

# Appendix A

## Statement of Work

## **Introduction**

In this managed services agreement, Dominion Voting Systems, Inc. (Dominion) will provide the City and County of San Francisco (City) with all voting equipment and technology necessary to conduct elections in San Francisco, as well as the election support services that are described in this Statement of Work (SOW) throughout the term of the Agreement.

This SOW describes activities and products related to the Implementation Phase of the project as well as the ongoing support also described in the SOW. Implementation of the system consists of all activities necessary to fully install the System and to conduct the November 2019 election. Ongoing support includes the services provided by Dominion after the November 2019 election and throughout the term of this Agreement.

At the conclusion of the Implementation Phase, the City will have, under lease, a fully integrated voting system which includes the ImageCast X touch screen ballot marking device, the ImageCast Evolution optical tabulator, the ImageCast Central for the tabulation of vote-by-mail ballots. All equipment will be operated using the Democracy Suite Software platform.

Dominion will provide the following throughout the term of the Agreement:

1. Project management responsibilities which includes providing all necessary resources and personnel to fully support the system under this Agreement.
2. Full hardware and software support, including installation, integration, and election setup.
3. Support services for activities and processes occurring throughout an election cycle and between election cycles.
4. Ongoing system maintenance, including parts.
5. Project management and resources to support the City possibly transitioning from elections using polling places to elections using vote centers.

## Primary Contacts

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## 1 Primary Product Descriptions

### 1.1 ImageCast X Touchscreen Ballot Marking Device (Hardware and Software)

The ImageCast X Ballot Marking Device (ICX) is a touchscreen, in-person ballot marking device. The ICX is ADA-compliant and can support different voting models, including early voting.

The ICX offers several options to increase accessibility for voters with disabilities. The ICX presents ballot content in several formats: audio only, visual only, or simultaneous audio and visual modes, depending on voter preferences. The system is compatible with a hand-held Audio-Tactile Interface (ATI) controller, sip and puff devices, and paddle devices.

The ICX prints paper ballots using an accompanying printer after voters make their selections and that are read by ImageCast Evolution tabulators located in each polling place. The ICX touchscreen does not record or store votes.

## **1.2 ImageCast Evolution Scanner and Tabulator (Hardware and Software)**

ImageCast Evolution (ICE) is a digital scanner, ballot marking device, and tabulator with accessible features.

Each ICE incorporates audit functionality known as the AuditMark for all ballot markings. For each ballot that is scanned, interpreted and accepted into the unit, a corresponding ballot image is created and stored for auditing purposes. These images can be used to audit the unit's interpretation of each individual ballot, and consists of two sections.

The top section of the image contains a scanned image of the ballot. The bottom section of the image consists of the AuditMark, a machine-generated explanation stating how the unit interpreted each ballot marking on every ballot for every contest and measure.

Each ICE provides several options to vote, review, and cast paper ballots. The ICE offers a touch screen interface for visual ballot review and ballot casting, an accessible ballot marking interface, ports that allow voters to use their own assistive devices for accessible ballot navigation and voting, and an Audio-Tactile Interface (ATI).

## **1.3 ImageCast Central Count Scanner (Hardware and Software)**

Dominion's ImageCast Central Count Scanning system (ICC) uses Canon DR-G1130 scanners. The Canon scanners are digital, commercial off-the-shelf (COTS) equipment configured to operate with the ICC software to provide high speed capture of ballot images and tabulation of votes cast.

## **1.4 Democracy Suite Election Management System (Hardware and Software)**

The Democracy Suite Election Management Software (EMS) Platform is comprised of several applications.

### **a. Election Event Designer (EED) Client Application.**

The EED is the primary application for defining and managing an election event that comprises an "election project."

**b. Results Tally and Reporting (RTR) Client Application.**

The Results Tally and Reporting client application is used for tallying, reporting, and publishing election results.

**c. ImageCast Adjudication Client Application.**

The ImageCast Adjudication application is a client and server application used to review and adjudicate ballot images. All ballot adjudications are audited and reportable. The application examines such voter exceptions as overvotes, undervotes, blank contests, blank ballots, write-in selections, and marginal marks.

