

ID	Task Name	Duration	Start	Finish	Predecessors
0	<b>SAWS High-level ConnectH2O Schedule</b>	<b>2467 days</b>	<b>Wed 7/10/19</b>	<b>Fri 4/10/26</b>	
1	<b>PHASE 1: PROGRAM INFRASTRUCTURE &amp; REQUIREMENTS GATHERING</b>	<b>60 days</b>	<b>Wed 7/10/19</b>	<b>Sat 9/7/19</b>	
2	<b>Program Infrastructure &amp; Requirements Gathering</b>	<b>57 days</b>	<b>Wed 7/10/19</b>	<b>Wed 9/4/19</b>	
127	<b>Develop Requirements &amp; Perform Assessments for Meter-to-Cash (M2C) Pilot Project</b>	<b>60 days</b>	<b>Wed 7/10/19</b>	<b>Sat 9/7/19</b>	
303	<b>PHASE 2: METER-TO-CASH PILOT</b>	<b>627 days</b>	<b>Mon 9/9/19</b>	<b>Thu 5/27/21</b>	
304	<b>Develop Request for Proposal (RFP) - Pilot</b>	<b>268 days</b>	<b>Mon 9/9/19</b>	<b>Tue 6/2/20</b>	
305	<b>Support Pilot Selection</b>	<b>28 days</b>	<b>Mon 9/9/19</b>	<b>Sun 10/6/19</b>	
312	<b>Develop Procurement &amp; Vendor Management Plans</b>	<b>35 days</b>	<b>Mon 9/9/19</b>	<b>Sun 10/13/19</b>	
318	<b>Assess Suitable Technologies &amp; Solutions</b>	<b>35 days</b>	<b>Mon 9/9/19</b>	<b>Sun 10/13/19</b>	
324	<b>Develop Success Criteria for Pilot</b>	<b>21 days</b>	<b>Mon 9/23/19</b>	<b>Sun 10/13/19</b>	
329	<b>Develop &amp; Consolidate Solution Requirements for RFP. Support Future Proofing &amp; Develop Performance Clauses.</b>	<b>79 days</b>	<b>Mon 9/9/19</b>	<b>Tue 11/26/19</b>	
330	<b>Develop RFP Content (AMI, MDMS, EPI)</b>	<b>61 days</b>	<b>Mon 9/9/19</b>	<b>Fri 11/8/19</b>	1FS+1 day
343	<b>Finalize RFP's (AMI, MDMS, EPI)</b>	<b>18 days</b>	<b>Sat 11/9/19</b>	<b>Tue 11/26/19</b>	
346	<b>RFP's Ready for Issue</b>	<b>0 days</b>	<b>Tue 11/26/19</b>	<b>Tue 11/26/19</b>	
348	<b>Issue and Evaluate RFP's, Select Vendors and Negotiate Contracts</b>	<b>190 days</b>	<b>Tue 11/26/19</b>	<b>Tue 6/2/20</b>	
349	Issue RFP	0 days	Tue 11/26/19	Tue 11/26/19	346
350	<b>Vendor RFP Response Period</b>	<b>58 days</b>	<b>Tue 11/26/19</b>	<b>Wed 1/22/20</b>	
353	Receive RFP	0 days	Wed 1/22/20	Wed 1/22/20	350
354	<b>Evaluate RFP's and Select Vendor (EPI)</b>	<b>44 days</b>	<b>Thu 1/23/20</b>	<b>Fri 3/6/20</b>	
355	Evaluate and Score RFPs	21 days	Thu 1/23/20	Wed 2/12/20	352,351,353
356	Select Short List	1 day	Thu 2/13/20	Thu 2/13/20	355
357	Conduct On-Site Interviews	14 days	Fri 2/14/20	Thu 2/27/20	356
358	BAFO	6 days	Fri 2/28/20	Wed 3/4/20	357
359	Select Vendors for Contract Negotiations	2 days	Thu 3/5/20	Fri 3/6/20	358
360	<b>Evaluate RFP's and Select Vendors (AMI and MDMS)</b>	<b>62 days</b>	<b>Thu 1/23/20</b>	<b>Tue 3/24/20</b>	
