Hart InterCivic, Inc.

eSlate Electronic Voting System

Ballot Now System Implementation Training Plan

Boulder County, Colorado

April 11, 2004

Ballot Now System Implementation Training Plan
Boulder County, Colorado

Purpose:
The purpose of this document is to provide an outline of the training program to be delivered during implementation of the Hart Ballot Now system for Boulder County, Colorado.

Scope:
This training plan is intended to provide a general but comprehensive overview of all facets of the BN implementation training program, with the exception of focused training that will be developed specifically for system functionality associated with custom engineering projects. Training to be delivered with these custom engineering projects will be developed as outlined in Attachment 1 of this Exhibit.

Organization and Use:
Information in this plan is presented in two sections. Section One contains descriptions of each of the individual training courses, while Section Two displays the Training Planner used to plan training events and the associated resources required. The schedule derived from the Training Planner is included in the preliminary project plan at Attachment 2 of this Exhibit.

Ballot Now System
Course Syllabi

The following eSlate course syllabi describe courses offered with the Ballot Now implementation for Boulder County, Colorado. Poll worker training will be conducted with integrated procedures. Hart InterCivic will supply a template and consultation for this process. The attached training plan includes specific course timing and some flexibility for poll worker training planning and other training follow-up.

eSlate System Management and Tasks Course

Estimated Time: 2 hours

Audience: Elections Officials, Elections Specialists

Objectives: This course provides Elections Administrators with an overview of Hart Ballot Now Electronic Voting System management, and the benefits of using the Ballot Now system. The course includes a brief section on the change management process, in order to help administrators successfully manage Hart Ballot Now implementation and the change from a legacy system. Administrators will start planning an election workflow, using an elections tasks checklist, and planning staff training. This course also introduces BOSS, Ballot Now, Rally, and Tally administrative functions and options. Administrators will plan user permissions for the software, view audit reports, and identify database management issues.

Benefits of the Hart Ballot Now System: The Hart Ballot Now system is simple to manage. All software includes audit trail reports. The software is easy to navigate, as is the paper ballot itself.

Manuals: eSlate System Management and Tasks Training Manual, software operations and training manuals.

Other Materials: Soft copies of all manuals and logs for the implementation, as available due to customization.

Modules: 5

Assessment: Intra-office Training Mock Election with performance assessment rubric.

Teaching Points:
  ➢ **Getting Started**
    ▶ Introduction: system overview, benefits to trainees and course objectives
    ▶ Hart Ballot Now Data Flowchart
    ▶ Course Content Chart
    ▶ eSlate Terminology (appendix)
    ▶ Change Management

- ➢ **Ballot Now Election- Related Management**
  - ▶ Ballot Now Workflow
  - ▶ Database Management
  - ▶ Ballot Now Election-Related Tasks Checklist
  - ▶ Creating Media

- ➢ **Planning Ballot Now Training**
  - ▶ Course Descriptions
  - ▶ Poll worker Training recommendations
  - ▶ Master Course Design
  - ▶ Example Training Planner

- ➢ **Software Administration Tasks**
  - ▶ Software Password Tips
  - ▶ BOSS
  - ▶ Ballot Now
  - ▶ Tally and Rally

- ➢ **Appendices**
  - ▶ Glossary of Terms
  - ▶ Equivalent Weights in Paper
  - ▶ Hart Ballot Now EVS Training Mock Election
  - ▶ Hart Ballot Now Election Logs Processes
  - ▶ Labels and Logs (hard and soft copy)

- ➢ **Assessment**
  - ▶ Performance Assessment: Hart Ballot Now EVS Training Mock Election

- ➢ **Review**
  - ▶ Q&A
  - ▶ Evaluation forms

BOSS Operator Training Course

Estimated Time: 2 days

Audience: BOSS Data Entry Specialists, Elections Officials

Objectives: This course introduces the Ballot Origination Software System (BOSS) application and takes trainees through the steps for setting up the ballot. Trainees will create a BOSS database, set up jurisdiction information, define contests, create audio, generate and proof from reports, format the ballot, write to media, and perform import and export functions as appropriate for local needs.

Benefits of BOSS: BOSS requires only data entry and menu selections to "program" an election. No software programming is required. Furthermore, operators may use copy, paste, and importing shortcuts to make the process even simpler. There is no need to rebuild databases once generic election databases are created. Databases can be copied forward and modified for future elections.

