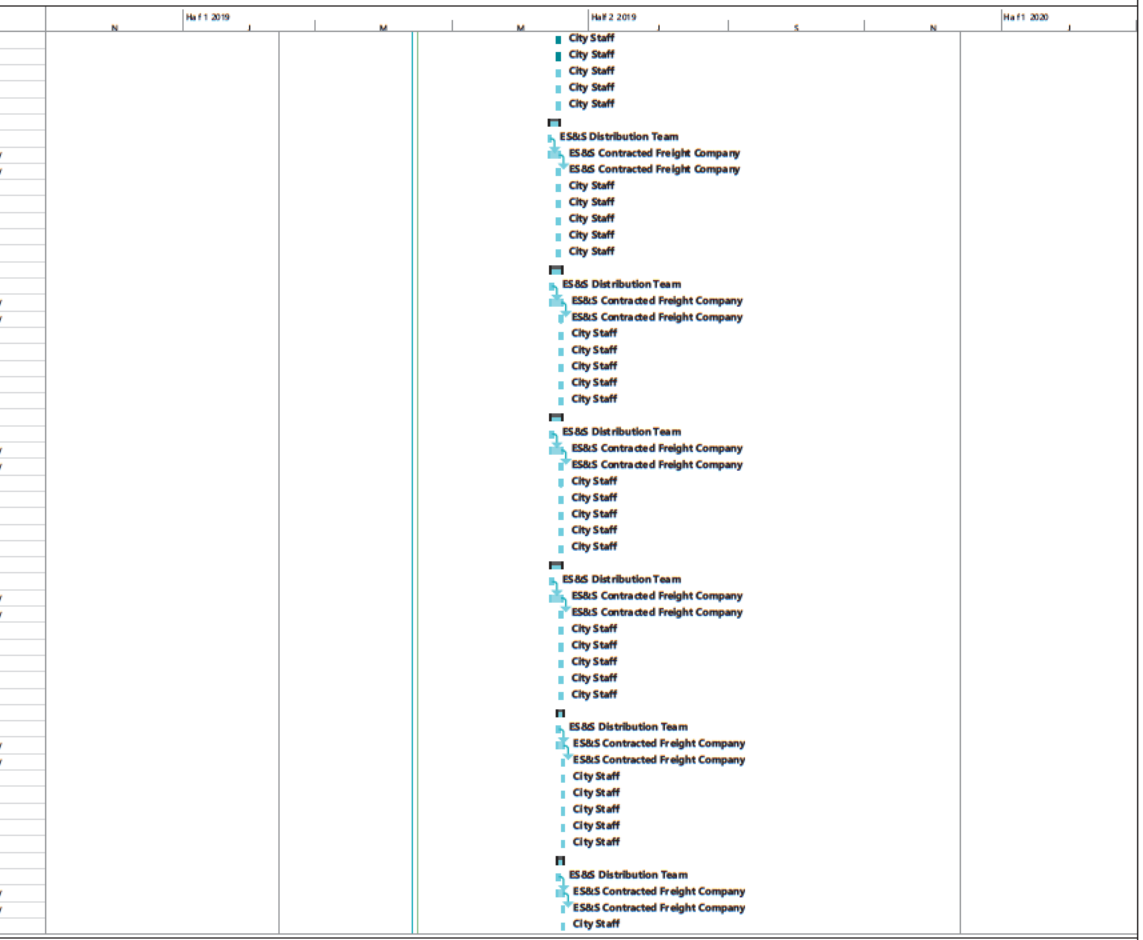
Note Project Dates are estimates. Actual timeframes will be established at the time of contract execution. Following contract execution project plans will be solidified.

City of Philadelphia- Proposed Project Schedule

ID	WBS	Task Name	Start	Finish	Duration	Resource Names
54	2.1.2.4	Inventory Control	Mon 6/17/19	Mon 6/17/19	1 day	City Staff
55	2.1.2.5	Unload Truck	Mon 6/17/19	Mon 6/17/19	1 day	City Staff
56	2.1.2.6	Unwrap Equipment	Mon 6/17/19	Mon 6/17/19	1 day	City Staff
57	2.1.2.7	Stage Equipment for Acceptance	Mon 6/17/19	Mon 6/17/19	1 day	City Staff
58	2.1.2.8	Disposal of Shipping Material	Mon 6/17/19	Mon 6/17/19	1 day	City Staff
59	**2.1.3**	**Truck 3**	**Thu 6/13/19**	**Mon 6/17/19**	**3 days**	**City Staff,ES&S Distribution Team**
60	2.1.3.1	Tabulation Hardware Pick-Up from Omaha	Thu 6/13/19	Thu 6/13/19	1 day	ES&S Distribution Team
61	2.1.3.2	Tabulation Hardware Transit	Thu 6/13/19	Mon 6/17/19	3 days	ES&S Contracted Freight Company
62	2.1.3.3	Tabulation hardware delivery to Philadelphia Warehouse	Mon 6/17/19	Mon 6/17/19	1 day	ES&S Contracted Freight Company
63	2.1.3.4	Inventory Control	Mon 6/17/19	Mon 6/17/19	1 day	City Staff
64	2.1.3.5	Unload Truck	Mon 6/17/19	Mon 6/17/19	1 day	City Staff
65	2.1.3.6	Unwrap Equipment	Mon 6/17/19	Mon 6/17/19	1 day	City Staff
66	2.1.3.7	Stage Equipment for Acceptance	Mon 6/17/19	Mon 6/17/19	1 day	City Staff
67	2.1.3.8	Disposal of Shipping Material	Mon 6/17/19	Mon 6/17/19	1 day	City Staff
68	**2.1.4**	**Truck 4**	**Fri 6/14/19**	**Tue 6/18/19**	**3 days**	**City Staff,ES&S Distribution Team**
69	2.1.4.1	Tabulation Hardware Pick-Up from Omaha	Fri 6/14/19	Fri 6/14/19	1 day	ES&S Distribution Team
70	2.1.4.2	Tabulation Hardware Transit	Fri 6/14/19	Tue 6/18/19	3 days	ES&S Contracted Freight Company
71	2.1.4.3	Tabulation hardware delivery to Philadelphia Warehouse	Tue 6/18/19	Tue 6/18/19	1 day	ES&S Contracted Freight Company
72	2.1.4.4	Inventory Control	Tue 6/18/19	Tue 6/18/19	1 day	City Staff
73	2.1.4.5	Unload Truck	Tue 6/18/19	Tue 6/18/19	1 day	City Staff
74	2.1.4.6	Unwrap Equipment	Tue 6/18/19	Tue 6/18/19	1 day	City Staff
75	2.1.4.7	Stage Equipment for Acceptance	Tue 6/18/19	Tue 6/18/19	1 day	City Staff
76	2.1.4.8	Disposal of Shipping Material	Tue 6/18/19	Tue 6/18/19	1 day	City Staff
77	**2.1.5**	**Truck 5**	**Fri 6/14/19**	**Tue 6/18/19**	**3 days**	**City Staff,ES&S Distribution Team**
78	2.1.5.1	Tabulation Hardware Pick-Up from Omaha	Fri 6/14/19	Fri 6/14/19	1 day	ES&S Distribution Team
79	2.1.5.2	Tabulation Hardware Transit	Fri 6/14/19	Tue 6/18/19	3 days	ES&S Contracted Freight Company
80	2.1.5.3	Tabulation hardware delivery to Philadelphia Warehouse	Tue 6/18/19	Tue 6/18/19	1 day	ES&S Contracted Freight Company
81	2.1.5.4	Inventory Control	Tue 6/18/19	Tue 6/18/19	1 day	City Staff
82	2.1.5.5	Unload Truck	Tue 6/18/19	Tue 6/18/19	1 day	City Staff
83	2.1.5.6	Unwrap Equipment	Tue 6/18/19	Tue 6/18/19	1 day	City Staff
84	2.1.5.7	Stage Equipment for Acceptance	Tue 6/18/19	Tue 6/18/19	1 day	City Staff
85	2.1.5.8	Disposal of Shipping Material	Tue 6/18/19	Tue 6/18/19	1 day	City Staff
86	**2.1.6**	**Truck 6**	**Fri 6/14/19**	**Tue 6/18/19**	**3 days**	**City Staff,ES&S Distribution Team**
87	2.1.6.1	Tabulation Hardware Pick-Up from Omaha	Fri 6/14/19	Fri 6/14/19	1 day	ES&S Distribution Team
88	2.1.6.2	Tabulation Hardware Transit	Fri 6/14/19	Tue 6/18/19	3 days	ES&S Contracted Freight Company
89	2.1.6.3	Tabulation hardware delivery to Philadelphia Warehouse	Tue 6/18/19	Tue 6/18/19	1 day	ES&S Contracted Freight Company
90	2.1.6.4	Inventory Control	Tue 6/18/19	Tue 6/18/19	1 day	City Staff
91	2.1.6.5	Unload Truck	Tue 6/18/19	Tue 6/18/19	1 day	City Staff
92	2.1.6.6	Unwrap Equipment	Tue 6/18/19	Tue 6/18/19	1 day	City Staff
93	2.1.6.7	Stage Equipment for Acceptance	Tue 6/18/19	Tue 6/18/19	1 day	City Staff
94	2.1.6.8	Disposal of Shipping Material	Tue 6/18/19	Tue 6/18/19	1 day	City Staff
95	**2.1.7**	**Truck 7**	**Mon 6/17/19**	**Wed 6/19/19**	**3 days**	**City Staff,ES&S Distribution Team**
96	2.1.7.1	Tabulation Hardware Pick-Up from Omaha	Mon 6/17/19	Mon 6/17/19	1 day	ES&S Distribution Team
97	2.1.7.2	Tabulation Hardware Transit	Mon 6/17/19	Wed 6/19/19	3 days	ES&S Contracted Freight Company
98	2.1.7.3	Tabulation hardware delivery to Philadelphia Warehouse	Wed 6/19/19	Wed 6/19/19	1 day	ES&S Contracted Freight Company
99	2.1.7.4	Inventory Control	Wed 6/19/19	Wed 6/19/19	1 day	City Staff
100	2.1.7.5	Unload Truck	Wed 6/19/19	Wed 6/19/19	1 day	City Staff
101	2.1.7.6	Unwrap Equipment	Wed 6/19/19	Wed 6/19/19	1 day	City Staff
102	2.1.7.7	Stage Equipment for Acceptance	Wed 6/19/19	Wed 6/19/19	1 day	City Staff
103	2.1.7.8	Disposal of Shipping Material	Wed 6/19/19	Wed 6/19/19	1 day	City Staff
104	**2.1.8**	**Truck 8**	**Mon 6/17/19**	**Wed 6/19/19**	**3 days**	**City Staff,ES&S Distribution Team**
105	2.1.8.1	Tabulation Hardware Pick-Up from Omaha	Mon 6/17/19	Mon 6/17/19	1 day	ES&S Distribution Team
106	2.1.8.2	Tabulation Hardware Transit	Mon 6/17/19	Wed 6/19/19	3 days	ES&S Contracted Freight Company
107	2.1.8.3	Tabulation hardware delivery to Philadelphia Warehouse	Wed 6/19/19	Wed 6/19/19	1 day	ES&S Contracted Freight Company
108	2.1.8.4	Inventory Control	Wed 6/19/19	Wed 6/19/19	1 day	City Staff



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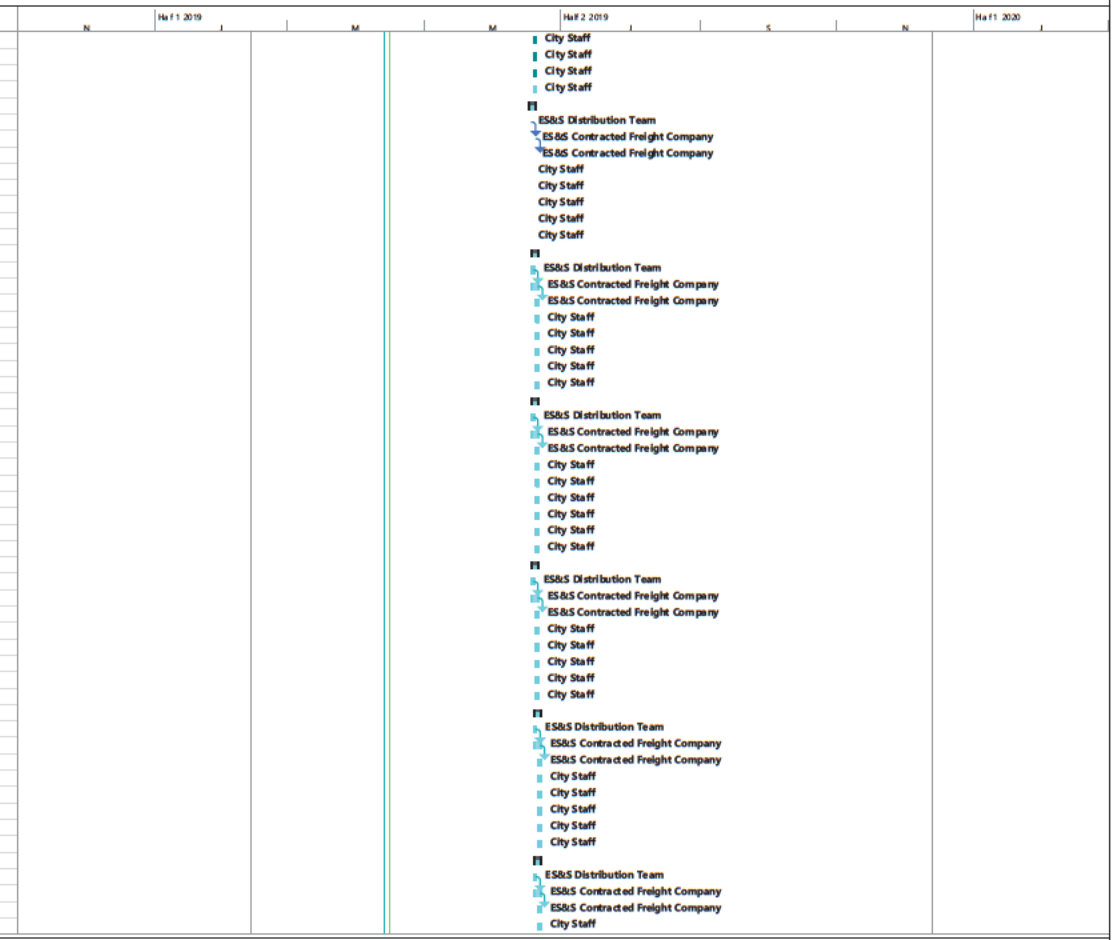
Note Project Dates are estimates. Actual timeframes will be established at the time of contract execution. Following contract execution project plans will be solidified.