361	Evaluate and Score RFPs	30 days	Thu 1/23/20	Fri 2/21/20	352,351,353
362	Select Short List	3 days	Sat 2/22/20	Mon 2/24/20	361
363	Conduct On-Site Interviews	17 days	Tue 2/25/20	Thu 3/12/20	362
364	BAFO	7 days	Fri 3/13/20	Thu 3/19/20	363
365	Select Vendors for Contract Negotiations	5 days	Fri 3/20/20	Tue 3/24/20	364
366	<b>Contract Negotiations (EPI, AMI and MDMS Vendors)</b>	<b>73 days</b>	<b>Sat 3/7/20</b>	<b>Mon 5/18/20</b>	
367	Negotiate Contracts for EPI Vendor	58 days	Sat 3/7/20	Sun 5/3/20	354
368	Negotiate Contracts for AMI and MDMS Vendors	55 days	Wed 3/25/20	Mon 5/18/20	360
369	<b>Contract(s) Reviewed &amp; Approved by Board</b>	<b>15 days</b>	<b>Tue 5/19/20</b>	<b>Tue 6/2/20</b>	

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370	Board Review of Contracts	15 days	Tue 5/19/20	Tue 6/2/20	366
371	Contract(s) Approved and Signed	0 days	Tue 6/2/20	Tue 6/2/20	370
372	<b>Develop Pilot Implementation Plans</b>	<b>549 days</b>	<b>Tue 11/26/19</b>	<b>Thu 5/27/21</b>	
373	<b>Develop Pilot Implementation Plan, Including:</b>	<b>95 days</b>	<b>Sat 3/14/20</b>	<b>Tue 6/16/20</b>	
377	<b>Day 1 Pilot (Lab + PTA1)</b>	<b>88 days</b>	<b>Tue 6/2/20</b>	<b>Sat 8/29/20</b>	
378	<b>Finalize Functional Specifications &amp; Information Systems Plans</b>	<b>14 days</b>	<b>Wed 6/3/20</b>	<b>Tue 6/16/20</b>	
381	<b>Lab Testing</b>	<b>35 days</b>	<b>Tue 6/2/20</b>	<b>Tue 7/7/20</b>	
382	Build Lab	0 days	Tue 6/2/20	Tue 6/2/20	371
383	Receive Network Devices	14 days	Wed 6/3/20	Tue 6/16/20	371
384	Install Network Devices	7 days	Wed 6/17/20	Tue 6/23/20	378,383
385	Standup SaaS AMI HES (# 1)	10 days	Wed 6/17/20	Fri 6/26/20	378
386	<b>Install AMI Water MIUs (10) (Per Vendor)</b>	<b>25 days</b>	<b>Wed 6/3/20</b>	<b>Sat 6/27/20</b>	
392	Start/Conduct Lab Testing	10 days	Sun 6/28/20	Tue 7/7/20	384,385,386
393	<b>Field Testing</b>	<b>88 days</b>	<b>Tue 6/2/20</b>	<b>Sat 8/29/20</b>	
394	<b>HES and Network (Per Vendor)</b>	<b>38 days</b>	<b>Tue 6/2/20</b>	<b>Fri 7/10/20</b>	
399	<b>Integrations</b>	<b>35 days</b>	<b>Wed 6/17/20</b>	<b>Tue 7/21/20</b>	
405	<b>Install AMI Water MIUs</b>	<b>53 days</b>	<b>Wed 6/3/20</b>	<b>Sat 7/25/20</b>	
406	Obtain EPI Installation Handheld Devices	14 days	Wed 6/3/20	Tue 6/16/20	371
407	Configure EPI Handhelds	2 days	Mon 6/22/20	Tue 6/23/20	406,400
408	Order/Receive MIU's (50 per Vendor)	14 days	Wed 6/3/20	Tue 6/16/20	371
409	Install & Provision MIUs (50 x 2)	4 days	Wed 7/22/20	Sat 7/25/20	408,399,392