## **1.5 Ranked-Choice Voting**

The System shall support Ranked-Choice Voting (RCV) elections in San Francisco in accordance with Section 13.102 of the City's Charter. For RCV elections, the System shall provide the following features:

- a. Ballot layout options that allow for formatting ballot content for RCV contests on either side of a ballot card in addition to any other contest or measure, including other RCV contests, or require special formatting, without limit.
- b. Automated tabulation of qualified write-in candidates.
- c. Options to choose to include specific warnings to voters if they have made an error voting their ballots (such as overvoting a ranking) and the ability to edit existing messages and to incorporate new messages.
- d. Automated capture of digital ballot images which are appended with the AuditMark records indicating how the System interpreted each vote-marking for tabulation, and posting such images on the Department's website.
- e. Capability to accommodate rankings equal to the number of candidates in a contest, as required under Charter Section 13.102. The System shall have the capability to list no less than 10 candidates if the System cannot list every candidate in a contest.
- f. The option to report the Cast Vote Records (CVR) from each RCV contest in JSON-based reports.

## **1.6 Democracy Suite Remote Access Vote by Mail System**

Dominion shall provide the Democracy Suite-based ImageCast Remote Accessible Vote by Mail (RAVBM) system. The RAVBM system shall allow voters with disabilities and voters covered under the Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) to receive and mark their ballots remotely using different devices such as personal computers, tablets, and smartphones.

## **2 Implementation Team: Roles and Responsibilities**

### **2.1 Dominion**

#### **a. Project Manager**

Dominion shall assign a Project Manager to the City through the Implementation Phase. The Project Manager shall communicate with the Department regarding the status of information, milestones, procedures, and progress on the tasks as set out in this Agreement.

The Project Manager is responsible for arranging all meetings, visits, and consultations between Dominion and the Department and is responsible for all administrative matters. The Project Manager shall have the skills and experience to fully implement the system and possess complete knowledge of the technology and elections support services. Dominion shall make all reasonable efforts to provide a Project Manager familiar with the election operations of the Department and the election rules and regulations of the State of California.

#### **b. Product Specialists**

Dominion shall assign technical product specialists through the completion of the Implementation Phase. The product specialists are responsible for the installation, operation, repair, and maintenance of all voting system hardware and software, the scheduling and supervising of resources for all hardware- and software-related matters, providing election support services and election-related trainings, and interfacing directly with Dominion and Department personnel.

**c. Election Programmers**

Dominion is responsible for all aspects of election event definition in the Democracy Suite platform, including, without limitation, the following components: defining election project parameters and assigning templates, assigning tabulators, defining ballot structures, creating and proofing ballot drafts, creating official ballots, and creating election files and the security keys associated with the ICC.

**d. Additional Personnel**

Dominion shall assign additional personnel as necessary during the Implementation Phase for processes such as Acceptance and Readiness Testing, Pre-Logic and Accuracy Testing, Early and Election Day Voting, and Post-Election activities, as further described in this SOW.

## **2.2 City Resources**

The Department shall appoint a project manager (“Department Project Manager”), responsible for coordinating Department personnel, equipment, and facilities to support implementation and ongoing services.

The Department Project Manager shall have the authority to make decisions and allocate resources on behalf of the Department during the Implementation Phase and in relation to ongoing support services.

## **3 Implementation**

### **3.1 Project Management**

- a. Along with the Department Project Manager, the Dominion Project Manager (collectively the “Project Management Team”) will collaborate in coordinating the implementation of the System. Dominion’s Project Manager shall be responsible for providing the direction, expertise and leadership for planning all tasks required for the successful implementation of the voting system, as well as coordinating with the Department’s Project Manager. The completion of tasks shall be cooperatively managed by the Project Management Team.
- b. The Project Management Team will meet weekly and include other personnel as appropriate. During the weekly meetings the Team will

discuss the issues and resources associated with the implementation of tasks by the specified Critical Project Milestones and deadlines. The Dominion Project Manager will maintain and distribute meeting minutes during the implementation phase.