City of Philadelphia- Proposed Project Schedule

ID	WBS	Task Name	Start	Finish	Duration	Resource Names
109	2.1.8.5	Unload Truck	Wed 6/19/19	Wed 6/19/19	1 day	City Staff
110	2.1.8.6	Unwrap Equipment	Wed 6/19/19	Wed 6/19/19	1 day	City Staff
111	2.1.8.7	Stage Equipment for Acceptance	Wed 6/19/19	Wed 6/19/19	1 day	City Staff
112	2.1.8.8	Disposal of Shipping Material	Wed 6/19/19	Wed 6/19/19	1 day	City Staff
113	**2.1.9**	**Truck 9**	**Mon 6/17/19**	**Wed 6/19/19**	**3 days**	**City Staff,ES&S Distribution Team**
114	2.1.9.1	Tabulation Hardware Pick-Up from Omaha	Mon 6/17/19	Mon 6/17/19	1 day	ES&S Distribution Team
115	2.1.9.2	Tabulation Hardware Transit	Mon 6/17/19	Wed 6/19/19	3 days	ES&S Contracted Freight Company
116	2.1.9.3	Tabulation hardware delivery to Philadelphia Warehouse	Wed 6/19/19	Wed 6/19/19	1 day	ES&S Contracted Freight Company
117	2.1.9.4	Inventory Control	Mon 6/17/19	Mon 6/17/19	1 day	City Staff
118	2.1.9.5	Unload Truck	Mon 6/17/19	Mon 6/17/19	1 day	City Staff
119	2.1.9.6	Unwrap Equipment	Mon 6/17/19	Mon 6/17/19	1 day	City Staff
120	2.1.9.7	Stage Equipment for Acceptance	Mon 6/17/19	Mon 6/17/19	1 day	City Staff
121	2.1.9.8	Disposal of Shipping Material	Mon 6/17/19	Mon 6/17/19	1 day	City Staff
122	**2.1.10**	**Truck 10**	**Tue 6/18/19**	**Thu 6/20/19**	**3 days**	**City Staff,ES&S Distribution Team**
123	2.1.10.1	Tabulation Hardware Pick-Up from Omaha	Tue 6/18/19	Tue 6/18/19	1 day	ES&S Distribution Team
124	2.1.10.2	Tabulation Hardware Transit	Tue 6/18/19	Thu 6/20/19	3 days	ES&S Contracted Freight Company
125	2.1.10.3	Tabulation hardware delivery to Philadelphia Warehouse	Thu 6/20/19	Thu 6/20/19	1 day	ES&S Contracted Freight Company
126	2.1.10.4	Inventory Control	Thu 6/20/19	Thu 6/20/19	1 day	City Staff
127	2.1.10.5	Unload Truck	Thu 6/20/19	Thu 6/20/19	1 day	City Staff
128	2.1.10.6	Unwrap Equipment	Thu 6/20/19	Thu 6/20/19	1 day	City Staff
129	2.1.10.7	Stage Equipment for ES&S Acceptance	Thu 6/20/19	Thu 6/20/19	1 day	City Staff
130	2.1.10.8	Disposal of Shipping Material	Thu 6/20/19	Thu 6/20/19	1 day	City Staff
131	**2.1.11**	**Truck 11**	**Tue 6/18/19**	**Thu 6/20/19**	**3 days**	**City Staff,ES&S Distribution Team**
132	2.1.11.1	Tabulation Hardware Pick-Up from Omaha	Tue 6/18/19	Tue 6/18/19	1 day	ES&S Distribution Team
133	2.1.11.2	Tabulation Hardware Transit	Tue 6/18/19	Thu 6/20/19	3 days	ES&S Contracted Freight Company
134	2.1.11.3	Tabulation hardware delivery to Philadelphia Warehouse	Thu 6/20/19	Thu 6/20/19	1 day	ES&S Contracted Freight Company
135	2.1.11.4	Inventory Control	Thu 6/20/19	Thu 6/20/19	1 day	City Staff
136	2.1.11.5	Unload Truck	Thu 6/20/19	Thu 6/20/19	1 day	City Staff
137	2.1.11.6	Unwrap Equipment	Thu 6/20/19	Thu 6/20/19	1 day	City Staff
138	2.1.11.7	Stage Equipment for Acceptance	Thu 6/20/19	Thu 6/20/19	1 day	City Staff
139	2.1.11.8	Disposal of Shipping Material	Thu 6/20/19	Thu 6/20/19	1 day	City Staff
140	2.1.11.9	Stage Equipment for City Acceptance	Thu 6/20/19	Thu 6/20/19	1 day	City Staff
141	**2.1.12**	**Truck 12**	**Tue 6/18/19**	**Thu 6/20/19**	**3 days**	**City Staff,ES&S Distribution Team**
142	2.1.12.1	Tabulation Hardware Pick-Up from Omaha	Tue 6/18/19	Tue 6/18/19	1 day	ES&S Distribution Team
143	2.1.12.2	Tabulation Hardware Transit	Tue 6/18/19	Thu 6/20/19	3 days	ES&S Contracted Freight Company
144	2.1.12.3	Tabulation hardware delivery to Philadelphia Warehouse	Thu 6/20/19	Thu 6/20/19	1 day	ES&S Contracted Freight Company
145	2.1.12.4	Inventory Control	Thu 6/20/19	Thu 6/20/19	1 day	City Staff
146	2.1.12.5	Unload Truck	Thu 6/20/19	Thu 6/20/19	1 day	City Staff
147	2.1.12.6	Unwrap Equipment	Thu 6/20/19	Thu 6/20/19	1 day	City Staff
148	2.1.12.7	Stage Equipment for Acceptance	Thu 6/20/19	Thu 6/20/19	1 day	City Staff
149	2.1.12.8	Disposal of Shipping Material	Thu 6/20/19	Thu 6/20/19	1 day	City Staff
150	**2.1.13**	**Truck 13**	**Wed 6/19/19**	**Fri 6/21/19**	**3 days**	**City Staff,ES&S Distribution Team**
151	2.1.13.1	Tabulation Hardware Pick-Up from Omaha	Wed 6/19/19	Wed 6/19/19	1 day	ES&S Distribution Team
152	2.1.13.2	Tabulation Hardware Transit	Wed 6/19/19	Fri 6/21/19	3 days	ES&S Contracted Freight Company
153	2.1.13.3	Tabulation hardware delivery to Philadelphia Warehouse	Fri 6/21/19	Fri 6/21/19	1 day	ES&S Contracted Freight Company
154	2.1.13.4	Inventory Control	Fri 6/21/19	Fri 6/21/19	1 day	City Staff
155	2.1.13.5	Unload Truck	Fri 6/21/19	Fri 6/21/19	1 day	City Staff
156	2.1.13.6	Unwrap Equipment	Fri 6/21/19	Fri 6/21/19	1 day	City Staff
157	2.1.13.7	Stage Equipment for Acceptance	Fri 6/21/19	Fri 6/21/19	1 day	City Staff
158	2.1.13.8	Disposal of Shipping Material	Fri 6/21/19	Fri 6/21/19	1 day	City Staff
159	**2.1.14**	**Truck 14**	**Wed 6/19/19**	**Fri 6/21/19**	**3 days**	**City Staff,ES&S Distribution Team**
160	2.1.14.1	Tabulation Hardware Pick-Up from Omaha	Wed 6/19/19	Wed 6/19/19	1 day	ES&S Distribution Team
161	2.1.14.2	Tabulation Hardware Transit	Wed 6/19/19	Fri 6/21/19	3 days	ES&S Contracted Freight Company
162	2.1.14.3	Tabulation hardware delivery to Philadelphia Warehouse	Fri 6/21/19	Fri 6/21/19	1 day	ES&S Contracted Freight Company
163	2.1.14.4	Inventory Control	Fri 6/21/19	Fri 6/21/19	1 day	City Staff



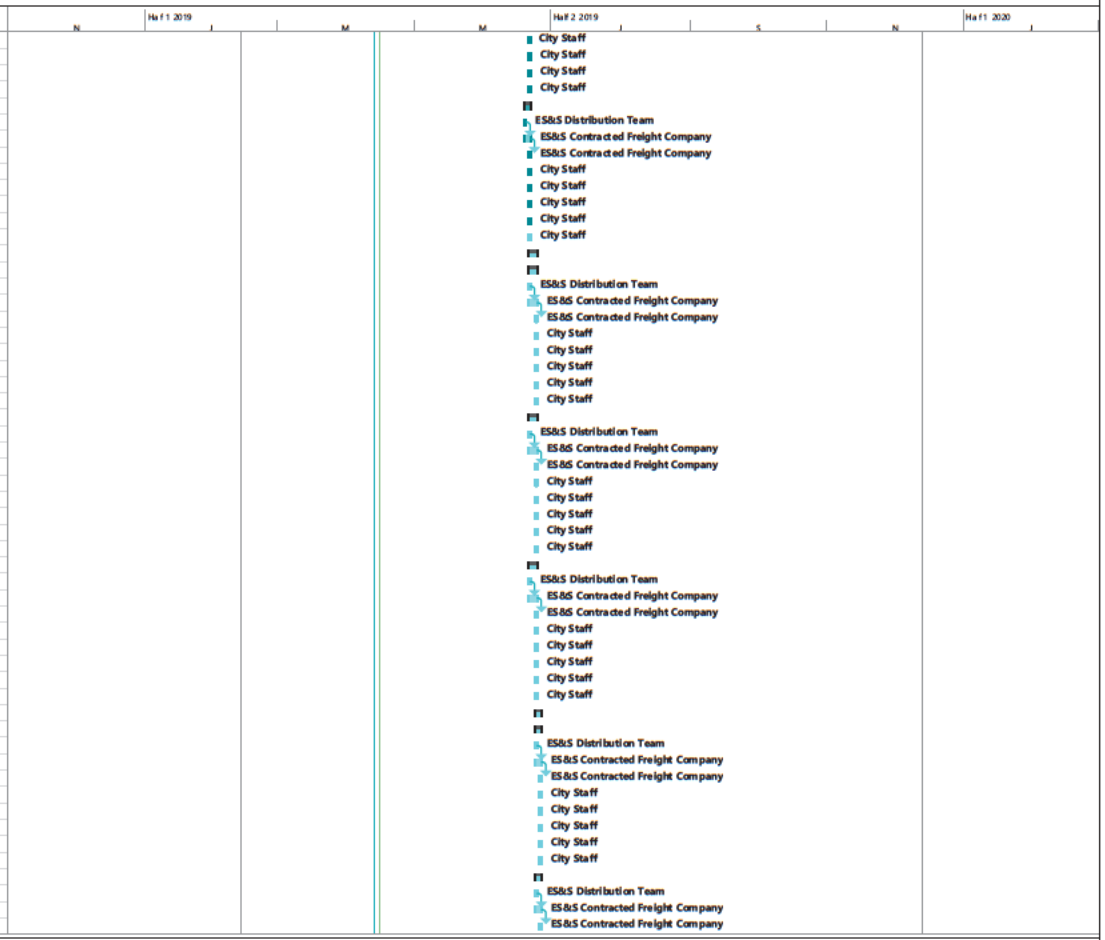
Project: City of Philadelphia RFP
Date: Tue 4/16/19

Task | Split | Milestone | Summary | Project Summary | Inactive Task | Inactive Milestone | Inactive Summary | Manual Task | Duration-only | Manual Summary Rollup | Manual Summary | Start-only | Finish-only | External Tasks | External Milestone | Deadline | Progress | Manual Progress

Note Project Dates are estimates. Actual timeframes will be established at the time of contract execution. Following contract execution project plans will be solidified.

City of Philadelphia- Proposed Project Schedule

ID	WBS	Task Name	Start	Finish	Duration	Resource Names
164	2.1.14.5	Unload Truck	Fri 6/21/19	Fri 6/21/19	1 day	City Staff
165	2.1.14.6	Unwrap Equipment	Fri 6/21/19	Fri 6/21/19	1 day	City Staff
166	2.1.14.7	Stage Equipment for Acceptance	Fri 6/21/19	Fri 6/21/19	1 day	City Staff
167	2.1.14.8	Disposal of Shipping Material	Fri 6/21/19	Fri 6/21/19	1 day	City Staff
168	**2.1.15**	**Truck 15**	**Wed 6/19/19**	**Fri 6/21/19**	**3 days**	**City Staff,ES&S Distribution Team**
169	2.1.15.1	Tabulation Hardware Pick-Up from Omaha	Wed 6/19/19	Wed 6/19/19	1 day	ES&S Distribution Team
170	2.1.15.2	Tabulation Hardware Transit	Wed 6/19/19	Fri 6/21/19	3 days	ES&S Contracted Freight Company
171	2.1.15.3	Tabulation hardware delivery to Philadelphia Warehouse	Fri 6/21/19	Fri 6/21/19	1 day	ES&S Contracted Freight Company
172	2.1.15.4	Inventory Control	Fri 6/21/19	Fri 6/21/19	1 day	City Staff
173	2.1.15.5	Unload Truck	Fri 6/21/19	Fri 6/21/19	1 day	City Staff
174	2.1.15.6	Unwrap Equipment	Fri 6/21/19	Fri 6/21/19	1 day	City Staff
175	2.1.15.7	Stage Equipment for Acceptance	Fri 6/21/19	Fri 6/21/19	1 day	City Staff
176	2.1.15.8	Disposal of Shipping Material	Fri 6/21/19	Fri 6/21/19	1 day	City Staff
177	**2.2**	**Delivery Phase 2**	**Fri 6/21/19**	**Mon 6/24/19**	**2 days**	**City Staff,ES&S Distribution Team**
178	**2.2.1**	**Truck 16**	**Fri 6/21/19**	**Mon 6/24/19**	**2 days**	**ES&S Distribution Team,City Staff**
179	2.2.1.1	Tabulation Hardware Pick-Up from Omaha	Fri 6/21/19	Fri 6/21/19	1 day	ES&S Distribution Team
180	2.2.1.2	Tabulation Hardware Transit	Fri 6/21/19	Mon 6/24/19	2 days	ES&S Contracted Freight Company
181	2.2.1.3	Tabulation hardware delivery to Philadelphia Warehouse	Mon 6/24/19	Mon 6/24/19	1 day	ES&S Contracted Freight Company
182	2.2.1.4	Inventory Control	Mon 6/24/19	Mon 6/24/19	1 day	City Staff
183	2.2.1.5	Unload Truck	Mon 6/24/19	Mon 6/24/19	1 day	City Staff
184	2.2.1.6	Unwrap Equipment	Mon 6/24/19	Mon 6/24/19	1 day	City Staff
185	2.2.1.7	Stage Equipment for Acceptance	Mon 6/24/19	Mon 6/24/19	1 day	City Staff
186	2.2.1.8	Disposal of Shipping Material	Mon 6/24/19	Mon 6/24/19	1 day	City Staff
187	**2.2.2**	**Truck 17**	**Fri 6/21/19**	**Mon 6/24/19**	**2 days**	**City Staff,ES&S Distribution Team**
188	2.2.2.1	Tabulation Hardware Pick-Up from Omaha	Fri 6/21/19	Fri 6/21/19	1 day	ES&S Distribution Team
189	2.2.2.2	Tabulation Hardware Transit	Fri 6/21/19	Mon 6/24/19	2 days	ES&S Contracted Freight Company
190	2.2.2.3	Tabulation hardware delivery to Philadelphia Warehouse	Mon 6/24/19	Mon 6/24/19	1 day	ES&S Contracted Freight Company
191	2.2.2.4	Inventory Control	Mon 6/24/19	Mon 6/24/19	1 day	City Staff
192	2.2.2.5	Unload Truck	Mon 6/24/19	Mon 6/24/19	1 day	City Staff
193	2.2.2.6	Unwrap Equipment	Mon 6/24/19	Mon 6/24/19	1 day	City Staff
194	2.2.2.7	Stage Equipment for Acceptance	Mon 6/24/19	Mon 6/24/19	1 day	City Staff
195	2.2.2.8	Disposal of Shipping Material	Mon 6/24/19	Mon 6/24/19	1 day	City Staff
196	**2.2.3**	**Truck 18**	**Fri 6/21/19**	**Mon 6/24/19**	**2 days**	**City Staff,ES&S Distribution Team**
197	2.2.3.1	Tabulation Hardware Pick-Up from Omaha	Fri 6/21/19	Fri 6/21/19	1 day	ES&S Distribution Team
198	2.2.3.2	Tabulation Hardware Transit	Fri 6/21/19	Mon 6/24/19	2 days	ES&S Contracted Freight Company
199	2.2.3.3	Tabulation hardware delivery to Philadelphia Warehouse	Mon 6/24/19	Mon 6/24/19	1 day	ES&S Contracted Freight Company
200	2.2.3.4	Inventory Control	Mon 6/24/19	Mon 6/24/19	1 day	City Staff
201	2.2.3.5	Unload Truck	Mon 6/24/19	Mon 6/24/19	1 day	City Staff
202	2.2.3.6	Unwrap Equipment	Mon 6/24/19	Mon 6/24/19	1 day	City Staff
203	2.2.3.7	Stage Equipment for Acceptance	Mon 6/24/19	Mon 6/24/19	1 day	City Staff
204	2.2.3.8	Disposal of Shipping Material	Mon 6/24/19	Mon 6/24/19	1 day	City Staff
205	**2.3**	**Delivery Phase 3**	**Mon 6/24/19**	**Wed 6/26/19**	**3 days**	**City Staff,ES&S Distribution Team**
206	**2.3.1**	**Truck 19**	**Mon 6/24/19**	**Wed 6/26/19**	**3 days**	**ES&S Distribution Team,City Staff**
207	2.3.1.1	Tabulation Hardware Pick-Up from Omaha	Mon 6/24/19	Mon 6/24/19	1 day	ES&S Distribution Team
208	2.3.1.2	Tabulation Hardware Transit	Mon 6/24/19	Wed 6/26/19	3 days	ES&S Contracted Freight Company
209	2.3.1.3	Tabulation hardware delivery to Philadelphia Warehouse	Wed 6/26/19	Wed 6/26/19	1 day	ES&S Contracted Freight Company
210	2.3.1.4	Inventory Control	Wed 6/26/19	Wed 6/26/19	1 day	City Staff
211	2.3.1.5	Unload Truck	Wed 6/26/19	Wed 6/26/19	1 day	City Staff
212	2.3.1.6	Unwrap Equipment	Wed 6/26/19	Wed 6/26/19	1 day	City Staff
213	2.3.1.7	Stage Equipment for Acceptance	Wed 6/26/19	Wed 6/26/19	1 day	City Staff
214	2.3.1.8	Disposal of Shipping Material	Wed 6/26/19	Wed 6/26/19	1 day	City Staff
215	**2.3.2**	**Truck 20**	**Mon 6/24/19**	**Wed 6/26/19**	**3 days**	**City Staff,ES&S Distribution Team**
216	2.3.2.1	Tabulation Hardware Pick-Up from Omaha	Mon 6/24/19	Mon 6/24/19	1 day	ES&S Distribution Team
217	2.3.2.2	Tabulation Hardware Transit	Mon 6/24/19	Wed 6/26/19	3 days	ES&S Contracted Freight Company
218	2.3.2.3	Tabulation hardware delivery to Philadelphia Warehouse	Wed 6/26/19	Wed 6/26/19	1 day	ES&S Contracted Freight Company



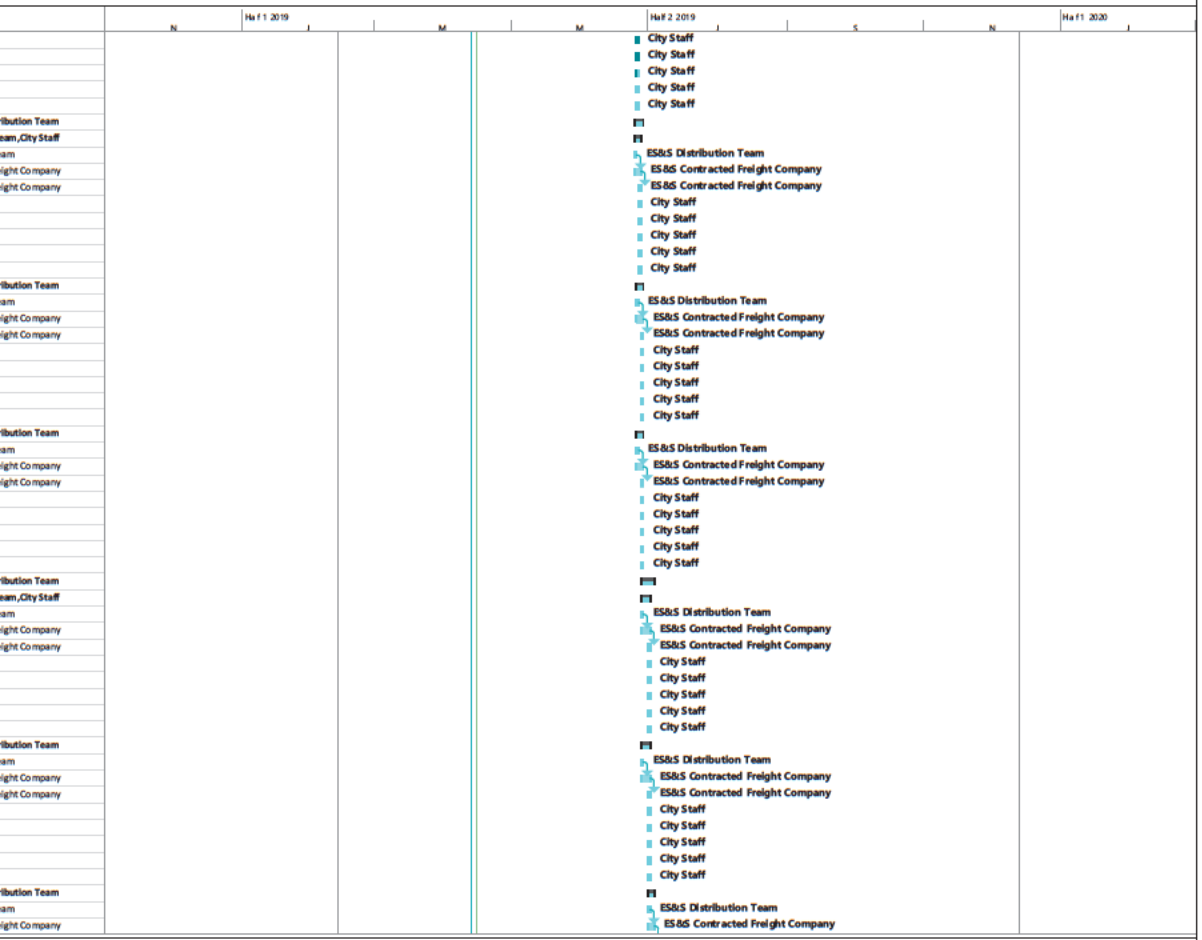
Project: City of Philadelphia RFP
Date: Tue 4/16/19

Task | Summary | Inactive Milestone | Duration-only | Start-only | External Milestone | Manual Progress
Split | Project Summary | Inactive Summary | Manual Summary Rollup | Finish-only | Deadline
Milestone | Inactive Task | Manual Task | Manual Summary | External Tasks | Progress

Note Project Dates are estimates. Actual timeframes will be established at the time of contract execution. Following contract execution project plans will be solidified.