410	<b>Start/Conduct Field Testing</b>	<b>35 days</b>	<b>Sun 7/26/20</b>	<b>Sat 8/29/20</b>	
413	<b>Day 30 Pilot (PTA1)</b>	<b>143 days</b>	<b>Wed 6/3/20</b>	<b>Fri 10/23/20</b>	
414	<b>Finalize Functional Specifications &amp; Information Systems Plans</b>	<b>14 days</b>	<b>Wed 6/17/20</b>	<b>Tue 6/30/20</b>	
417	<b>Field Testing</b>	<b>143 days</b>	<b>Wed 6/3/20</b>	<b>Fri 10/23/20</b>	
418	<b>Integrations</b>	<b>50 days</b>	<b>Wed 7/1/20</b>	<b>Wed 8/19/20</b>	
422	<b>Install AMI Water MIUs</b>	<b>108 days</b>	<b>Wed 6/3/20</b>	<b>Fri 9/18/20</b>	
423	Order/Receive MIU's (950 per vendor)	70 days	Wed 6/3/20	Tue 8/11/20	371
424	Install & Provision MIUs (950 x 2)	30 days	Thu 8/20/20	Fri 9/18/20	418,423
425	<b>Start/Conduct Field Testing</b>	<b>35 days</b>	<b>Sat 9/19/20</b>	<b>Fri 10/23/20</b>	
428	<b>Day 60 Pilot (Lab + PTA2, PTA3)</b>	<b>458 days</b>	<b>Tue 2/25/20</b>	<b>Thu 5/27/21</b>	
429	<b>Final Functional Specifications &amp; Information System Plans</b>	<b>14 days</b>	<b>Wed 7/1/20</b>	<b>Tue 7/14/20</b>	
432	<b>New Meter First Article Testing</b>	<b>117 days</b>	<b>Tue 2/25/20</b>	<b>Sat 6/20/20</b>	
433	Order/receive new meters	70 days	Tue 2/25/20	Mon 5/4/20	356,362
434	Install new Meters	2 days	Tue 5/5/20	Wed 5/6/20	433

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435	Execute Testing	45 days	Thu 5/7/20	Sat 6/20/20	434
436	<b>Lab Testing (New Meters/MIUs)</b>	<b>99 days</b>	<b>Wed 6/3/20</b>	<b>Wed 9/9/20</b>	
437	Order/receive MIUs	70 days	Wed 6/3/20	Tue 8/11/20	371
438	Order/Receive Meters [Static or a new Mechanical]	70 days	Sun 6/21/20	Sat 8/29/20	432,371
439	Install Meters	1 day	Sun 8/30/20	Sun 8/30/20	438
440	Execute Testing (Meter/MIU)	10 days	Mon 8/31/20	Wed 9/9/20	439
441	<b>Field Testing</b>	<b>150 days</b>	<b>Sun 6/21/20</b>	<b>Tue 11/17/20</b>	
442	<b>Install Meters &amp; MIUs (PTA2, PTA3)</b>	<b>141 days</b>	<b>Sun 6/21/20</b>	<b>Sun 11/8/20</b>	
443	Order/receive Meters [Static or a new Mechanical]	70 days	Sun 6/21/20	Sat 8/29/20	435
444	Order/Receive MIUs	70 days	Sun 6/21/20	Sat 8/29/20	435
445	Install Meters & MIUs (PTA2, PTA3) (1500 x 2)	60 days	Thu 9/10/20	Sun 11/8/20	443,444,436,418
446	<b>Integrations</b>	<b>90 days</b>	<b>Thu 8/20/20</b>	<b>Tue 11/17/20</b>	
447	Remaining Pilot Integrations (Comparison Billing, GIS, Alerts/Alarms)	90 days	Thu 8/20/20	Tue 11/17/20	429,418
448	<b>Final Pilot Testing &amp; Acceptance</b>	<b>200 days</b>	<b>Mon 11/9/20</b>	<b>Thu 5/27/21</b>	
449	Start/Conduct Testing	180 days	Mon 11/9/20	Fri 5/7/21	442