- c. The Department reserves the right to request a change in Dominion's representation if, in the Department's judgment, assigned personnel are not adequately meeting the Department's requirements. Dominion's Project Manager will be the primary contact for all requests to replace Dominion personnel.
- d. Dominion's Project Manager and the Department's Project Manager shall cooperate in supporting the Implementation and Training Schedule (Appendix F), specifying the details to successfully meet all milestones and deadlines. Each task identified will include a start and end date and the responsible parties involved. The Implementation and Training Schedule will include, but will not be limited to, detailed implementation milestones and activities, which includes product delivery with implementation, an Acceptance Testing Plan, a Training Plan specifying training dates and topics for those who require training.
- e. Dominion and the Department shall finalize a schedule for activities associated with the Implementation and Training Schedule within two weeks of the City's approval of this Agreement.

### **3.2 Weekly Transition Meetings**

The initial transition meetings between Dominion and the Department will review current Department processes in relation to the System such as system configurations, ballot creation, and results reporting, including but not limited to the following topics:

- a. **Ballot Templates**  
Discussion of the System's functions for creating specific ballot designs for different election content such as headers, voting target positioning, and the width and height for contest placement.



- b. **Reporting**  
A full review of the Department’s existing reporting requirements and the formats of these reports in comparison to the System’s analogous reporting functionalities.
- c. **Vote-Marking Interpretation**  
Dominion will provide the Department with instruction on how the System processes and assesses vote-markings that record voter intent and how the System determines whether votes require review.
- d. **Data Integration**  
Dominion will review its Election Data Translator with the Department and the level of compatibility that exists between the Translator and the file structures in the Department’s Election Information Management System (EIMS).
- e. **Overview of WinEDS in relation to Democracy Suite**  
Dominion will provide an overview that demonstrates the similarities and differences of the functionalities between the old system’s operating platform, known as WinEDS, and the System’s platform, Democracy Suite.

### **3.3 Voter Outreach Support**

Dominion shall assist the Department in informing voters on how to use the System. No later than three weeks after the City approves this Agreement, Dominion shall provide a model outreach plan, including materials and messaging, based on Dominion’s Voter Outreach and Voter Education Program.

Dominion’s model outreach plan shall include sample materials, messaging, and timelines, and such materials used in other counties that have implemented Dominion’s Democracy Suite-based voting system.

Dominion shall customize any materials from its Voter Outreach and Voter Education Program so that the content is San Francisco-specific upon the request of the Department.

### **3.4 Warehouse Logistics Planning**

Dominion shall assist the Department in planning its warehouse space for storing and maintaining the new voting equipment.

### **3.5 Implementation Milestones**

#### **3.5.1 Installation / Configuration / Acceptance Testing / System Readiness Testing**

- a. Dominion shall coordinate with the Secretary of State's Office (SOS) and the Department to obtain the SOS' trusted build of the Software.
- b. Dominion shall install the trusted build into the System and configure all system-related equipment.
- c. Dominion shall provide an Acceptance Test Plan (ATP). The ATP shall prescribe all tests necessary to comply with requirements set in the SOS' Use Procedures for the System.
- d. Dominion shall be responsible for providing all training materials required to support acceptance testing, and for training Department personnel to undertake Acceptance Testing.
- e. Dominion and the Department shall finalize the development of the test plan and procedures prior to the Acceptance Testing phase.
- f. Dominion shall assist the Department in creating an Acceptance Testing log sheet, to be used as a control sheet showing which ICE, ICX, and ICC units have been tested and accepted. The log sheets will be completed individually for each unit and will note physical damage to the equipment and shall contain the results of each test conducted.

- g. A checklist template will be provided to the Department for printing and distribution during the acceptance test process. For each unit of equipment, Department personnel, in partnership with a Dominion technician, will complete the acceptance test for each unit received. Each form will be signed and retained by Department personnel with copies made or scanned for Dominion's records.
- h. Throughout the term of the Agreement, after delivery of Dominion Software or Dominion Hardware, Dominion and the Department will conduct acceptance testing. Such Acceptance Testing shall occur at a time mutually agreed upon the Department and Dominion, but no later than thirty (30) business days after installation.
- i. The Department shall provide Dominion with records that identify units that did not successfully pass Acceptance Testing. If defects are uncovered during testing that result in an unsuccessful test, the affected system component(s) will be rejected and the Department will provide written notice to Dominion stating the issues and reason for rejection. Upon receipt of notice, Dominion will have five (5) business days to repair or replace the affected System component.
- j. Upon completing Acceptance Testing, Dominion shall conduct System Readiness Testing no later than thirty (30) business days after the completion of Acceptance Testing.
- k. System Readiness Testing shall consist of end to end system tests that ensure that the system has been configured properly and that all parts are functioning together correctly for all pre-voting, voting and post-voting processes.
- l. Dominion shall follow the System Readiness Testing Procedures outlined in Chapter 4 of the California Use Procedures. As with Acceptance Testing, Dominion shall provide personnel on-site who are expert in the system.
- m. Department shall provide all necessary forms when creating and conducting the Readiness Testing election