City of Philadelphia- Proposed Project Schedule

ID	WBS	Task Name	Start	Finish	Duration	Resource Names
219	2.3.2.4	Inventory Control	Wed 6/26/19	Wed 6/26/19	1 day	City Staff
220	2.3.2.5	Unload Truck	Wed 6/26/19	Wed 6/26/19	1 day	City Staff
221	2.3.2.6	Unwrap Equipment	Wed 6/26/19	Wed 6/26/19	1 day	City Staff
222	2.3.2.7	Stage Equipment for Acceptance	Wed 6/26/19	Wed 6/26/19	1 day	City Staff
223	2.3.2.8	Disposal of Shipping Material	Wed 6/26/19	Wed 6/26/19	1 day	City Staff
224	**2.4**	**Delivery Phase 4**	**Tue 6/25/19**	**Fri 6/28/19**	**4 days**	**City Staff,ES&S Distribution Team**
225	**2.4.1**	**Truck 21**	**Tue 6/25/19**	**Thu 6/27/19**	**3 days**	**ES&S Distribution Team,City Staff**
226	2.4.1.1	Tabulation Hardware Pick-Up from Omaha	Tue 6/25/19	Tue 6/25/19	1 day	ES&S Distribution Team
227	2.4.1.2	Tabulation Hardware Transit	Tue 6/25/19	Thu 6/27/19	3 days	ES&S Contracted Freight Company
228	2.4.1.3	Tabulation hardware delivery to Philadelphia Warehouse	Thu 6/27/19	Thu 6/27/19	1 day	ES&S Contracted Freight Company
229	2.4.1.4	Inventory Control	Thu 6/27/19	Thu 6/27/19	1 day	City Staff
230	2.4.1.5	Unload Truck	Thu 6/27/19	Thu 6/27/19	1 day	City Staff
231	2.4.1.6	Unwrap Equipment	Thu 6/27/19	Thu 6/27/19	1 day	City Staff
232	2.4.1.7	Stage Equipment for Acceptance	Thu 6/27/19	Thu 6/27/19	1 day	City Staff
233	2.4.1.8	Disposal of Shipping Material	Thu 6/27/19	Thu 6/27/19	1 day	City Staff
234	**2.4.2**	**Truck 22**	**Wed 6/26/19**	**Fri 6/28/19**	**3 days**	**City Staff,ES&S Distribution Team**
235	2.4.2.1	Tabulation Hardware Pick-Up from Omaha	Wed 6/26/19	Wed 6/26/19	1 day	ES&S Distribution Team
236	2.4.2.2	Tabulation Hardware Transit	Wed 6/26/19	Fri 6/28/19	3 days	ES&S Contracted Freight Company
237	2.4.2.3	Tabulation hardware delivery to Philadelphia Warehouse	Fri 6/28/19	Fri 6/28/19	1 day	ES&S Contracted Freight Company
238	2.4.2.4	Inventory Control	Fri 6/28/19	Fri 6/28/19	1 day	City Staff
239	2.4.2.5	Unload Truck	Fri 6/28/19	Fri 6/28/19	1 day	City Staff
240	2.4.2.6	Unwrap Equipment	Fri 6/28/19	Fri 6/28/19	1 day	City Staff
241	2.4.2.7	Stage Equipment for Acceptance	Fri 6/28/19	Fri 6/28/19	1 day	City Staff
242	2.4.2.8	Disposal of Shipping Material	Fri 6/28/19	Fri 6/28/19	1 day	City Staff
243	**2.4.3**	**Truck 23**	**Wed 6/26/19**	**Fri 6/28/19**	**3 days**	**City Staff,ES&S Distribution Team**
244	2.4.3.1	Tabulation Hardware Pick-Up from Omaha	Wed 6/26/19	Wed 6/26/19	1 day	ES&S Distribution Team
245	2.4.3.2	Tabulation Hardware Transit	Wed 6/26/19	Fri 6/28/19	3 days	ES&S Contracted Freight Company
246	2.4.3.3	Tabulation hardware delivery to Philadelphia Warehouse	Fri 6/28/19	Fri 6/28/19	1 day	ES&S Contracted Freight Company
247	2.4.3.4	Inventory Control	Fri 6/28/19	Fri 6/28/19	1 day	City Staff
248	2.4.3.5	Unload Truck	Fri 6/28/19	Fri 6/28/19	1 day	City Staff
249	2.4.3.6	Unwrap Equipment	Fri 6/28/19	Fri 6/28/19	1 day	City Staff
250	2.4.3.7	Stage Equipment for Acceptance	Fri 6/28/19	Fri 6/28/19	1 day	City Staff
251	2.4.3.8	Disposal of Shipping Material	Fri 6/28/19	Fri 6/28/19	1 day	City Staff
252	**2.5**	**Delivery Phase 5**	**Fri 6/28/19**	**Wed 7/3/19**	**4 days**	**City Staff,ES&S Distribution Team**
253	**2.5.1**	**Truck 24**	**Fri 6/28/19**	**Mon 7/1/19**	**2 days**	**ES&S Distribution Team,City Staff**
254	2.5.1.1	Tabulation Hardware Pick-Up from Omaha	Fri 6/28/19	Fri 6/28/19	1 day	ES&S Distribution Team
255	2.5.1.2	Tabulation Hardware Transit	Fri 6/28/19	Mon 7/1/19	2 days	ES&S Contracted Freight Company
256	2.5.1.3	Tabulation hardware delivery to Philadelphia Warehouse	Mon 7/1/19	Mon 7/1/19	1 day	ES&S Contracted Freight Company
257	2.5.1.4	Inventory Control	Mon 7/1/19	Mon 7/1/19	1 day	City Staff
258	2.5.1.5	Unload Truck	Mon 7/1/19	Mon 7/1/19	1 day	City Staff
259	2.5.1.6	Unwrap Equipment	Mon 7/1/19	Mon 7/1/19	1 day	City Staff
260	2.5.1.7	Stage Equipment for Acceptance	Mon 7/1/19	Mon 7/1/19	1 day	City Staff
261	2.5.1.8	Disposal of Shipping Material	Mon 7/1/19	Mon 7/1/19	1 day	City Staff
262	**2.5.2**	**Truck 25**	**Fri 6/28/19**	**Mon 7/1/19**	**2 days**	**City Staff,ES&S Distribution Team**
263	2.5.2.1	Tabulation Hardware Pick-Up from Omaha	Fri 6/28/19	Fri 6/28/19	1 day	ES&S Distribution Team
264	2.5.2.2	Tabulation Hardware Transit	Fri 6/28/19	Mon 7/1/19	2 days	ES&S Contracted Freight Company
265	2.5.2.3	Tabulation hardware delivery to Philadelphia Warehouse	Mon 7/1/19	Mon 7/1/19	1 day	ES&S Contracted Freight Company
266	2.5.2.4	Inventory Control	Mon 7/1/19	Mon 7/1/19	1 day	City Staff
267	2.5.2.5	Unload Truck	Mon 7/1/19	Mon 7/1/19	1 day	City Staff
268	2.5.2.6	Unwrap Equipment	Mon 7/1/19	Mon 7/1/19	1 day	City Staff
269	2.5.2.7	Stage Equipment for Acceptance	Mon 7/1/19	Mon 7/1/19	1 day	City Staff
270	2.5.2.8	Disposal of Shipping Material	Mon 7/1/19	Mon 7/1/19	1 day	City Staff
271	**2.5.3**	**Truck 26**	**Mon 7/1/19**	**Wed 7/3/19**	**3 days**	**City Staff,ES&S Distribution Team**
272	2.5.3.1	Tabulation Hardware Pick-Up from Omaha	Mon 7/1/19	Mon 7/1/19	1 day	ES&S Distribution Team
273	2.5.3.2	Tabulation Hardware Transit	Mon 7/1/19	Wed 7/3/19	3 days	ES&S Contracted Freight Company



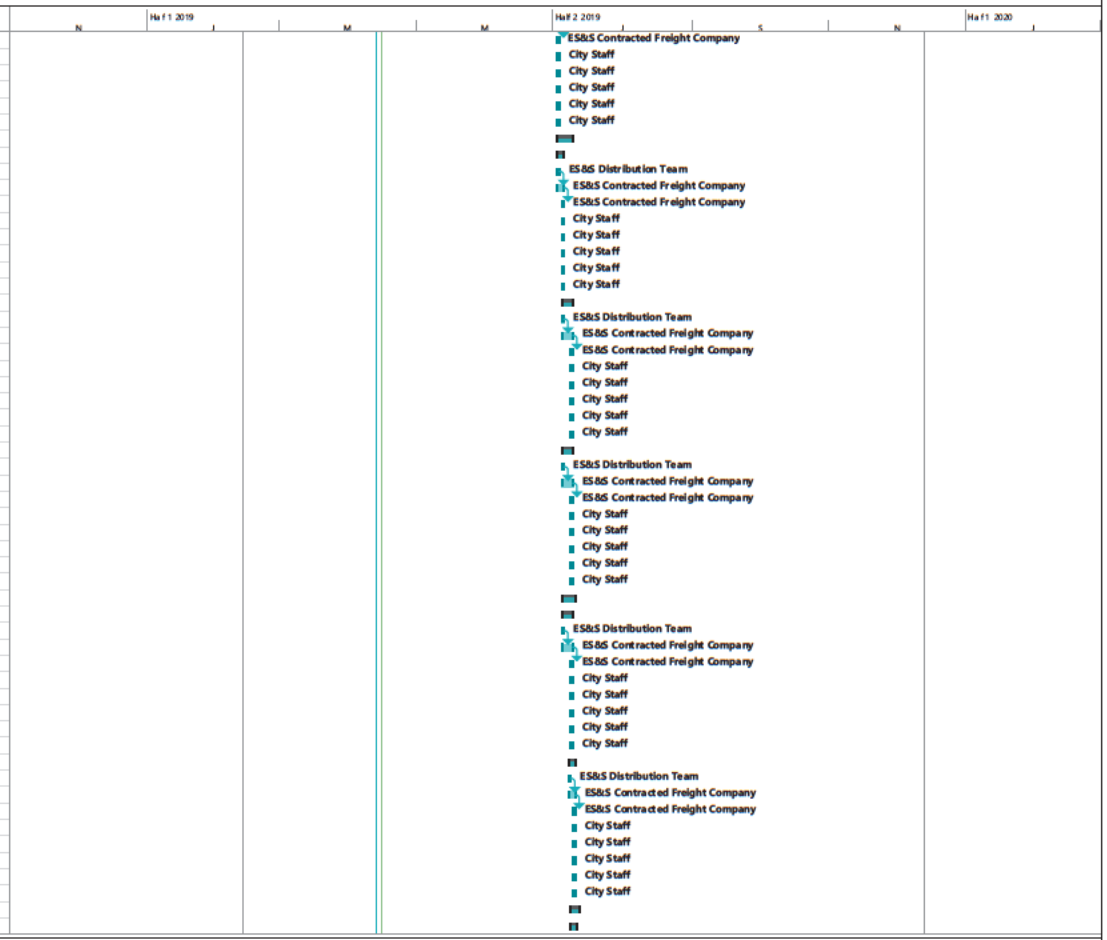
Project: City of Philadelphia RFP
Date: Tue 4/16/19

Task | Split | Milestone | Summary | Project Summary | Inactive Task | Inactive Milestone | Inactive Summary | Manual Task | Duration-only | Manual Summary Rollup | Manual Summary | Start-only | Finish-only | External Tasks | External Milestone | Deadline | Progress | Manual Progress

Note Project Dates are estimates. Actual timeframes will be established at the time of contract execution. Following contract execution project plans will be solidified.

City of Philadelphia- Proposed Project Schedule

ID	WBS	Task Name	Start	Finish	Duration	Resource Names
274	2.5.3.3	Tabulation hardware delivery to Philadelphia Warehouse	Wed 7/3/19	Wed 7/3/19	1 day	ES&S Contracted Freight Company
275	2.5.3.4	Inventory Control	Wed 7/3/19	Wed 7/3/19	1 day	City Staff
276	2.5.3.5	Unload Truck	Wed 7/3/19	Wed 7/3/19	1 day	City Staff
277	2.5.3.6	Unwrap Equipment	Wed 7/3/19	Wed 7/3/19	1 day	City Staff
278	2.5.3.7	Stage Equipment for Acceptance	Wed 7/3/19	Wed 7/3/19	1 day	City Staff
279	2.5.3.8	Disposal of Shipping Material	Wed 7/3/19	Wed 7/3/19	1 day	City Staff
280	**2.6**	**Delivery Phase 6**	**Wed 7/3/19**	**Tue 7/9/19**	**5 days**	**City Staff,ES&S Distribution Team**
281	**2.6.1**	**Truck 27**	**Wed 7/3/19**	**Fri 7/5/19**	**3 days**	**ES&S Distribution Team,City Staff**
282	2.6.1.1	Tabulation Hardware Pick-Up from Omaha	Wed 7/3/19	Wed 7/3/19	1 day	ES&S Distribution Team
283	2.6.1.2	Tabulation Hardware Transit	Wed 7/3/19	Fri 7/5/19	3 days	ES&S Contracted Freight Company
284	2.6.1.3	Tabulation hardware delivery to Philadelphia Warehouse	Fri 7/5/19	Fri 7/5/19	1 day	ES&S Contracted Freight Company
285	2.6.1.4	Inventory Control	Fri 7/5/19	Fri 7/5/19	1 day	City Staff
286	2.6.1.5	Unload Truck	Fri 7/5/19	Fri 7/5/19	1 day	City Staff
287	2.6.1.6	Unwrap Equipment	Fri 7/5/19	Fri 7/5/19	1 day	City Staff
288	2.6.1.7	Stage Equipment for Acceptance	Fri 7/5/19	Fri 7/5/19	1 day	City Staff
289	2.6.1.8	Disposal of Shipping Material	Fri 7/5/19	Fri 7/5/19	1 day	City Staff
290	**2.6.2**	**Truck 28**	**Fri 7/5/19**	**Tue 7/9/19**	**3 days**	**City Staff,ES&S Distribution Team**
291	2.6.2.1	Tabulation Hardware Pick-Up from Omaha	Fri 7/5/19	Fri 7/5/19	1 day	ES&S Distribution Team
292	2.6.2.2	Tabulation Hardware Transit	Fri 7/5/19	Tue 7/9/19	3 days	ES&S Contracted Freight Company
293	2.6.2.3	Tabulation hardware delivery to Philadelphia Warehouse	Tue 7/9/19	Tue 7/9/19	1 day	ES&S Contracted Freight Company
294	2.6.2.4	Inventory Control	Tue 7/9/19	Tue 7/9/19	1 day	City Staff
295	2.6.2.5	Unload Truck	Tue 7/9/19	Tue 7/9/19	1 day	City Staff
296	2.6.2.6	Unwrap Equipment	Tue 7/9/19	Tue 7/9/19	1 day	City Staff
297	2.6.2.7	Stage Equipment for Acceptance	Tue 7/9/19	Tue 7/9/19	1 day	City Staff
298	2.6.2.8	Disposal of Shipping Material	Tue 7/9/19	Tue 7/9/19	1 day	City Staff
299	**2.6.3**	**Truck 29**	**Fri 7/5/19**	**Tue 7/9/19**	**3 days**	**City Staff,ES&S Distribution Team**
300	2.6.3.1	Tabulation Hardware Pick-Up from Omaha	Fri 7/5/19	Fri 7/5/19	1 day	ES&S Distribution Team
301	2.6.3.2	Tabulation Hardware Transit	Fri 7/5/19	Tue 7/9/19	3 days	ES&S Contracted Freight Company
302	2.6.3.3	Tabulation hardware delivery to Philadelphia Warehouse	Tue 7/9/19	Tue 7/9/19	1 day	ES&S Contracted Freight Company
303	2.6.3.4	Inventory Control	Tue 7/9/19	Tue 7/9/19	1 day	City Staff
304	2.6.3.5	Unload Truck	Tue 7/9/19	Tue 7/9/19	1 day	City Staff
305	2.6.3.6	Unwrap Equipment	Tue 7/9/19	Tue 7/9/19	1 day	City Staff
306	2.6.3.7	Stage Equipment for Acceptance	Tue 7/9/19	Tue 7/9/19	1 day	City Staff
307	2.6.3.8	Disposal of Shipping Material	Tue 7/9/19	Tue 7/9/19	1 day	City Staff
308	**2.7**	**Delivery Phase 7**	**Fri 7/5/19**	**Wed 7/10/19**	**4 days**	**City Staff,ES&S Distribution Team**
309	**2.7.1**	**Truck 30**	**Fri 7/5/19**	**Tue 7/9/19**	**3 days**	**City Staff,ES&S Distribution Team**
310	2.7.1.1	Tabulation Hardware Pick-Up from Omaha	Fri 7/5/19	Fri 7/5/19	1 day	ES&S Distribution Team
311	2.7.1.2	Tabulation Hardware Transit	Fri 7/5/19	Tue 7/9/19	3 days	ES&S Contracted Freight Company
312	2.7.1.3	Tabulation hardware delivery to Philadelphia Warehouse	Tue 7/9/19	Tue 7/9/19	1 day	ES&S Contracted Freight Company
313	2.7.1.4	Inventory Control	Tue 7/9/19	Tue 7/9/19	1 day	City Staff
314	2.7.1.5	Unload Truck	Tue 7/9/19	Tue 7/9/19	1 day	City Staff
315	2.7.1.6	Unwrap Equipment	Tue 7/9/19	Tue 7/9/19	1 day	City Staff
316	2.7.1.7	Stage Equipment for Acceptance	Tue 7/9/19	Tue 7/9/19	1 day	City Staff
317	2.7.1.8	Disposal of Shipping Material	Tue 7/9/19	Tue 7/9/19	1 day	City Staff
318	**2.7.2**	**Truck 31**	**Mon 7/8/19**	**Wed 7/10/19**	**3 days**	**City Staff,ES&S Distribution Team**
319	2.7.2.1	Tabulation Hardware Pick-Up from Omaha	Mon 7/8/19	Mon 7/8/19	1 day	ES&S Distribution Team
320	2.7.2.2	Tabulation Hardware Transit	Mon 7/8/19	Wed 7/10/19	3 days	ES&S Contracted Freight Company
321	2.7.2.3	Tabulation hardware delivery to Philadelphia Warehouse	Wed 7/10/19	Wed 7/10/19	1 day	ES&S Contracted Freight Company
322	2.7.2.4	Inventory Control	Wed 7/10/19	Wed 7/10/19	1 day	City Staff
323	2.7.2.5	Unload Truck	Wed 7/10/19	Wed 7/10/19	1 day	City Staff
324	2.7.2.6	Unwrap Equipment	Wed 7/10/19	Wed 7/10/19	1 day	City Staff
325	2.7.2.7	Stage Equipment for Acceptance	Wed 7/10/19	Wed 7/10/19	1 day	City Staff
326	2.7.2.8	Disposal of Shipping Material	Wed 7/10/19	Wed 7/10/19	1 day	City Staff
327	**2.8**	**Delivery Phase 8**	**Tue 7/9/19**	**Fri 7/12/19**	**4 days**	**City Staff,ES&S Distribution Team**
328	**2.8.1**	**Truck 32**	**Tue 7/9/19**	**Thu 7/11/19**	**3 days**	**ES&S Distribution Team,City Staff**