450	Analyze, Report & Approve Pilot Results	180 days	Sun 11/29/20	Thu 5/27/21	449SS+20 days
451	<b>Meter Technology &amp; Network Communications Plan Development</b>	<b>14 days</b>	<b>Wed 6/3/20</b>	<b>Tue 6/16/20</b>	
452	Review preliminary Network Design	7 days	Wed 6/3/20	Tue 6/9/20	371
453	Develop Meter and Network Logistics Plan (including material forecasting)	14 days	Wed 6/3/20	Tue 6/16/20	371
454	Develop preliminary meter and network infrastructure deployment plan	14 days	Wed 6/3/20	Tue 6/16/20	371
455	Develop meter and network deployment exception reporting	14 days	Wed 6/3/20	Tue 6/16/20	371
456	<b>High-Level AMI Deployment Plan Development</b>	<b>21 days</b>	<b>Wed 6/17/20</b>	<b>Tue 7/7/20</b>	
460	<b>Organizational Change Management</b>	<b>170 days</b>	<b>Tue 11/26/19</b>	<b>Wed 5/13/20</b>	
469	<b>Customer Communications &amp; Outreach</b>	<b>239 days</b>	<b>Tue 11/26/19</b>	<b>Tue 7/21/20</b>	
479	<b>Manage AMI Pilot Deployment</b>	<b>359 days</b>	<b>Wed 6/3/20</b>	<b>Thu 5/27/21</b>	
480	<b>Pilot Program Management (AMI and IT Vendors)</b>	<b>325 days</b>	<b>Wed 6/3/20</b>	<b>Fri 4/23/21</b>	
485	<b>Provide Contract Oversight &amp; Implement Analytics Tool</b>	<b>325 days</b>	<b>Wed 6/3/20</b>	<b>Fri 4/23/21</b>	
488	<b>Provide Program Management Services</b>	<b>359 days</b>	<b>Wed 6/3/20</b>	<b>Thu 5/27/21</b>	
491	<b>Provide (On-Going) Corrective Actions, Issue Resolution &amp; Technical Support</b>	<b>325 days</b>	<b>Tue 7/7/20</b>	<b>Thu 5/27/21</b>	
494	<b>Support Meter Asset Management</b>	<b>128 days</b>	<b>Wed 6/3/20</b>	<b>Thu 10/8/20</b>	
501	<b>Provide AMI Pilot Performance Reporting</b>	<b>325 days</b>	<b>Tue 7/7/20</b>	<b>Thu 5/27/21</b>	
502	<b>Provide Pilot Performance Reporting</b>	<b>299 days</b>	<b>Sun 8/2/20</b>	<b>Thu 5/27/21</b>	
513	<b>Provide Performance Reporting</b>	<b>325 days</b>	<b>Tue 7/7/20</b>	<b>Thu 5/27/21</b>	
517	<b>Conclude Successful Pilot</b>	<b>0 days</b>	<b>Thu 5/27/21</b>	<b>Thu 5/27/21</b>	
519	<b>Select AMI Vendor</b>	<b>0 days</b>	<b>Thu 5/27/21</b>	<b>Thu 5/27/21</b>	

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521	<b>PHASE 3 – FULL-SCALE ROLL OUT</b>	<b>1824 days</b>	<b>Tue 4/13/21</b>	<b>Fri 4/10/26</b>	
522	<b>Refine Pilot Assessment Artifacts for Full-Scale Implementation</b>	<b>60 days</b>	<b>Tue 4/13/21</b>	<b>Fri 6/11/21</b>	
526	<b>Develop/Review/Update &amp; Execute Contract Option for Full-Scale Implementation</b>	<b>106 days</b>	<b>Sat 6/12/21</b>	<b>Sat 9/25/21</b>	