Manuals: BOSS Operations Manual, BOSS Training Manual

Other Materials: BOSS Training Election Organization outline as reference for exercises

Modules: 1-6

Assessment: Intra-office Training Mock Election with performance assessment rubric.

Teaching Points:

➢ **Module 1: Getting Started**
- ▶ System Overview, Benefits to Trainees, and Course Objectives
- ▶ Hart Ballot Now data flowchart
- ▶ The **BOSS** window
- ▶ BOSS database management
- ▶ BOSS menus and field limits
- ▶ User Permissions
- ▶ BOSS Sequential Steps
- ▶ Creating and Opening a BOSS database
- ▶ Deleting a BOSS database (See exercise 4.7)

➢ **Module 2: Activities in the Jurisdiction Window**
- ▶ **Jurisdiction** Tab Definitions
- ▶ **Precincts** Tab Definitions
- ▶ **Districts** Tab Definitions
- ▶ **Contests** Tab Definitions
- ▶ **Precinct-Level Contests** Tab Definitions, if applicable to implementation
- ▶ **Polling Places** Tab Definitions
- ▶ **Rotation** Tab Definitions

➢ **Module 3: Activities in the Active Contests Window**
- ▶ Contest Types
- ▶ Editing Active Contests/Contest Details
- ▶ Deactivating/Activating Contests
- ▶ Moving Contests
- ▶ Forcing Contest Positions
- ▶ Adding/Deleting Options
- ▶ Moving Options
- ▶ Adding/Deleting Candidate Details

➢ **Module 4: Completing the Ballot**
- ▶ View and print reports for proofreading
- ▶ Recording Audio
- ▶ Foreign Language Import/Export
- ▶ Ballot Formats
- ▶ Writing Ballot Media
- ▶ Ballot Reports for Election Support
- ▶ Finalizing the BOSS database for Tally

➢ **Module 5: Import/Export Functions**
  ▶ Data Import/Export
  ▶ Foreign Language Import/Export
  ▶ Proofreading after Imports

➢ **Module 6: Creating Demonstration Hart Ballot Now Media** (as applicable)
  ▶ Creating a demonstration ballot
  ▶ Writing Demonstration eSlate media

➢ **Assessment**
  ▶ Performance Assessment: Hart Ballot Now EVS Training Mock Election

➢ **Appendices/Review;**
  ▶ Appendices
  ▶ Q&A

Ballot Now Operator Training Course

Estimated Time: 1 day

Audience: Ballot Now Specialists, Elections Officials, Resolution Team Members

Objectives: In this course the trainee will create paper ballots using BOSS™-generated MBBs. The trainee will also scan voted paper ballots through the Ballot Now scanner, resolve unresolved ballots, write the scanned cast vote records back to the original election MBB, and prepare the cast vote record for Tally vote-tabulating software.

Benefits of Ballot Now: Ballot Now integrates fully with the eSlate in-person voting system. Ballot Now uses PC technology that is simple to operate, and requires no programming. Ballot Now allows for printing, scanning, and resolving ballots. Ballot Now ballots include bar codes for precinct and serial number identification, obviating the need to sort ballots prior to scanning and preventing the same ballot from being scanned more than once. Ballots that need resolution are not out-stacked, but resolved on the PC by reviewing ballot images. The original ballot is not altered in order to resolve it, and it is always available in its original form.

Manuals: Ballot Now Operations Manual, Ballot Now Training Manual

Modules: 1-6

Assessment: Intra-office Training Mock Election with performance assessment rubric.

Teaching Points:

- ➢ **Module 1: Getting Started**
  - ▶ System Overview and Benefits to Trainees, and Course Objectives
  - ▶ Hart Ballot Now data flowchart
  - ▶ Database Management
  - ▶ MBB Management
  - ▶ Ballot Now menus and field limits
  - ▶ User Permissions
  - ▶ Program Options
  - ▶ Sequential Steps

- ➢ **Module 2: Printing**
  - ▶ Pre-Printing Setup
  - ▶ Print Selection Types
  - ▶ Previewing and Printing Ballots
  - ▶ Printing a "Printed Ballots By Precinct Report"

- ➢ **Module 3: Scanning Ballots**
  - ▶ Program Options/Scanner Setup tab
  - ▶ Grouping Ballots into Batches
  - ▶ Loading Pages into the Scanner
  - ▶ Scanning Ballots
  - ▶ Printing a "Scan Batch Report"