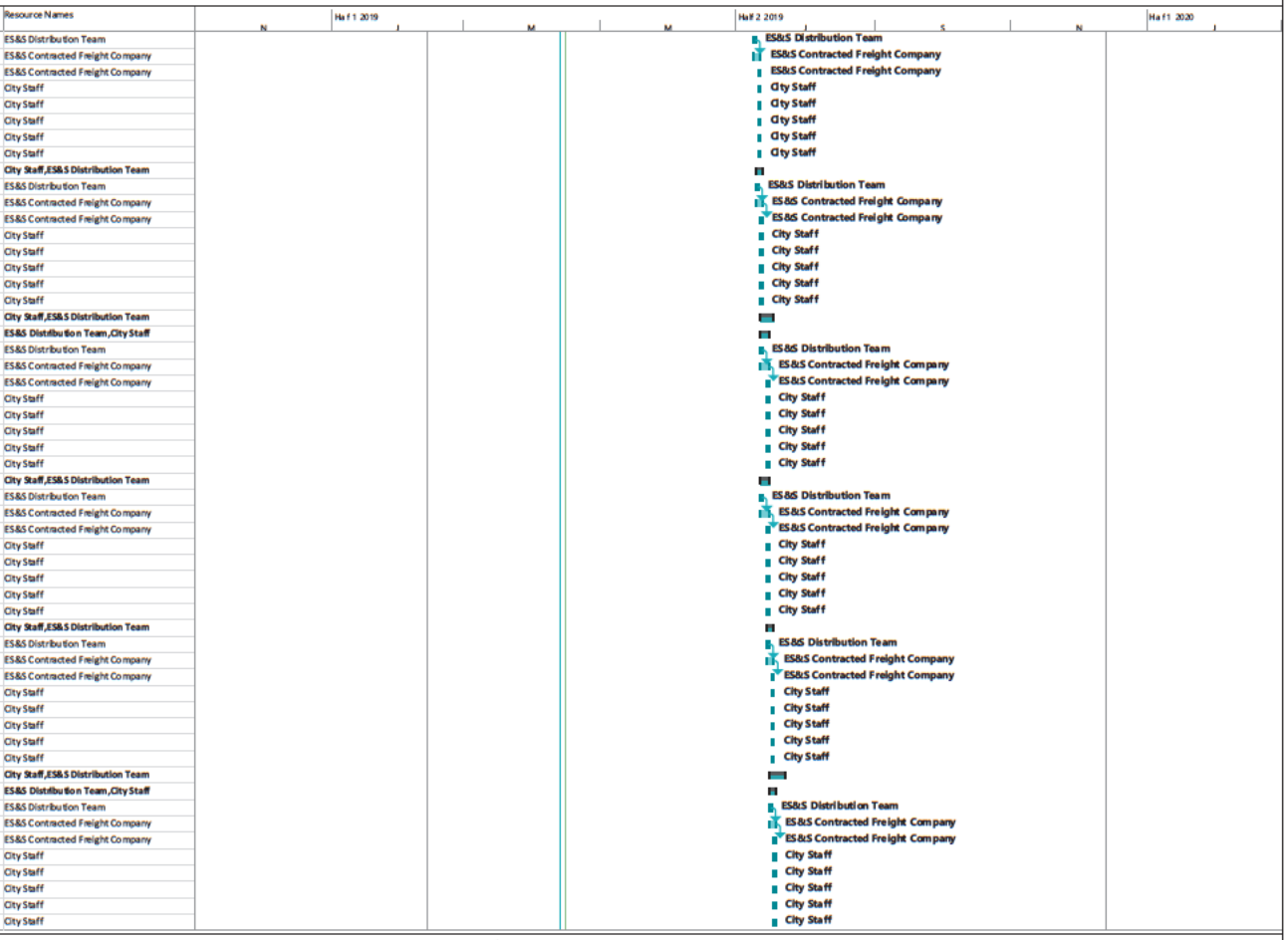
Project: City of Philadelphia RFP
Date: Tue 4/16/19

Task | Summary | Inactive Milestone | Duration-only | Start-only | External Milestone | Manual Progress
Split | Project Summary | Inactive Summary | Manual Summary Rollup | Finish-only | Deadline
Milestone | Inactive Task | Manual Task | Manual Summary | External Tasks | Progress

Note Project Dates are estimates. Actual timeframes will be established at the time of contract execution. Following contract execution project plans will be solidified.

City of Philadelphia- Proposed Project Schedule

ID	WBS	Task Name	Start	Finish	Duration	Resource Names
329	2.8.1.1	Tabulation Hardware Pick-Up from Omaha	Tue 7/9/19	Tue 7/9/19	1 day	ES&S Distribution Team
330	2.8.1.2	Tabulation Hardware Transit	Tue 7/9/19	Thu 7/11/19	3 days	ES&S Contracted Freight Company
331	2.8.1.3	Tabulation hardware delivery to Philadelphia Warehouse	Thu 7/11/19	Thu 7/11/19	1 day	ES&S Contracted Freight Company
332	2.8.1.4	Inventory Control	Thu 7/11/19	Thu 7/11/19	1 day	City Staff
333	2.8.1.5	Unload Truck	Thu 7/11/19	Thu 7/11/19	1 day	City Staff
334	2.8.1.6	Unwrap Equipment	Thu 7/11/19	Thu 7/11/19	1 day	City Staff
335	2.8.1.7	Stage Equipment for Acceptance	Thu 7/11/19	Thu 7/11/19	1 day	City Staff
336	2.8.1.8	Disposal of Shipping Material	Thu 7/11/19	Thu 7/11/19	1 day	City Staff
337	**2.8.2**	**Truck 33**	**Wed 7/10/19**	**Fri 7/12/19**	**3 days**	**City Staff,ES&S Distribution Team**
338	2.8.2.1	Tabulation Hardware Pick-Up from Omaha	Wed 7/10/19	Wed 7/10/19	1 day	ES&S Distribution Team
339	2.8.2.2	Tabulation Hardware Transit	Wed 7/10/19	Fri 7/12/19	3 days	ES&S Contracted Freight Company
340	2.8.2.3	Tabulation hardware delivery to Philadelphia Warehouse	Fri 7/12/19	Fri 7/12/19	1 day	ES&S Contracted Freight Company
341	2.8.2.4	Inventory Control	Fri 7/12/19	Fri 7/12/19	1 day	City Staff
342	2.8.2.5	Unload Truck	Fri 7/12/19	Fri 7/12/19	1 day	City Staff
343	2.8.2.6	Unwrap Equipment	Fri 7/12/19	Fri 7/12/19	1 day	City Staff
344	2.8.2.7	Stage Equipment for Acceptance	Fri 7/12/19	Fri 7/12/19	1 day	City Staff
345	2.8.2.8	Disposal of Shipping Material	Fri 7/12/19	Fri 7/12/19	1 day	City Staff
346	**2.9**	**Delivery Phase 9**	**Fri 7/12/19**	**Wed 7/17/19**	**4 days**	**City Staff,ES&S Distribution Team**
347	**2.9.1**	**Truck 34**	**Fri 7/12/19**	**Mon 7/15/19**	**2 days**	**ES&S Distribution Team,City Staff**
348	2.9.1.1	Tabulation Hardware Pick-Up from Omaha	Fri 7/12/19	Fri 7/12/19	1 day	ES&S Distribution Team
349	2.9.1.2	Tabulation Hardware Transit	Fri 7/12/19	Mon 7/15/19	2 days	ES&S Contracted Freight Company
350	2.9.1.3	Tabulation hardware delivery to Philadelphia Warehouse	Mon 7/15/19	Mon 7/15/19	1 day	ES&S Contracted Freight Company
351	2.9.1.4	Inventory Control	Mon 7/15/19	Mon 7/15/19	1 day	City Staff
352	2.9.1.5	Unload Truck	Mon 7/15/19	Mon 7/15/19	1 day	City Staff
353	2.9.1.6	Unwrap Equipment	Mon 7/15/19	Mon 7/15/19	1 day	City Staff
354	2.9.1.7	Stage Equipment for Acceptance	Mon 7/15/19	Mon 7/15/19	1 day	City Staff
355	2.9.1.8	Disposal of Shipping Material	Mon 7/15/19	Mon 7/15/19	1 day	City Staff
356	**2.9.2**	**Truck 35**	**Fri 7/12/19**	**Mon 7/15/19**	**2 days**	**City Staff,ES&S Distribution Team**
357	2.9.2.1	Tabulation Hardware Pick-Up from Omaha	Fri 7/12/19	Fri 7/12/19	1 day	ES&S Distribution Team
358	2.9.2.2	Tabulation Hardware Transit	Fri 7/12/19	Mon 7/15/19	2 days	ES&S Contracted Freight Company
359	2.9.2.3	Tabulation hardware delivery to Philadelphia Warehouse	Mon 7/15/19	Mon 7/15/19	1 day	ES&S Contracted Freight Company
360	2.9.2.4	Inventory Control	Mon 7/15/19	Mon 7/15/19	1 day	City Staff
361	2.9.2.5	Unload Truck	Mon 7/15/19	Mon 7/15/19	1 day	City Staff
362	2.9.2.6	Unwrap Equipment	Mon 7/15/19	Mon 7/15/19	1 day	City Staff
363	2.9.2.7	Stage Equipment for Acceptance	Mon 7/15/19	Mon 7/15/19	1 day	City Staff
364	2.9.2.8	Disposal of Shipping Material	Mon 7/15/19	Mon 7/15/19	1 day	City Staff
365	**2.9.3**	**Truck 36**	**Mon 7/15/19**	**Wed 7/17/19**	**3 days**	**City Staff,ES&S Distribution Team**
366	2.9.3.1	Tabulation Hardware Pick-Up from Omaha	Mon 7/15/19	Mon 7/15/19	1 day	ES&S Distribution Team
367	2.9.3.2	Tabulation Hardware Transit	Mon 7/15/19	Wed 7/17/19	3 days	ES&S Contracted Freight Company
368	2.9.3.3	Tabulation hardware delivery to Philadelphia Warehouse	Wed 7/17/19	Wed 7/17/19	1 day	ES&S Contracted Freight Company
369	2.9.3.4	Inventory Control	Wed 7/17/19	Wed 7/17/19	1 day	City Staff
370	2.9.3.5	Unload Truck	Wed 7/17/19	Wed 7/17/19	1 day	City Staff
371	2.9.3.6	Unwrap Equipment	Wed 7/17/19	Wed 7/17/19	1 day	City Staff
372	2.9.3.7	Stage Equipment for Acceptance	Wed 7/17/19	Wed 7/17/19	1 day	City Staff
373	2.9.3.8	Disposal of Shipping Material	Wed 7/17/19	Wed 7/17/19	1 day	City Staff
374	**2.10**	**Delivery Phase 10**	**Tue 7/16/19**	**Mon 7/22/19**	**5 days**	**City Staff,ES&S Distribution Team**
375	**2.10.1**	**Truck 37**	**Tue 7/16/19**	**Thu 7/18/19**	**3 days**	**ES&S Distribution Team,City Staff**
376	2.10.1.1	Tabulation Hardware Pick-Up from Omaha	Tue 7/16/19	Tue 7/16/19	1 day	ES&S Distribution Team
377	2.10.1.2	Tabulation Hardware Transit	Tue 7/16/19	Thu 7/18/19	3 days	ES&S Contracted Freight Company
378	2.10.1.3	Tabulation hardware delivery to Philadelphia Warehouse	Thu 7/18/19	Thu 7/18/19	1 day	ES&S Contracted Freight Company
379	2.10.1.4	Inventory Control	Thu 7/18/19	Thu 7/18/19	1 day	City Staff
380	2.10.1.5	Unload Truck	Thu 7/18/19	Thu 7/18/19	1 day	City Staff
381	2.10.1.6	Unwrap Equipment	Thu 7/18/19	Thu 7/18/19	1 day	City Staff
382	2.10.1.7	Stage Equipment for Acceptance	Thu 7/18/19	Thu 7/18/19	1 day	City Staff
383	2.10.1.8	Disposal of Shipping Material	Thu 7/18/19	Thu 7/18/19	1 day	City Staff



Project: City of Philadelphia RFP
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Task · Split · Milestone · Summary · Project Summary · Inactive Task · Inactive Milestone · Inactive Summary · Manual Task · Duration-only · Manual Summary Rollup · Manual Summary · Start-only · Finish-only · External Tasks · External Milestone · Deadline · Progress · Manual Progress

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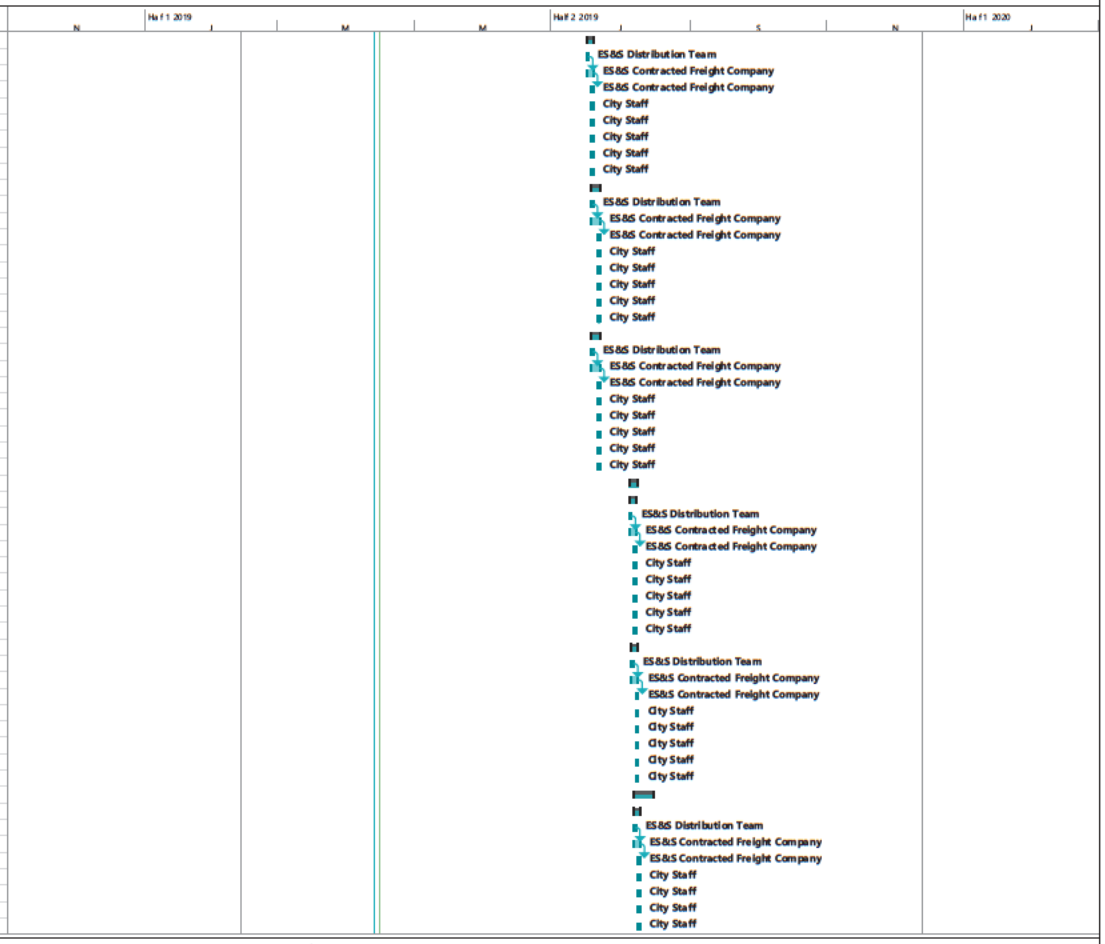
City of Philadelphia- Proposed Project Schedule