527	<b>Develop/Review/Update AMI/MDMS Contract Documents for Full-Scale Implementation</b>	<b>45 days</b>	<b>Sat 6/12/21</b>	<b>Mon 7/26/21</b>	
532	<b>Support Evaluation &amp; Negotiations</b>	<b>30 days</b>	<b>Tue 7/27/21</b>	<b>Wed 8/25/21</b>	
533	Negotiate Updates to Contracts with Vendors as Needed	30 days	Tue 7/27/21	Wed 8/25/21	527
534	Provide Contract Negotiations Support	30 days	Tue 7/27/21	Wed 8/25/21	533SS
535	Conclude Contract Negotiations	0 days	Wed 8/25/21	Wed 8/25/21	533
536	<b>Full Scale Contracts Reviewed &amp; Approved by Board</b>	<b>31 days</b>	<b>Thu 8/26/21</b>	<b>Sat 9/25/21</b>	
537	Board Review of Contracts	31 days	Thu 8/26/21	Sat 9/25/21	535
538	Full-Scale Contract(s) Reviewed & Signed	0 days	Sat 9/25/21	Sat 9/25/21	536
539	<b>Execute IT Framework for Full-Scale Implementation</b>	<b>121 days</b>	<b>Sun 9/26/21</b>	<b>Mon 1/24/22</b>	
541	<b>Provide Full-Scale Implementation Plans</b>	<b>91 days</b>	<b>Tue 7/27/21</b>	<b>Mon 10/25/21</b>	
545	<b>Manage Full-Scale Implementation</b>	<b>1536 days</b>	<b>Sun 9/26/21</b>	<b>Tue 12/9/25</b>	
546	<b>Perform Full Scale Program Management</b>	<b>1171 days</b>	<b>Sun 9/26/21</b>	<b>Mon 12/9/24</b>	
552	<b>Mobilize AMI &amp; EPI Vendors</b>	<b>60 days</b>	<b>Sun 9/26/21</b>	<b>Wed 11/24/21</b>	
553	Mobilize AMI Vendor	60 days	Sun 9/26/21	Wed 11/24/21	538
554	Order & Receive Network Equipment	60 days	Sun 9/26/21	Wed 11/24/21	538
555	Order & Receive Meters & MIU's	60 days	Sun 9/26/21	Wed 11/24/21	538
556	Mobilize & Train End Point Installation (EPI) Workforce	60 days	Sun 9/26/21	Wed 11/24/21	538
557	<b>Start Field Installation Activities</b>	<b>1111 days</b>	<b>Thu 11/25/21</b>	<b>Mon 12/9/24</b>	
558	Start Network Installation	730 days	Thu 11/25/21	Fri 11/24/23	552
559	Start Meter & MIU Installation	1096 days	Fri 12/10/21	Mon 12/9/24	539SS+75 days,555,!
560	Support Meter Asset Management	1096 days	Tue 10/26/21	Fri 10/25/24	541
561	Extend Full-Scale Implementation for Addtl 12 Mos.	365 days	Tue 12/10/24	Tue 12/9/25	559
562	<b>Provide AMI Performance Monitoring</b>	<b>1583 days</b>	<b>Fri 12/10/21</b>	<b>Fri 4/10/26</b>	
563	Perform Project Validation	1096 days	Fri 12/10/21	Mon 12/9/24	559SS
564	Provide Performance Reporting & Maintain Electronic Dashboard	1096 days	Fri 12/10/21	Mon 12/9/24	559SS
565	Release Final Program Report & Wind Down Project	122 days	Tue 12/10/24	Thu 4/10/25	564
566	<b>Extend AMI Performance Monitoring for Addtl 12 Mos.</b>	<b>487 days</b>	<b>Tue 12/10/24</b>	<b>Fri 4/10/26</b>	