➢ **Module 4: Resolving Ballots**
  ▶ Defining "certified" write-in names, as applicable
  ▶ Enabling Free Form Write-ins, as applicable
  ▶ Resolving Unresolved Ballots

➢ **Module 5: Writing CVRs and Preparing for Tabulation**
  ▶ Scan Batch and Ballot Management
  ▶ Writing CVRs to an MBB
  ▶ Printing Audit Trail reports
  ▶ Exporting a Report to a file
  ▶ Closing an election database
  ▶ Backing up the database to CD
  ▶ Deleting an election database
  ▶ Scan Batch and Ballot Management
  ▶ Writing CVRs to an MBB
  ▶ Printing Audit Trail reports
  ▶ Exporting a Report to a file
  ▶ Closing an election database
  ▶ Backing up the database to CD
  ▶ Deleting an election database

➢ **Module 6: Ballot Now Processes**
  ▶ Sample Ballot Now Process
  ▶ Ballot Now Procedures
  ▶ Ballot Now Workflow
  ▶ Ballot Now PC setup

➢ **Assessment**
  ▶ Performance Assessment: Hart Ballot Now EVS Training Mock Election

➢ **Appendices/Review**
  ▶ Appendices;
  ▶ Review

Tally and Rally Operator Training Course

Estimated Time: 1.5 days

Audience: Tabulation specialists, Elections Officials

Objectives: Trainees will set up Rally and Tally PCs, open Tally and create a new Tally database, set Tally options, read MBBs via Rally and Tally, resolve write-in votes and provisional ballots, calculate manual vote adjustments, view and print existing Tally reports, create customized reports, back up, delete, and restore databases, import and export data, and finalize a Tally database.

Benefits of Tally: Tally reads and tabulates the cast votes with speed and simplicity. An identified write-in candidate's votes can be input before tabulation takes place, making counting votes for those positions automatic. Provisional ballots can be automatically included in the count, or not, and can be backed out or added if challenged. Test mode tabulations are kept in separate databases from election mode databases. Reporting is simple and flexible.

Benefits of Rally: Rally allows for satellite/station collection of election cast vote data. This station collection of data enables the elections office to receive cast vote data via modem from Rally, into Tally, so that Election Night results may be tabulated in a timely manner without waiting for the physical Mobile Ballot Box to be delivered to a central location.

Manuals: Tally Operations Manual, Rally Operations Manual, Tally and Rally Training Manuals

Modules: 1-7

Assessment: Intra-office Training Mock Election with performance assessment rubric.

Teaching Points:

> ➢ **Module 1: Tally and Rally, Getting Started**
>   ▶ System Overview, Benefits to Trainees, and Course Objectives
>   ▶ Hart Ballot Now data flowchart
>   ▶ Rally and Tally PC setup
>   ▶ Tally Window
>   ▶ Tally Database Management
>   ▶ Tally Overview
>   ▶ Tally Menus and Field Limits
>   ▶ Tally User Permissions
>   ▶ Review of finalizing the BOSS database for Tally
>   ▶ Tally Sequential Steps

- ➢ **Module 2: Pre-Election Activities**
  - ▶ Creating a new Tally database
  - ▶ Database Options Configuration
  - ▶ Database Name/Description
  - ▶ Setting Date/Time for Reporting and Tabulation
  - ▶ Select/Open Database
  - ▶ Adding Identified Write-In Candidates

- ➢ **Module 3: MBB Processing**
  - ▶ Printing a "Zero Report"
  - ▶ Reading MBBs
  - ▶ Tabulating MBBs

- ➢ **Module 4: Reporting**
  - ▶ Viewing and Printing Reports
  - ▶ Creating Custom Reports

- ➢ **Module 5: Resolutions and Adjustments**
  - ▶ Write-in Resolution
  - ▶ Provisional Ballot Resolution
  - ▶ Vote Adjustment Wizard

- ➢ **Module 6: Finalizing the Tally Database and Import/Export Functions**
  - ▶ Backing up the current Tally database
  - ▶ Finalizing the database
  - ▶ Restoring the current Tally database to a prior state
  - ▶ Deleting a Tally database
  - ▶ Importing a Tally database from another PC
  - ▶ Importing district update information for reports
  - ▶ Exporting data from reports
  - ▶ Exporting vote totals
  - ▶ Recount procedures in Tally