ID	WBS	Task Name	Start	Finish	Duration	Resource Names
384	**2.10.2**	**Truck 38**	**Wed 7/17/19**	**Fri 7/19/19**	**3 days**	**City Staff,ES&S Distribution Team**
385	2.10.2.1	Tabulation Hardware Pick-Up from Omaha	Wed 7/17/19	Wed 7/17/19	1 day	ES&S Distribution Team
386	2.10.2.2	Tabulation Hardware Transit	Wed 7/17/19	Fri 7/19/19	3 days	ES&S Contracted Freight Company
387	2.10.2.3	Tabulation hardware delivery to Philadelphia Warehouse	Fri 7/19/19	Fri 7/19/19	1 day	ES&S Contracted Freight Company
388	2.10.2.4	Inventory Control	Fri 7/19/19	Fri 7/19/19	1 day	City Staff
389	2.10.2.5	Unload Truck	Fri 7/19/19	Fri 7/19/19	1 day	City Staff
390	2.10.2.6	Unwrap Equipment	Fri 7/19/19	Fri 7/19/19	1 day	City Staff
391	2.10.2.7	Stage Equipment for Acceptance	Fri 7/19/19	Fri 7/19/19	1 day	City Staff
392	2.10.2.8	Disposal of Shipping Material	Fri 7/19/19	Fri 7/19/19	1 day	City Staff
393	**2.10.3**	**Truck 39**	**Fri 7/19/19**	**Mon 7/22/19**	**2 days**	**City Staff,ES&S Distribution Team**
394	2.10.3.1	Tabulation Hardware Pick-Up from Omaha	Fri 7/19/19	Fri 7/19/19	1 day	ES&S Distribution Team
395	2.10.3.2	Tabulation Hardware Transit	Fri 7/19/19	Mon 7/22/19	2 days	ES&S Contracted Freight Company
396	2.10.3.3	Tabulation hardware delivery to Philadelphia Warehouse	Mon 7/22/19	Mon 7/22/19	1 day	ES&S Contracted Freight Company
397	2.10.3.4	Inventory Control	Mon 7/22/19	Mon 7/22/19	1 day	City Staff
398	2.10.3.5	Unload Truck	Mon 7/22/19	Mon 7/22/19	1 day	City Staff
399	2.10.3.6	Unwrap Equipment	Mon 7/22/19	Mon 7/22/19	1 day	City Staff
400	2.10.3.7	Stage Equipment for Acceptance	Mon 7/22/19	Mon 7/22/19	1 day	City Staff
401	2.10.3.8	Disposal of Shipping Material	Mon 7/22/19	Mon 7/22/19	1 day	City Staff
402	**2.10.4**	**Truck 40**	**Fri 7/19/19**	**Mon 7/22/19**	**2 days**	**ES&S Distribution Team,City Staff**
403	2.10.4.1	Tabulation Hardware Pick-Up from Omaha	Fri 7/19/19	Fri 7/19/19	1 day	ES&S Distribution Team
404	2.10.4.2	Tabulation Hardware Transit	Fri 7/19/19	Mon 7/22/19	2 days	ES&S Contracted Freight Company
405	2.10.4.3	Tabulation hardware delivery to Philadelphia Warehouse	Mon 7/22/19	Mon 7/22/19	1 day	ES&S Contracted Freight Company
406	2.10.4.4	Inventory Control	Mon 7/22/19	Mon 7/22/19	1 day	City Staff
407	2.10.4.5	Unload Truck	Mon 7/22/19	Mon 7/22/19	1 day	City Staff
408	2.10.4.6	Unwrap Equipment	Mon 7/22/19	Mon 7/22/19	1 day	City Staff
409	2.10.4.7	Stage Equipment for Acceptance	Mon 7/22/19	Mon 7/22/19	1 day	City Staff
410	2.10.4.8	Disposal of Shipping Material	Mon 7/22/19	Mon 7/22/19	1 day	City Staff
411	**2.11**	**Delivery Phase 11**	**Mon 8/5/19**	**Thu 8/8/19**	**4 days**	**City Staff,ES&S Distribution Team**
412	**2.11.1**	**Truck 41**	**Mon 8/5/19**	**Wed 8/7/19**	**3 days**	**City Staff,ES&S Distribution Team**
413	2.11.1.1	Tabulation Hardware Pick-Up from Omaha	Mon 8/5/19	Mon 8/5/19	1 day	ES&S Distribution Team
414	2.11.1.2	Tabulation Hardware Transit	Mon 8/5/19	Wed 8/7/19	3 days	ES&S Contracted Freight Company
415	2.11.1.3	Tabulation hardware delivery to Philadelphia Warehouse	Wed 8/7/19	Wed 8/7/19	1 day	ES&S Contracted Freight Company
416	2.11.1.4	Inventory Control	Wed 8/7/19	Wed 8/7/19	1 day	City Staff
417	2.11.1.5	Unload Truck	Wed 8/7/19	Wed 8/7/19	1 day	City Staff
418	2.11.1.6	Unwrap Equipment	Wed 8/7/19	Wed 8/7/19	1 day	City Staff
419	2.11.1.7	Stage Equipment for Acceptance	Wed 8/7/19	Wed 8/7/19	1 day	City Staff
420	2.11.1.8	Disposal of Shipping Material	Wed 8/7/19	Wed 8/7/19	1 day	City Staff
421	**2.11.2**	**Truck 42**	**Tue 8/6/19**	**Thu 8/8/19**	**3 days**	**City Staff,ES&S Distribution Team**
422	2.11.2.1	Tabulation Hardware Pick-Up from Omaha	Tue 8/6/19	Tue 8/6/19	1 day	ES&S Distribution Team
423	2.11.2.2	Tabulation Hardware Transit	Tue 8/6/19	Thu 8/8/19	3 days	ES&S Contracted Freight Company
424	2.11.2.3	Tabulation hardware delivery to Philadelphia Warehouse	Thu 8/8/19	Thu 8/8/19	1 day	ES&S Contracted Freight Company
425	2.11.2.4	Inventory Control	Thu 8/8/19	Thu 8/8/19	1 day	City Staff
426	2.11.2.5	Unload Truck	Thu 8/8/19	Thu 8/8/19	1 day	City Staff
427	2.11.2.6	Unwrap Equipment	Thu 8/8/19	Thu 8/8/19	1 day	City Staff
428	2.11.2.7	Stage Equipment for Acceptance	Thu 8/8/19	Thu 8/8/19	1 day	City Staff
429	2.11.2.8	Disposal of Shipping Material	Thu 8/8/19	Thu 8/8/19	1 day	City Staff
430	**2.12**	**Delivery Phase 12**	**Wed 8/7/19**	**Thu 8/15/19**	**7 days**	**City Staff,ES&S Distribution Team**
431	**2.12.1**	**Truck 43**	**Wed 8/7/19**	**Fri 8/9/19**	**3 days**	**ES&S Distribution Team,City Staff**
432	2.12.1.1	Tabulation Hardware Pick-Up from Omaha	Wed 8/7/19	Wed 8/7/19	1 day	ES&S Distribution Team
433	2.12.1.2	Tabulation Hardware Transit	Wed 8/7/19	Fri 8/9/19	3 days	ES&S Contracted Freight Company
434	2.12.1.3	Tabulation hardware delivery to Philadelphia Warehouse	Fri 8/9/19	Fri 8/9/19	1 day	ES&S Contracted Freight Company
435	2.12.1.4	Inventory Control	Fri 8/9/19	Fri 8/9/19	1 day	City Staff
436	2.12.1.5	Unload Truck	Fri 8/9/19	Fri 8/9/19	1 day	City Staff
437	2.12.1.6	Unwrap Equipment	Fri 8/9/19	Fri 8/9/19	1 day	City Staff
438	2.12.1.7	Stage Equipment for Acceptance	Fri 8/9/19	Fri 8/9/19	1 day	City Staff



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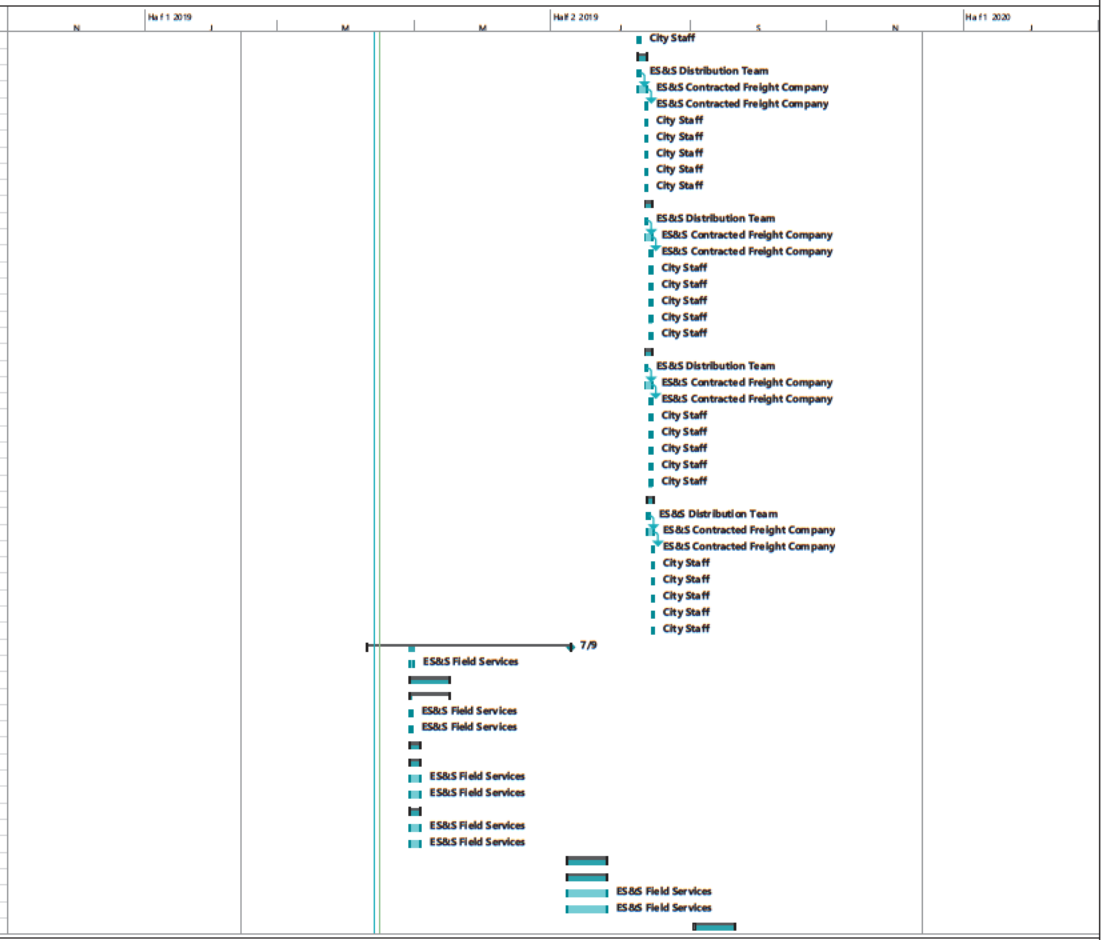
City of Philadelphia- Proposed Project Schedule

ID	WBS	Task Name	Start	Finish	Duration	Resource Names
439	2.12.1.8	Disposal of Shipping Material	Fri 8/9/19	Fri 8/9/19	1 day	City Staff
440	**2.12.2**	**Truck 44**	**Fri 8/9/19**	**Mon 8/12/19**	**2 days**	**City Staff,ES&S Distribution Team**
441	2.12.2.1	Tabulation Hardware Pick-Up from Omaha	Fri 8/9/19	Fri 8/9/19	1 day	ES&S Distribution Team
442	2.12.2.2	Tabulation Hardware Transit	Fri 8/9/19	Mon 8/12/19	2 days	ES&S Contracted Freight Company
443	2.12.2.3	Tabulation hardware delivery to Philadelphia Warehouse	Mon 8/12/19	Mon 8/12/19	1 day	ES&S Contracted Freight Company
444	2.12.2.4	Inventory Control	Mon 8/12/19	Mon 8/12/19	1 day	City Staff
445	2.12.2.5	Unload Truck	Mon 8/12/19	Mon 8/12/19	1 day	City Staff
446	2.12.2.6	Unwrap Equipment	Mon 8/12/19	Mon 8/12/19	1 day	City Staff
447	2.12.2.7	Stage Equipment for Acceptance	Mon 8/12/19	Mon 8/12/19	1 day	City Staff
448	2.12.2.8	Disposal of Shipping Material	Mon 8/12/19	Mon 8/12/19	1 day	City Staff
449	**2.12.3**	**Truck 45**	**Mon 8/12/19**	**Wed 8/14/19**	**3 days**	**ES&S Distribution Team,City Staff**
450	2.12.3.1	Tabulation Hardware Pick-Up from Omaha	Mon 8/12/19	Mon 8/12/19	1 day	ES&S Distribution Team
451	2.12.3.2	Tabulation Hardware Transit	Mon 8/12/19	Wed 8/14/19	3 days	ES&S Contracted Freight Company
452	2.12.3.3	Tabulation hardware delivery to Philadelphia Warehouse	Wed 8/14/19	Wed 8/14/19	1 day	ES&S Contracted Freight Company
453	2.12.3.4	Inventory Control	Wed 8/14/19	Wed 8/14/19	1 day	City Staff
454	2.12.3.5	Unload Truck	Wed 8/14/19	Wed 8/14/19	1 day	City Staff
455	2.12.3.6	Unwrap Equipment	Wed 8/14/19	Wed 8/14/19	1 day	City Staff
456	2.12.3.7	Stage Equipment for Acceptance	Wed 8/14/19	Wed 8/14/19	1 day	City Staff
457	2.12.3.8	Disposal of Shipping Material	Wed 8/14/19	Wed 8/14/19	1 day	City Staff
458	**2.12.4**	**Truck 46**	**Mon 8/12/19**	**Wed 8/14/19**	**3 days**	**City Staff,ES&S Distribution Team**
459	2.12.4.1	Tabulation Hardware Pick-Up from Omaha	Mon 8/12/19	Mon 8/12/19	1 day	ES&S Distribution Team
460	2.12.4.2	Tabulation Hardware Transit	Mon 8/12/19	Wed 8/14/19	3 days	ES&S Contracted Freight Company
461	2.12.4.3	Tabulation hardware delivery to Philadelphia Warehouse	Wed 8/14/19	Wed 8/14/19	1 day	ES&S Contracted Freight Company
462	2.12.4.4	Inventory Control	Wed 8/14/19	Wed 8/14/19	1 day	City Staff
463	2.12.4.5	Unload Truck	Wed 8/14/19	Wed 8/14/19	1 day	City Staff
464	2.12.4.6	Unwrap Equipment	Wed 8/14/19	Wed 8/14/19	1 day	City Staff
465	2.12.4.7	Stage Equipment for Acceptance	Wed 8/14/19	Wed 8/14/19	1 day	City Staff
466	2.12.4.8	Disposal of Shipping Material	Wed 8/14/19	Wed 8/14/19	1 day	City Staff
467	**2.12.5**	**Truck 47**	**Tue 8/13/19**	**Thu 8/15/19**	**3 days**	**City Staff,ES&S Distribution Team**
468	2.12.5.1	Tabulation Hardware Pick-Up from Omaha	Tue 8/13/19	Tue 8/13/19	1 day	ES&S Distribution Team
469	2.12.5.2	Tabulation Hardware Transit	Tue 8/13/19	Thu 8/15/19	3 days	ES&S Contracted Freight Company
470	2.12.5.3	Tabulation hardware delivery to Philadelphia Warehouse	Thu 8/15/19	Thu 8/15/19	1 day	ES&S Contracted Freight Company
471	2.12.5.4	Inventory Control	Thu 8/15/19	Thu 8/15/19	1 day	City Staff
472	2.12.5.5	Unload Truck	Thu 8/15/19	Thu 8/15/19	1 day	City Staff
473	2.12.5.6	Unwrap Equipment	Thu 8/15/19	Thu 8/15/19	1 day	City Staff
474	2.12.5.7	Stage Equipment for Acceptance	Thu 8/15/19	Thu 8/15/19	1 day	City Staff
475	2.12.5.8	Disposal of Shipping Material	Thu 8/15/19	Thu 8/15/19	1 day	City Staff
476	**3**	**Hardware Installation**	**Wed 4/10/19**	**Tue 7/9/19**	**65 days**	**ES&S**
477	3.1	D5450 Hardware Installation	Mon 4/29/19	Tue 4/30/19	2 days	ES&S Field Services
478	**4**	**ExpressVote XL Hardware Installation Training**	**Mon 4/29/19**	**Thu 5/16/19**	**14 days**	**ES&S Field Services**
479	**4.1**	**Train City staff on ExpressVote XL Acceptance Procedures**	**Mon 4/29/19**	**Thu 5/16/19**	**14 days**	**ES&S Field Services**
480	4.1.1	Installation Acceptance Checklist	Mon 4/29/19	Mon 4/29/19	1 day	ES&S Field Services
481	4.1.2	Verify and Inspect Hardware Unit	Mon 4/29/19	Mon 4/29/19	1 day	ES&S Field Services
482	**5**	**ExpressVote XL Hardware Installation - Phase 1**	**Mon 4/29/19**	**Fri 5/3/19**	**5 days**	**City Staff,ES&S Field Services**
483	**5.1**	**ES&S ExpressVote XL Hardware Installation**	**Mon 4/29/19**	**Fri 5/3/19**	**5 days**	**ES&S Field Services**
484	5.1.1	Installation Acceptance Checklist	Mon 4/29/19	Fri 5/3/19	5 days	ES&S Field Services
485	5.1.2	Verify and Inspect Hardware Unit	Mon 4/29/19	Fri 5/3/19	5 days	ES&S Field Services
486	**5.2**	**D5450 Hardware Installation**	**Mon 4/29/19**	**Fri 5/3/19**	**5 days**	**ES&S Field Services**
487	5.2.1	Installation Acceptance Checklist	Mon 4/29/19	Fri 5/3/19	5 days	ES&S Field Services
488	5.2.2	Verify and Inspect Hardware Unit	Mon 4/29/19	Fri 5/3/19	5 days	ES&S Field Services
489	**6**	**ExpressVote XL Hardware Installation - Phase 2**	**Mon 7/8/19**	**Thu 7/25/19**	**14 days**	**City Staff,ES&S Field Services**
490	**6.1**	**ES&S ExpressVote XL Hardware Installation**	**Mon 7/8/19**	**Thu 7/25/19**	**14 days**	**ES&S Field Services**
491	6.1.1	Installation Acceptance Checklist	Mon 7/8/19	Thu 7/25/19	14 days	ES&S Field Services
492	6.1.2	Verify and Inspect Hardware Unit	Mon 7/8/19	Thu 7/25/19	14 days	ES&S Field Services
493	**7**	**ExpressVote XL Hardware Installation - Phase 3**	**Tue 9/3/19**	**Fri 9/20/19**	**14 days**	**City Staff,ES&S Field Services**



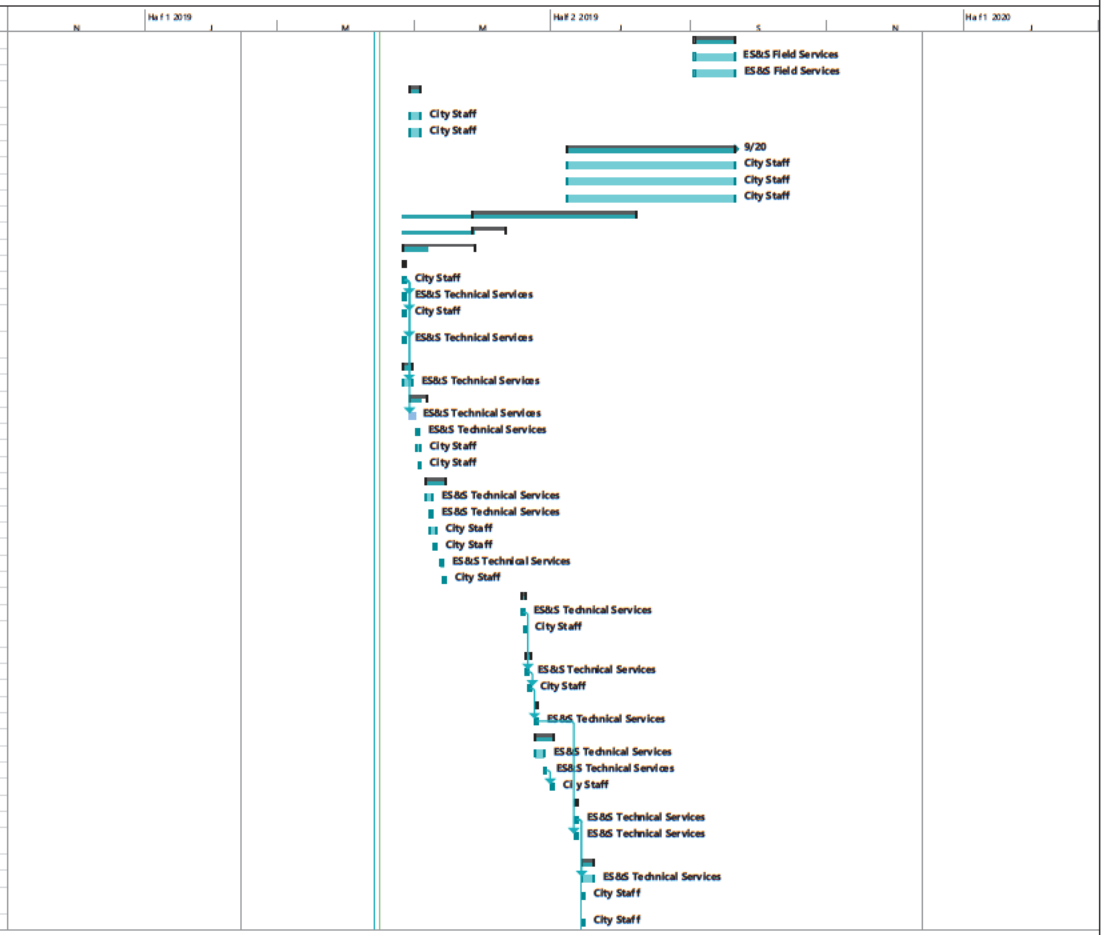
Project: City of Philadelphia RFP
Date: Tue 4/16/19

Task | Summary | Inactive Milestone | Duration-only | Start-only | External Milestone | Manual Progress
Split | Project Summary | Inactive Summary | Manual Summary Rollup | Finish-only | Deadline
Milestone | Inactive Task | Manual Task | Manual Summary | External Tasks | Progress

Note Project Dates are estimates. Actual timeframes will be established at the time of contract execution. Following contract execution project plans will be solidified.

City of Philadelphia- Proposed Project Schedule

ID	WBS	Task Name	Start	Finish	Duration	Resource Names
494	**7.1**	**ES&S ExpressVote XL Hardware Installation**	**Tue 9/3/19**	**Fri 9/20/19**	**14 days**	**ES&S Field Services**
495	7.1.1	Installation Acceptance Checklist	Tue 9/3/19	Fri 9/20/19	14 days	ES&S Field Services
496	7.1.2	Verify and Inspect Hardware Unit	Tue 9/3/19	Fri 9/20/19	14 days	ES&S Field Services
497	**8**	**Installation and Conditional User Acceptance Testing (4 DS450s/80 ExpressVote XLs)**	**Mon 4/29/19**	**Fri 5/3/19**	**5 days**	**City**
498	8.1	Conduct Conditional Acceptance Testing of Tabulation Hardware	Mon 4/29/19	Fri 5/3/19	5 days	City Staff
499	8.2	Sign-off on Conditional Acceptance Testing Results	Mon 4/29/19	Fri 5/3/19	5 days	City Staff
500	**9**	**Tabulation Hardware Conditional Acceptance Testing**	**Mon 7/8/19**	**Fri 9/20/19**	**55 days**	**City**
501	9.1	Conduct Conditional Acceptance Testing of Tabulation Hardware	Mon 7/8/19	Fri 9/20/19	55 days	City Staff
502	9.2	Sign-off on Conditional Acceptance Testing Results	Mon 7/8/19	Fri 9/20/19	55 days	City Staff
503	10	**Staging and Assigning Equipment to Polling Locations**	Mon 7/8/19	Fri 9/20/19	55 days	City Staff
504	**11**	**Election Management System Set-Up**	**Mon 5/27/19**	**Wed 8/7/19**	**53 days**	**ES&S/City**
505	**11.1**	**Order & EMS Build Planning**	**Mon 5/27/19**	**Mon 6/10/19**	**11 days**	**ES&S/City**
506	**11.1.1**	**EMS Kick-off Meeting**	**Fri 4/26/19**	**Mon 5/27/19**	**22 days**	**ES&S Technical Services**
507	**11.1.1.1**	**Initiate EMS Implementation**	**Fri 4/26/19**	**Fri 4/26/19**	**1 day**	**ES&S Technical Services**
508	11.1.1.1.1	Initial EMS Meeting with Key ES&S and City Stakeholders	Fri 4/26/19	Fri 4/26/19	1 day	City Staff
509	11.1.1.1.2	Review Project Plan and Timelines Related to EMS	Fri 4/26/19	Fri 4/26/19	1 day	ES&S Technical Services
510	11.1.1.1.3	Review Current and Future State Election Workflow and Reporting	Fri 4/26/19	Fri 4/26/19	1 day	City Staff
511	11.1.1.1.4	Review Future State EMS Configuration and EMS Related Requirements	Fri 4/26/19	Fri 4/26/19	1 day	ES&S Technical Services
512	**11.1.1.2**	**Remote Transmission Center (RTC) Network Review**	**Fri 4/26/19**	**Mon 4/29/19**	**2 days**	**ES&S Technical Services**
513	11.1.1.2.1	Review Existing City Private Network Solution	Fri 4/26/19	Mon 4/29/19	2 days	ES&S Technical Services
514	**11.1.1.3**	**RTC Gap Analysis**	**Mon 4/29/19**	**Mon 5/6/19**	**6 days**	**ES&S Technical Services**
515	11.1.1.3.1	Determine Gaps in Current RTC Solution	Mon 4/29/19	Wed 5/1/19	3 days	ES&S Technical Services
516	11.1.1.3.2	ES&S Submits Gap Analysis to City of Philadelphia	Thu 5/2/19	Thu 5/2/19	1 day	ES&S Technical Services
517	11.1.1.3.3	City to Review Gap Analysis Submitted by ES&S	Thu 5/2/19	Fri 5/3/19	2 days	City Staff
518	11.1.1.3.4	City to Respond to Gap Analysis	Fri 5/3/19	Fri 5/3/19	1 day	City Staff
519	**11.2**	**RTC Solution**	**Mon 5/6/19**	**Tue 5/14/19**	**7 days**	**City Staff**
520	11.2.1	ES&S to Review City Response to Gap Analysis	Mon 5/6/19	Wed 5/8/19	3 days	ES&S Technical Services
521	11.2.2	Submit Proposed RTC Solution	Wed 5/8/19	Wed 5/8/19	1 day	ES&S Technical Services
522	11.2.3	City to Review Proposed RTC Solution	Wed 5/8/19	Fri 5/10/19	3 days	City Staff
523	11.2.4	City to Submit Changes to Proposed RTC Solution	Fri 5/10/19	Fri 5/10/19	1 day	City Staff
524	11.2.5	ES&S to Submit Final RTC Solution Proposal	Mon 5/13/19	Mon 5/13/19	1 day	ES&S Technical Services
525	11.2.6	City to Accept Final RTC Solution Proposal	Tue 5/14/19	Tue 5/14/19	1 day	City Staff
526	**11.3**	**EMS Components**	**Tue 6/18/19**	**Wed 6/19/19**	**2 days**	**ES&S Technical Services**
527	11.3.1	Submit EMS Components List for EMS Network Solution	Tue 6/18/19	Tue 6/18/19	1 day	ES&S Technical Services
528	11.3.2	City to Accept EMS Component List for EMS Network Solution	Wed 6/19/19	Wed 6/19/19	1 day	City Staff
529	**11.4**	**EMS Installation Dates**	**Thu 6/20/19**	**Fri 6/21/19**	**2 days**	**ES&S Technical Services,City Staff**
530	11.4.1	Submit EMS Installation Timeline	Thu 6/20/19	Thu 6/20/19	1 day	ES&S Technical Services
531	11.4.2	Confirm EMS Installation Timeline	Fri 6/21/19	Fri 6/21/19	1 day	City Staff
532	**11.5**	**Order EMS Hardware/Software**	**Mon 6/24/19**	**Mon 6/24/19**	**1 day**	**ES&S Technical Services**
533	11.5.1	Place Order for 3rd Party EMS Components	Mon 6/24/19	Mon 6/24/19	1 day	ES&S Technical Services
534	**11.6**	**Finalize EMS Checklists**	**Mon 6/24/19**	**Mon 7/1/19**	**6 days**	**City Staff,ES&S Technical Services**
535	11.6.1	Create EMS Checklists	Mon 6/24/19	Thu 6/27/19	4 days	ES&S Technical Services
536	11.6.2	Submit EMS Checklists	Fri 6/28/19	Fri 6/28/19	1 day	ES&S Technical Services
537	11.6.3	Confirm EMS Checklists	Mon 7/1/19	Mon 7/1/19	1 day	City Staff
538	**11.7**	**Receive and Inspect EMS Hardware/Software**	**Fri 7/12/19**	**Fri 7/12/19**	**1 day**	**ES&S Technical Services**
539	11.7.1	Receive & Inspect EMS Hardware for Accuracy and Quality	Fri 7/12/19	Fri 7/12/19	1 day	ES&S Technical Services
540	11.7.2	Receive/Review Staged ES&S EVS 6.0.2.1 & 3rd Party COTS Software for EMS Installations	Fri 7/12/19	Fri 7/12/19	1 day	ES&S Technical Services
541	**11.8**	**Prepare and Organize for EMS Pre-Installation Staging**	**Mon 7/15/19**	**Fri 7/19/19**	**5 days**	**ES&S Technical Services**
542	11.8.1	Prepare EMS Units to Begin Pre-build Process	Mon 7/15/19	Fri 7/19/19	5 days	ES&S Technical Services
543	11.8.2	Identify Shipping Locations for Each EMS Component (If Needed)	Mon 7/15/19	Mon 7/15/19	1 day	City Staff
544	11.8.3	Provide City IP Addressing for WAN Components (If Needed)	Mon 7/15/19	Mon 7/15/19	1 day	City Staff



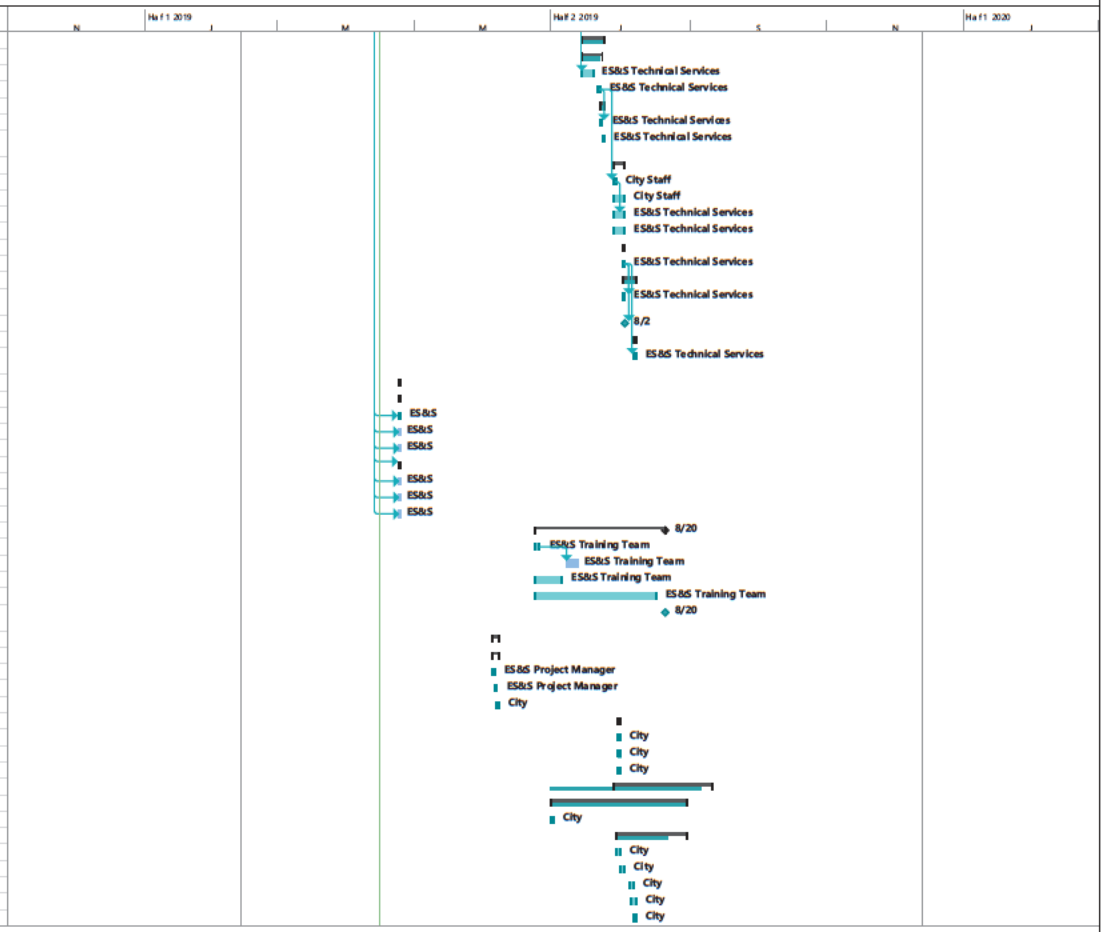
Project: City of Philadelphia RFP
Date: Tue 4/16/19

Task | Split | Milestone | Summary | Project Summary | Inactive Task | Inactive Milestone | Inactive Summary | Manual Task | Duration-only | Manual Summary Rollup | Manual Summary | Start-only | Finish-only | External Tasks | External Milestone | Deadline | Progress | Manual Progress

Note Project Dates are estimates. Actual timeframes will be established at the time of contract execution. Following contract execution project plans will be solidified.