- ➢ **Module 7: Rally Management (Optional)**
  - ▶ Rally and Tally User Permissions and relationships
  - ▶ Tally's Rally Configuration
  - ▶ Rally Window and Menus
  - ▶ Rally Options
  - ▶ Rally Audit Printing
  - ▶ Opening the Rally application
  - ▶ Reset the Rally database
  - ▶ Processing MBBs with Tally and Rally
  - ▶ Print Reports
  - ▶ Archiving and Restoring the Rally database

- ➢ **Assessment**
  - ▶ Performance Assessment: Hart Ballot Now EVS Training Mock Election

- ➢ **Appendices/Review**
  - ▶ Appendices
  - ▶ Q&A

Rally Station Operator Training Course

Estimated Time: 2 hours

Audience: Rally station specialists, Elections Officials

Objectives: Trainees will set up the Rally PC, establish connections, open Rally and log in, print Zero Reports, read and transfer MBBs, view Rally reports, perform minor troubleshooting, and archive the database (optional: reset and restore the Rally database).

Benefits of Rally: Rally allows for satellite/station collection of election cast vote data. This station collection of data enables the elections office to receive cast vote data via modem from Rally, into Tally, so that Election Night results may be tabulated in a timely manner without waiting for the physical Mobile Ballot Box to be delivered to a central location.

Manuals: Rally Operations and Training Manuals

Modules: 1-2

Assessment: Intra-office Training Mock Election with performance assessment rubric.

Teaching Points:

- ➢ **Module 1: Getting Started**
  - ▶ System Overview and Benefits to Trainees, and Course Objectives
  - ▶ Hart Ballot Now data flowchart
  - ▶ Rally PC setup
  - ▶ Rally Window and Menus
  - ▶ Rally Permissions
  - ▶ Opening Rally

- ➢ **Module 2: Election Day Activities**
  - ▶ Printing a Zero Report
  - ▶ Reading MBBs
  - ▶ Verifying Data
  - ▶ Troubleshooting
  - ▶ Printing Reports
  - ▶ Archiving the Rally database (optional)
  - ▶ Resetting and Restoring the Rally database (optional)

- ➢ **Assessment**
  - ▶ Rally Station Operator Exam
  - ▶ Performance Assessment: Hart Ballot Now EVS Training Mock Election

- ➢ **Appendices/Review**
  - ▶ Appendices
  - ▶ Q&A

eSlate Training Planner for Boulder County

Details	eSlate System Management & Tasks Course[1]	BOSS Operator Training Course[2]	Ballot Now Operator Training Course[2]	Tally & Rally Operator Training Course[2]	Rally Substation Operator Training Course[2]	Logic and Accuracy Testing[2]	Intra-Office Mock Election[2]
Central Office	6	6	4	6	2	2	6
Support/Warehouse Personnel			2	2	2	6	6
Paper Ballot Resolution Team Members			2				
Substation Rally Operators					6		6
Lead Poll Workers							
Alternate Lead Poll Workers							
Poll Workers/Clerks							
Class size	8	8	8	8	10	16	24
Time allowed for course	2 hours	2 days	1 day	1.5 days	2 hours	2 hours	1 day
Sessions per day	4	0.5	1	0.66	4	4	1
Number of trainees	6	6	8	8	10	8	18
Number of sessions	1	1	1	1	1	1	1
Number of calendar days	0.25	2	1	1.5	0.25	0.25	1
Number of classroom hours	2	16	8	12	2	2	8
Number of trainer person-hours	3	24	12	18	3	3	12

Summary	Value
Total Number of Trainees	64
Total Classroom Hours of Training	50
Total Calendar Days of Coursework	6.25
Follow-up and Integrated Poll Worker Training Calendar Days	3.75
Total Calendar Days of Training Support	10

# of Early Voting Polling Places	3
# of Election Day Polling Places	250
# of Precincts	250
# of Registered Voters (estimate)	200,000
# of By-Mail Voters (last election)	26,550

This is the eSlate Training Planner.
The table is based on:
An optical-scan implementation
Customized, integrated, poll worker training using existing local procedures
No more than two software course trainees per available PC
Central Office Staff of up to 8
Support Staff of up to 8
Miscellaneous temporary and part-time staff

Note: The Intra-office Training Mock Election is intended as an in-house practice applying the skills learned in training. It is "round-trip" of the system.