City of Philadelphia- Proposed Project Schedule

ID	WBS	Task Name	Start	Finish	Duration	Resource Names
545	**11.9**	**Pre-Installation EMS Staging**	**Mon 7/15/19**	**Wed 7/24/19**	**8 days**	**ES&S Technical Services**
546	**11.9.1**	**Complete the Pre-Build Process for EMS Solutions**	**Mon 7/15/19**	**Tue 7/23/19**	**7 days**	**ES&S Technical Services**
547	11.9.1.1	Complete the Pre-Build Process for all EMS Components	Mon 7/15/19	Fri 7/19/19	5 days	ES&S Technical Services
548	11.9.1.2	Completed EMS System Build	Mon 7/22/19	Mon 7/22/19	1 day	ES&S Technical Services
549	**11.9.2**	**Ship EMS Hardware**	**Tue 7/23/19**	**Wed 7/24/19**	**2 days**	**ES&S Technical Services**
550	11.9.2.1	Ship EMS Hardware to City	Tue 7/23/19	Tue 7/23/19	1 day	ES&S Technical Services
551	11.9.2.2	Gather all Documentation to be Completed During On-Site Testing	Wed 7/24/19	Wed 7/24/19	1 day	ES&S Technical Services
552	**11.10**	**On-Site Installation/Testing of EMS**	**Mon 7/29/19**	**Fri 8/2/19**	**5 days**	**City Staff,ES&S Technical Services**
553	11.10.1	City Receipt of EMS Hardware/Software	Mon 7/29/19	Mon 7/29/19	1 day	City Staff
554	11.10.2	EMS Network Installation Support	Mon 7/29/19	Fri 8/2/19	5 days	City Staff
555	11.10.3	Installation of EMS Components	Mon 7/29/19	Fri 8/2/19	5 days	ES&S Technical Services
556	11.10.4	Installation of Other Network Related Equipment	Mon 7/29/19	Fri 8/2/19	5 days	ES&S Technical Services
557	**11.10.5**	**EMS Testing**	**Fri 8/2/19**	**Fri 8/2/19**	**1 day**	**ES&S Technical Services**
558	11.10.5.1	End-to-End Connectivity Testing of EMS Network	Fri 8/2/19	Fri 8/2/19	1 day	ES&S Technical Services
559	**11.11**	**EMS Conditional Acceptance Testing**	**Fri 8/2/19**	**Wed 8/7/19**	**4 days**	**City Staff,ES&S Technical Services**
560	11.11.1	Conduct Mutually Agreed Upon Test to Ensure System Works as Designed	Fri 8/2/19	Fri 8/2/19	1 day	ES&S Technical Services
561	11.11.2	Sign-Off of Conditional Acceptance Testing Results	Fri 8/2/19	Fri 8/2/19	1 day	City Staff
562	**11.11.3**	**EMS Installation Documentation**	**Wed 8/7/19**	**Wed 8/7/19**	**1 day**	**ES&S Technical Services**
563	11.11.3.1	Completion and Delivery of EMS Network Diagrams Installation Checklists and Other Related Information	Wed 8/7/19	Wed 8/7/19	1 day	ES&S Technical Services
564	**12**	**Documentation**	**Wed 4/24/19**	**Wed 4/24/19**	**1 day**	**ES&S**
565	**12.1**	**Product Documentation**	**Wed 4/24/19**	**Wed 4/24/19**	**1 day**	**ES&S**
566	12.1.1	De liver Hardware User Operation Manuals	Wed 4/24/19	Wed 4/24/19	1 day	ES&S
567	12.1.2	De liver Hardware Maintenance Manuals	Wed 4/24/19	Wed 4/24/19	1 day	ES&S
568	12.1.3	De liver EMS User Operation Manual	Wed 4/24/19	Wed 4/24/19	1 day	ES&S
569	**12.2**	**Training Documentation**	**Wed 4/24/19**	**Wed 4/24/19**	**1 day**	**ES&S**
570	12.2.1	De liver Hardware Pre-Election Day Checklists	Wed 4/24/19	Wed 4/24/19	1 day	ES&S
571	12.2.2	De liver Hardware Election Day Checklists	Wed 4/24/19	Wed 4/24/19	1 day	ES&S
572	12.2.3	De liver EMS Software Training Documentation	Wed 4/24/19	Wed 4/24/19	1 day	ES&S
573	**13**	**Training**	**Mon 6/24/19**	**Tue 8/20/19**	**42 days**	**ES&S**
574	13.1	Tabulation Hardware Operations Training	Mon 6/24/19	Tue 6/25/19	2 days	ES&S Training Team
575	13.2	Election Management Software Training	Mon 7/8/19	Fri 7/12/19	5 days	ES&S Training Team
576	13.3	Voter Education Training Days	Mon 6/24/19	Fri 7/5/19	10 days	ES&S Training Team
577	13.4	Train the Trainer\ Pollworker Training	Mon 6/24/19	Fri 8/16/19	40 days	ES&S Training Team
578	13.5	Sign-Off on Conditional Acceptance Associated with Equipment and Software Training	Tue 8/20/19	Tue 8/20/19	1 day	City
579	**14**	**Logic and Accuracy Plan**	**Wed 6/5/19**	**Fri 6/7/19**	**3 days**	**ES&S Project Manager**
580	**14.1**	**Create L&A Plan**	**Wed 6/5/19**	**Fri 6/7/19**	**3 days**	**ES&S Project Manager**
581	14.1.1	Review L&A Plan with City Staff	Wed 6/5/19	Wed 6/5/19	1 day	ES&S Project Manager
582	14.1.2	Revise L&A Plan Based on City Feedback	Thu 6/6/19	Thu 6/6/19	1 day	ES&S Project Manager
583	14.1.3	Plan Approval\Sign Off	Fri 6/7/19	Fri 6/7/19	1 day	City
584	**15**	**Command Center Setup for Pilot Election**	**Wed 7/31/19**	**Wed 7/31/19**	**1 day**	**City**
585	15.1	Troubleshooting Guides	Wed 7/31/19	Wed 7/31/19	1 day	City
586	15.2	Phone Distribution List	Wed 7/31/19	Wed 7/31/19	1 day	City
587	15.3	Location	Wed 7/31/19	Wed 7/31/19	1 day	City
588	**16**	**Pilot Election**	**Mon 7/29/19**	**Tue 9/10/19**	**32 days**	**ES&S/City**
589	**16.1**	**Pilot Election**	**Mon 7/1/19**	**Fri 8/30/19**	**45 days**	**City**
590	16.1.1	Order Supplies	Mon 7/1/19	Mon 7/1/19	1 day	City
591	**16.1.2**	**Ballot Production**	**Tue 7/30/19**	**Fri 8/30/19**	**24 days**	**City**
592	16.1.2.1	Import/Enter a l Election Information for Election	Tue 7/30/19	Wed 7/31/19	2 days	City
593	16.1.2.2	Generate Audio Elements	Thu 8/1/19	Fri 8/2/19	2 days	City
594	16.1.2.3	Proof Election Information	Mon 8/5/19	Tue 8/6/19	2 days	City
595	16.1.2.4	Proof Audio Elements	Tue 8/6/19	Wed 8/7/19	2 days	City
596	16.1.2.5	Corrections Submitted and Database Adjusted	Wed 8/7/19	Wed 8/7/19	1 day	City



Project: City of Philadelphia RFP
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Task | Summary | Inactive Milestone | Duration-only | Start-only | External Milestone | Manual Progress
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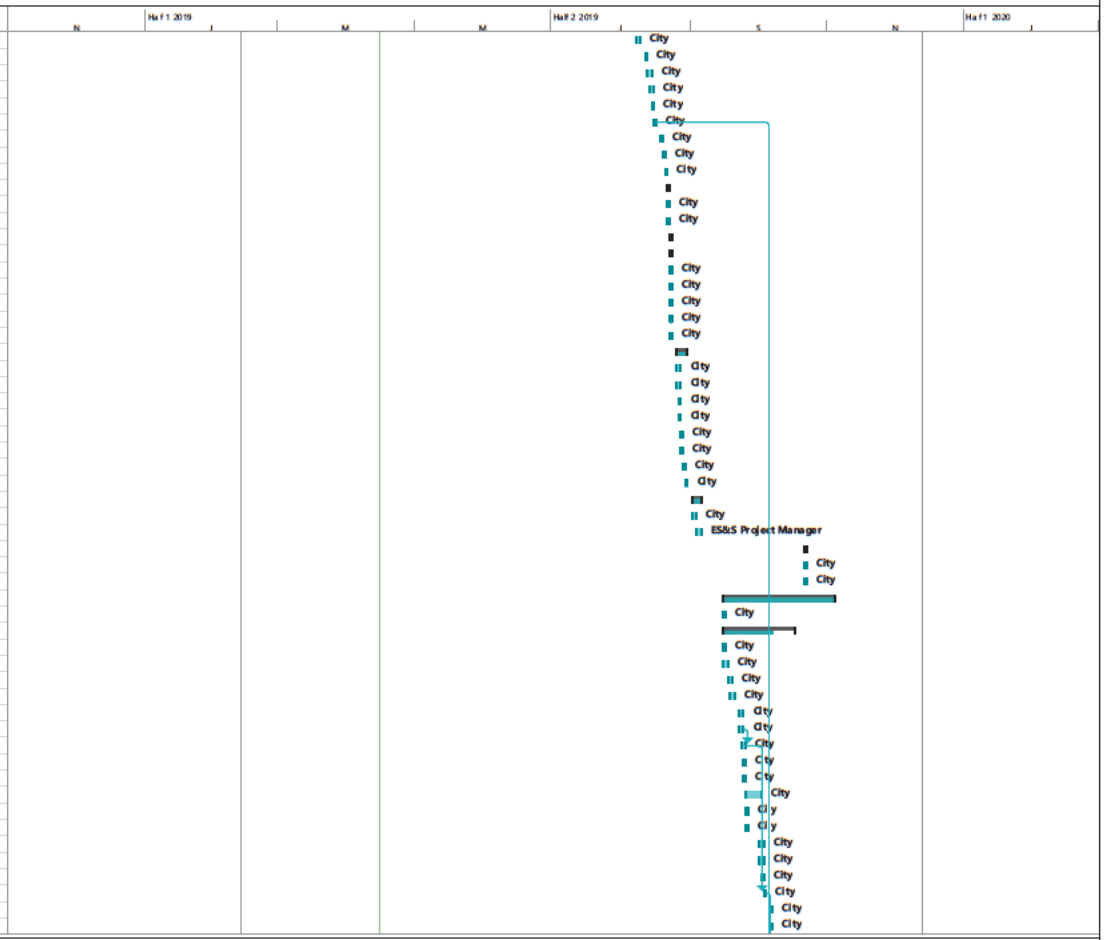
City of Philadelphia- Proposed Project Schedule

ID	WBS	Task Name	Start	Finish	Duration	Resource Names
597	16.1.2.6	Layout Ballots	Thu 8/8/19	Fri 8/9/19	2 days	City
598	16.1.2.7	Create Ballot Audio	Mon 8/12/19	Mon 8/12/19	1 day	City
599	16.1.2.8	Proof Election Day Ballots	Tue 8/13/19	Wed 8/14/19	2 days	City
600	16.1.2.9	Proof Ballot Audio	Wed 8/14/19	Thu 8/15/19	2 days	City
601	16.1.2.10	Corrections Submitted and Database Adjusted	Thu 8/15/19	Thu 8/15/19	1 day	City
602	16.1.2.11	Final Ballot Approval	Fri 8/16/19	Fri 8/16/19	1 day	City
603	16.1.2.12	Generate Absentee Ballot Test Deck	Mon 8/19/19	Mon 8/19/19	1 day	City
604	16.1.2.13	Send Test Deck .PDF to Printer	Tue 8/20/19	Tue 8/20/19	1 day	City
605	16.1.2.14	Send Absentee .PDF to Printer	Wed 8/21/19	Wed 8/21/19	1 day	City
606	**16.1.3**	**Election Media**	**Thu 8/22/19**	**Thu 8/22/19**	**1 day**	**City**
607	16.1.3.1	Label Media	Thu 8/22/19	Thu 8/22/19	1 day	City
608	16.1.3.2	Generate Media	Thu 8/22/19	Thu 8/22/19	1 day	City
609	**16.1.4**	**Pre-Election Testing**	**Fri 8/23/19**	**Fri 8/23/19**	**1 day**	**City**
610	16.1.4.1	**Perform Absentee Logic & Accuracy Testing**	Fri 8/23/19	Fri 8/23/19	1 day	City
611	16.1.4.1.1	Print Absentee Test Deck	Fri 8/23/19	Fri 8/23/19	1 day	City
612	16.1.4.1.2	Run DS450 Test Deck	Fri 8/23/19	Fri 8/23/19	1 day	City
613	16.1.4.1.3	Verify L&A Absentee Results by Machine Report	Fri 8/23/19	Fri 8/23/19	1 day	City
614	16.1.4.1.4	Upload Results into ElectionWare	Fri 8/23/19	Fri 8/23/19	1 day	City
615	16.1.4.1.5	Print Reports and Verify Expected Results	Fri 8/23/19	Fri 8/23/19	1 day	City
616	**16.1.5**	**Perform Election Day Equipment L&A Testing**	**Mon 8/26/19**	**Fri 8/30/19**	**5 days**	**City**
617	16.1.5.1	Tabulation L&A Testing	Mon 8/26/19	Tue 8/27/19	2 days	City
618	16.1.5.2	Verify L&A Test Data Results of L&A by Machine	Mon 8/26/19	Tue 8/27/19	2 days	City
619	16.1.5.3	Upload Results into ElectionWare	Tue 8/27/19	Tue 8/27/19	1 day	City
620	16.1.5.4	Print Reports and Verify Expected Results	Tue 8/27/19	Tue 8/27/19	1 day	City
621	16.1.5.5	Reset Database	Wed 8/28/19	Wed 8/28/19	1 day	City
622	16.1.5.6	Verify Results are Cleared	Wed 8/28/19	Wed 8/28/19	1 day	City
623	16.1.5.7	Verify all Supplies are Staged with Equipment	Thu 8/29/19	Thu 8/29/19	1 day	City
624	16.1.5.8	Verify Equipment is Secure	Fri 8/30/19	Fri 8/30/19	1 day	City
625	**16.2**	**Conduct Pilot Election**	**Mon 9/2/19**	**Thu 9/5/19**	**4 days**	**City**
626	16.2.1	Verify Results of Pilot Election	Mon 9/2/19	Tue 9/3/19	2 days	City
627	16.2.2	Supply "Lessons Learned" Documentation	Wed 9/4/19	Thu 9/5/19	2 days	ES&S Project Manager
628	**17**	**Command Center Setup for General Election**	**Tue 10/22/19**	**Tue 10/22/19**	**1 day**	**City**
629	17.1	Create Phone Distribution List	Tue 10/22/19	Tue 10/22/19	1 day	City
630	17.2	Verify Command Center Location	Tue 10/22/19	Tue 10/22/19	1 day	City
631	**18**	**Election Services for First Use**	**Mon 9/16/19**	**Mon 11/4/19**	**36 days**	**ES&S/City**
632	18.1	Order Election Supplies	Mon 9/16/19	Mon 9/16/19	1 day	City
633	**18.2**	**Ballot Production**	**Mon 9/16/19**	**Thu 10/17/19**	**26 days**	**ES&S/City**
634	18.2.1	Receive Final Certified Data for General Election	Mon 9/16/19	Mon 9/16/19	1 day	City
635	18.2.2	Import/Enter all Election Information for Election	Mon 9/16/19	Tue 9/17/19	2 days	City
636	18.2.3	Generate Audio Elements	Wed 9/18/19	Thu 9/19/19	2 days	City
637	18.2.4	Proof Election Information	Thu 9/19/19	Fri 9/20/19	2 days	City
638	18.2.5	Proof Audio Elements	Mon 9/23/19	Tue 9/24/19	2 days	City
639	18.2.6	Layout Absentee Ballots	Mon 9/23/19	Tue 9/24/19	2 days	City
640	18.2.7	Absentee Ballot proofing	Tue 9/24/19	Wed 9/25/19	2 days	City
641	18.2.8	Corrections Submitted and Database Adjusted	Wed 9/25/19	Wed 9/25/19	1 day	City
642	18.2.9	Absentee Ballot Approval	Wed 9/25/19	Wed 9/25/19	1 day	City
643	18.2.10	Layout Election Day Ballots	Thu 9/26/19	Wed 10/2/19	5 days	City
644	18.2.11	Create Specimen Ballots	Thu 9/26/19	Thu 9/26/19	1 day	City
645	18.2.12	Create Ballot Audio	Thu 9/26/19	Thu 9/26/19	1 day	City
646	18.2.13	Proof Election Day Ballots	Wed 10/2/19	Thu 10/3/19	2 days	City
647	18.2.14	Proof Ballot Audio	Wed 10/2/19	Thu 10/3/19	2 days	City
648	18.2.15	Corrections Submitted and Database Adjusted	Thu 10/3/19	Thu 10/3/19	1 day	City
649	18.2.16	Final Ballot Approval	Fri 10/4/19	Fri 10/4/19	1 day	City
650	18.2.17	Generate Absentee Ballot Test Deck	Mon 10/7/19	Mon 10/7/19	1 day	City
651	18.2.18	Send Test Deck .PDF to Printer	Mon 10/7/19	Mon 10/7/19	1 day	City



Project: City of Philadelphia RFP
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Task | Summary | Inactive Milestone | Duration-only | Start-only | External Milestone | Manual Progress
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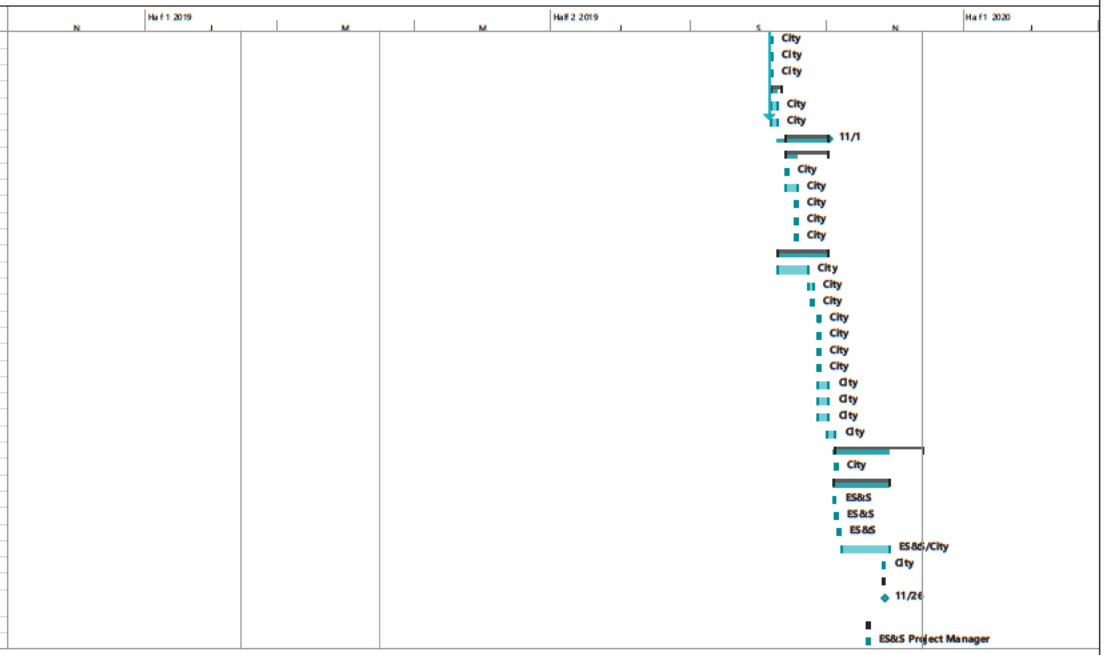
City of Philadelphia- Proposed Project Schedule

ID	WBS	Task Name	Start	Finish	Duration	Resource Names
652	18.2.19	Send Absentee .PDF to Printer	Mon 10/7/19	Mon 10/7/19	1 day	City
653	18.2.20	Generate Specimen Ba lot .PDF	Mon 10/7/19	Mon 10/7/19	1 day	City
654	18.2.21	Send Specimen Ba lot . Pdf to Printer	Mon 10/7/19	Mon 10/7/19	1 day	City
655	**18.3**	**Election Media**	**Mon 10/7/19**	**Fri 10/11/19**	**5 days**	**City**
656	18.3.1	Label Media	Mon 10/7/19	Wed 10/9/19	3 days	City
657	18.3.2	Generate Media	Mon 10/7/19	Wed 10/9/19	3 days	City
658	**18.4**	**Pre-Election Testing**	**Mon 10/14/19**	**Fri 11/1/19**	**15 days**	**City**
659	18.4.1	**Perform Absentee Logic & Accuracy Testing**	Mon 10/14/19	Fri 11/1/19	15 days	City
660	18.4.1.1	Receive Absentee Test Deck from Printer	Mon 10/14/19	Mon 10/14/19	1 day	City
661	18.4.1.2	DS450 and EVS L&A Testing	Mon 10/14/19	Fri 10/18/19	5 days	City
662	18.4.1.3	Verify L&A Absentee Results by Machine Report	Fri 10/18/19	Fri 10/18/19	1 day	City
663	18.4.1.4	Upload Results into ElectionWare	Fri 10/18/19	Fri 10/18/19	1 day	City
664	18.4.1.5	Print Reports and Verify Expected Results	Fri 10/18/19	Fri 10/18/19	1 day	City
665	**18.4.2**	**Perform Election Day Equipment L&A Testing**	**Thu 10/10/19**	**Fri 11/1/19**	**17 days**	**City**
666	18.4.2.1	Run L&A Test on ExpressVote XL	Thu 10/10/19	Wed 10/23/19	10 days	City
667	18.4.2.2	Verify L&A Test Data Results by Machine	Thu 10/24/19	Fri 10/25/19	2 days	City
668	18.4.2.3	Upload Results into ElectionWare	Fri 10/25/19	Fri 10/25/19	1 day	City
669	18.4.2.4	Print Reports and Verify Expected Results	Mon 10/28/19	Mon 10/28/19	1 day	City
670	18.4.2.5	Reset Database	Mon 10/28/19	Mon 10/28/19	1 day	City
671	18.4.2.6	Verify Test Results are Cleared	Mon 10/28/19	Mon 10/28/19	1 day	City
672	18.4.2.7	Verify Batteries are Charged	Mon 10/28/19	Mon 10/28/19	1 day	City
673	18.4.2.8	Verify all Suppliers are Staged with Equipment	Mon 10/28/19	Fri 11/1/19	5 days	City
674	18.4.2.9	Verify Equipment Security	Mon 10/28/19	Fri 11/1/19	5 days	City
675	18.4.2.10	Stage Equipment for Delivery	Mon 10/28/19	Fri 11/1/19	5 days	City
676	18.5	Deliver Equipment to Poll Locations	Fri 11/1/19	Mon 11/4/19	2 days	City
677	**19**	**First Election Use**	**Tue 11/5/19**	**Fri 12/13/19**	**29 days**	**ES&S/City**
678	19.1	Election Day	Tue 11/5/19	Tue 11/5/19	1 day	City
679	**19.2**	**Election support event**	**Mon 11/4/19**	**Thu 11/28/19**	**19 days**	**ES&S**
680	19.2.1	Pre-Election Support	Mon 11/4/19	Mon 11/4/19	1 day	ES&S
681	19.2.2	Election day Support	Tue 11/5/19	Tue 11/5/19	1 day	ES&S
682	19.2.3	Post-Election Support	Wed 11/6/19	Wed 11/6/19	1 day	ES&S
683	19.2.4	Absentee Election Support	Fri 11/8/19	Thu 11/28/19	15 days	ES&S/City
684	19.2.5	Election Certification	Tue 11/26/19	Tue 11/26/19	1 day	City
685	**19.2.6**	**Final Acceptance of tabulation hardware & EMS**	**Tue 11/26/19**	**Tue 11/26/19**	**1 day**	**City**
686	19.2.6.1	Certification of First Election Use Constituting Final Acceptance	Tue 11/26/19	Tue 11/26/19	1 day	City
687	**19.3**	**Post-Election Closeout**	**Tue 11/19/19**	**Tue 11/19/19**	**1 day**	**ES&S Project Manager**
688	19.3.1	Lessons Learned Presentation	Tue 11/19/19	Tue 11/19/19	1 day	ES&S Project Manager



Project: City of Philadelphia RFP
Date: Tue 4/16/19

Task | Split | Milestone | Summary | Project Summary | Inactive Task | Inactive Milestone | Inactive Summary | Manual Task | Duration-only | Manual Summary Rollup | Manual Summary | Start-only | Finish-only | External Tasks | External Milestone | Deadline | Progress | Manual Progress

Note Project Dates are estimates. Actual timeframes will be established at the time of contract execution. Following contract execution project plans will be solidified.

Attachment 3 – Weekly Status Report

1. Executive Summary

Project Status

Status Categories	Current Status	Prior Status
Overall Project Status	Green	Green
Scope	Green	Green
Schedule	Green	Green
Budget	Green	Green
Project Risk	Green	Green

Status Legend:

- On Track = Green
- Watch = Yellow
- On Hold = Orange
- At Risk = Red
- Completed = Blue

2. Identified Risks

Identified Risk Items					
Risk #	Date Identified	Risk Description	Impact	Probability	Mitigation Strategy

3. Action Items List

Open Action Items				
Action Item #	Date Created	Item Description/Comments	Assigned To	Target Completion Date

Completed Action Items				
Action Item #	Date Completed	Item Description	Assigned To	Actual Completion Date

4. Issues List

Any blue highlighted Item # indicates a change in the table for the reporting period.

4.1 Active Issues

Item #	*Date Open*	*Issue Description*	*Status*

4.2 Closed Issues

Item #	*Date open*	*Issue Description*	*Status*	*Closed Date*

Attachment 4 – Customer Site Survey

LOCATION: City of Philadelphia

DELIVERY ADDRESS _____

_____

_____

COUNTY CONTACT: _____

PHONE # _____

_____

DELIVERY OPTIONS:	DELIVERY HOURS			
	DOCK AT DELIVERY ADDRESS	YES	NO	
	ENOUGH ROOM FOR A 26' - 53' TRUCK TO NAVIGATE	YES	NO	
	IF ANSWER IS YES:			
	CITY TO SUPPLY STAFF TO UNLOAD	YES	NO	
	DO THEY HAVE FORKLIFT OR PALLET JACK	YES	NO	
	DELIVERY NOTIFICATION BEFORE SHIPMENT ARRIVES	YES	NO	
	IF ANSWER IS NO:			
	LIFTGATE ON DELIVERY TRUCK NEEDED	YES	NO	
	INSIDE DELIVERY	YES	NO	
	WIDTH OF DOOR WIDE ENOUGH FOR PALLET- MIN-40 "	YES	NO	
	PALLETS NEED TO BE BROKEN DOWN OUTSIDE	YES	NO	
	CITY STAFF AVAILABLE TO ASSIST	YES	NO	

IF DELIVERY NOTIFICATION IS REQUIRED PLEASE PROVIDE A GOOD CONTACT PERSON AND PHONE # IF DIFFERENT FROM THE CITY CONTACT

NOTE: IF CUSTOMER'S ORDER IS SHIPPED VIA A 53' TRUCK AND THERE IS NO DOCK AT SITE, ES&S WILL ARRANGE TO HAVE A SMALLER TRUCK WITH A LIFTGATE AT THE CUSTOMER SITE TO OFFLOAD THE PALLETS FROM THE SEMI ONTO THE SMALLER TRUCK TO LOWER PALLETS TO GROUND LEVEL.

Attachment 5 –
Installation Checklist: ExpressVote XL HW1.0

Serial # - Tablet:_____ **Hardware Revision:** _____

Serial # - PPM: _____ **Firmware:**_____

Serial # - Cart _____ **Machine ID:** _____

Jurisdiction: _____

City Asset #: _____

Visual Inspection:

Verify no scratches or gouges on any part of the unit

☐ Pass ☐ Fail

Verify labels in correct location and orientation

☐ Pass ☐ Fail

Inspect all fasteners and plastic parts

Clean Display and IRTouch – Apply cleaner onto no lint cloth instead of screen

Setup:

Place the ExpressVote XL on level surface

Press button on battery indicator and verify LED's light (located on the side under the ballot printer)

☐ Pass ☐ Fail

Verify the secure card container is installed

☐ Pass ☐ Fail

Connect A/C cord to machine and wall outlet

Unlock top access panel, press and release power switch

Verify LEDs on front panel are functional

☐ Pass ☐ Fail

Verify Date/Time

☐ Pass ☐ Fail

Verify battery installation via Battery Status

☐ Pass ☐ Fail

Confirm Internal Serial Number matches unit Serial Number label

☐ Pass ☐ Fail

Connect UVC to rear USB port

☐ Pass ☐ Fail

Insert USB flash drive containing the EQC data and enter code when prompted

☐ Pass ☐ Fail

Insert USB flash drive containing sample election data and enter code when prompted

☐ Pass ☐ Fail

Verify all USB ports are functional

☐ Pass ☐ Fail

Print Testing:

Insert an ExpressVote XL activation card and begin voting following on-screen instructions

☐ Pass ☐ Fail

Insert additional activation cards to test each ballot configuration in the election

☐ Pass ☐ Fail

Review printed vote summary card for complete, dark print

☐ Pass ☐ Fail

Reinsert vote summary card and review summary to confirm scanner is working properly

☐ Pass ☐ Fail

Audio Testing:

Connect audio headset to the UVC

☐ Pass ☐ Fail

Verify audio can be heard throughout the voting process

☐ Pass ☐ Fail

Use the triangular navigation buttons to navigate the ballot

☐ Pass ☐ Fail

Press the Repeat, Tempo and Volume buttons to confirm all functionality

☐ Pass ☐ Fail

Activate all buttons to confirm keypad is fully operational

☐ Pass ☐ Fail

Use the rocker paddle to navigate the ballot

☐ Pass ☐ Fail

Vote Session Lamp:

Verify the vote session lamp is on during the vote session and off after the ballot is cast.

☐ Pass ☐ Fail

Inspector: _____ **Date:** _____

Attach printed paper records from ExpressVote XL to this checklist.

Attachment 6 – Installation Checklist: DS450 HW1.0

Serial Number: DS45 _____ **Date:** _____

City Asset Tag#: _____ **Owner:** _____

- ☐ Check lower reverse roller pulleys
- ☐ Drive belt tensions
- ☐ Check Reverse Belts/ Gap
- ☐ Check all cable connections/ cables
- ☐ Check CIS cables for Correct Routing/ Kinks on CIS Cable
- ☐ Check that pick mech doesn't roll when idle
- ☐ Check safety covers for possible ballot catching points
- ☐ CISs properly grounded
- ☐ Check paper gap through transport
- ☐ Verify firmware - CF/Boards ---->
- ☐ Check input tray/output bin heights with folded ballots
- ☐ Check oval thickness sheet Calibrate CISs if needed
- ☐ Check Ballot serialization printer
- ☐ Check output bin arms for side to side movement
- ☐ Run test deck (Min 2000)
- ☐ Check all set screws on pulleys
- ☐ Check Date and Time, Time zone:
- ☐ Check Fan Guard
- ☐ Check Pick Mechanism arm and Output bins for free Movement (Not Sticky)
- ☐ Check CMOS battery Date, If more than 3 years old, Replace Battery
- ☐ Clean/Check Transport & Rollers
- ☐ Check Thresholds: 200/150
- ☐ Check Multi-sheet/ Watch light on board
- ☐ Check all USB ports
- ☐ Check outstack bins for proper messages

CIS:

INTERFACE: _____

LIBRARY: _____

FIRMWARE: _____ **MAIN MOTOR:** _____

CONTROLLER: _____ **IMPRINTER:** _____

OUTPUT BIN: _____

DETECTORS BANK 1: _____ **DETECTORS BANK 2:** _____

Notes/Failure Code: _____

_____

_____

Inspector: _____

Attachment 7 – User Conditional Acceptance Testing Forms

UCAT: ExpressVote XL Universal Voting System

1. Check for battery connection. Press side battery indicator button. LED indicator should remain un-lit.

   ☐ Pass ☐ Fail

2. Connect battery. Press side battery indicator button. LED indicator should illuminate 5 bars.

   ☐ Pass ☐ Fail

3. Connect to AC. The front battery indicator on tablet should display 5 lit bars. (There is a delay of the indication to reach 5 bars. About 20 to 40 seconds)

   ☐ Pass ☐ Fail

4. Power on the ExpressVote XL. The front battery indicator on the tablet should display 5 lit bars. (The indicator may drop to less bars for about 20 to 40 seconds, before displaying 5 bars again.)

   ☐ Pass ☐ Fail

5. Check if privacy curtain tube is damaged.

   ☐ Pass ☐ Fail

6. Check to ensure the privacy curtain is not torn or damaged.

   ☐ Pass ☐ Fail

7. Check to ensure the Visual Ballot Size Screw is not stripped.

   ☐ Pass ☐ Fail

8. Clear and initialize the ExpressVote XL.

   ☐ Pass ☐ Fail

9. Install the election definition.

   ☐ Pass ☐ Fail

10. Verify that the firmware version matches the certified version for your jurisdiction.

    ☐ Pass ☐ Fail

11. Open Polls.

    ☐ Pass ☐ Fail

12. Ensure that the activation card as printed from a printer connected to the KNOWink poll pad activates the ExpressVote XL. Insert a pre-printed activation card into the front card slot with the corner cut oriented to the top right. The ExpressVote XL scans the card.

    ☐ Pass ☐ Fail

13. Follow the prompts to make vote selections.

    a. Use both on-screen and Universal Voting Console voting methods.

       ☐ Pass ☐ Fail

    b. Verify that the vote session lamp turns on when a vote session is in progress and turns off when a vote session ends.

       ☐ Pass ☐ Fail

14. Verify the ballot.

    a. Verify that the vote summary card printed accurately.

       ☐ Pass ☐ Fail

    b. Verify that the Universal Voting Console reads back the ballot accurately.

       ☐ Pass ☐ Fail

15. Cast the ballot.

    a. Verify that the card passed through the paper path.

☐ Pass ☐ Fail

b. Verify that the card deposited into the secure card container.

☐ Pass ☐ Fail

16. Close Polls.

☐ Pass ☐ Fail

17. Print reports. Verify that the reports printed properly.

☐ Pass ☐ Fail

18. Verify front battery indicator still displays 5 lit bars.

☐ Pass ☐ Fail

19. Power off the ExpressVote XL.

☐ Pass ☐ Fail

20. After all machines have been tested, verify the barcode by running through the central scanner and hand counting the summary cards.

☐ Pass ☐ Fail

ExpressVote XL Universal Voting System

The undersigned do hereby certify that the ES&S Equipment listed below has been installed under the criteria specified in the Agreement. Serial Numbers of respective Equipment are attached.

ExpressVote XL Units
Units Delivered
Units Installed

Firmware Version: _____

Chairman, City Commission: _____

Representative: _____

(Printed Name and Title)

_____

(Signature)

Chief Information Officer, City Commission _____

Representative:

(Printed Name and Title)

Date: _____

ES&S _____

Representative:

(Printed Name and Title)

Date: _____

DS450 High-Throughput Scanner and Tabulator

1. Power on the DS450 and all ancillary components.

   ☐ Pass ☐ Fail

2. Clear and initialize the DS450.

   ☐ Pass ☐ Fail

3. Install the election definition.

   a Plug in election definition USB drive

   b Follow prompts on DS450 screen

   c Load election definition

   ☐ Pass ☐ Fail

4. Verify that the firmware version matches the certified version for your jurisdiction.

   ☐ Pass ☐ Fail

5. Make sure ballot output trays are set to the correct ballot size before scanning.

   ☐ Pass ☐ Fail

6. Scan ballots.

   ☐ Pass ☐ Fail

7. Print election results reports.

   ☐ Pass ☐ Fail

8. Exit and power off the unit.

   ☐ Pass ☐ Fail

DS450 High-Throughput Scanner and Tabulator

The undersigned do hereby certify that the ES&S Equipment listed below has been installed under the criteria specified in the Agreement. Serial Numbers of respective Equipment are attached.

DS450 Units
Units Delivered
Units Installed

Firmware Version: _____

Customer: _____

Representative: _____

(Printed Name and Title)

_____

(Signature)

ES&S Representative: _____

(Printed Name and Title)

_____

(Signature)

Date: _____