### **3.5.2 Training (See Appendix G)**

#### **a. Training Department Personnel:**

During the implementation meetings, the Project Management Team will identify training materials that Dominion shall prepare including training manuals, website training videos, and technical reference manuals. The content of training materials and the methods of training shall meet the Department's requirements. Dominion will provide resources and trainings that develop personnel's technical proficiencies for using the new system and provide educational materials and opportunities to users of the new system, which includes poll workers.

Dominion's training shall focus on providing election administration personnel the necessary knowledge, as determined by the Project Management Team, for successful implementation and effective operation of the System.

#### **b. Poll Worker Training:**

Dominion shall provide finished content to the Department for use in training poll workers. The content shall include procedures on assisting voters at polling places. Additionally, the content will include manuals, forms and procedures and Dominion shall assist the Department in redesigning existing forms, manuals, and procedures according to the Department's requests in relation to implementing and using the System.

Dominion shall assist the Department in developing poll worker training guides, quick reference guides that poll workers can use to assist voters, and poll worker training videos. Dominion shall provide instruction manuals for poll worker training such as "train the trainer" materials. Dominion shall assist the Department in organizing materials and content and then observe a minimum of two mock poll worker training sessions that the Department conducts. Upon observing the mock training sessions, Dominion shall assess the accuracy and delivery of information to poll workers regarding the System and provide recommendations to the Department on improving poll worker training.

### **3.5.3 Removal of Department's Existing Election Equipment**

Dominion shall remove the City's current voting system, at no cost to the City, in accordance with the SOS' requirements for disposal of voting systems.

## **4 Ongoing Support / Election Support Services**

After the completion of the Implementation Phase, Dominion will assign a Customer Relations Manager (CRM) to directly support the Department's operation of the System. The CRM shall be knowledgeable in the System's operations and the support services associated with the Department's use of the System. In addition, Dominion will provide the Department with technical support through the term of the Agreement in relation to storing, maintaining, and operating the System at no additional cost.

### **4.1 Ballot Programming and Election Definition Services**

- a. Dominion shall provide election definition services (ballot layout, audio ballot content in all required languages, and ballot test deck files) for the November 2019, March 2020, and November 2020 elections. At the Department's option, Dominion will continue to provide election definition services following the November 2020 election for a cost of \$69,500 per election.
- b. Dominion shall provide the memory cards and USB flash drives necessary to transfer election files from Democracy Suite to each ICE tabulator, ICX ballot marking devices, and the ICC system.
- c. The Department shall review and approve, or identify issues in all ballot proofs and audio files that Dominion generates. The Department shall inform Dominion of any errors and Dominion shall rectify the issues within 24-hours at no additional cost to the Department.
- d. Democracy Suite shall support English, Spanish, Chinese (Cantonese and Mandarin), Filipino in both written and audio formats. Dominion will add additional languages requested by the Department.

- e. The content associated with the definition of elections may be imported or uploaded. Democracy Suite shall provide the capability for editing all ballot layout files in all languages identified by Department and reorganizing the placement of contests and voting targets and to edit text and graphics according to the most efficient use of space on the ballot.
- f. Democracy Suite shall create all ballots, i.e. vote-by-mail, precinct, voting center, and audio ballots, from the same content used to define an election. Democracy Suite shall allow audio files using recorded human voices and/or voice simulation programs.
- g. Democracy Suite shall support profile data such as voting locations, precincts, political subdivisions, offices, and party affiliations. Democracy Suite shall support the use of the Department's profile data for simultaneously conducting multiple elections by multiple users such as the City's Board of Education elections involving non-citizen voters.
- h. Dominion shall use the same candidate and contest information files to create the paper ballots, the digital ballots, audio ballots, remote accessible vote-by-mail ballots, sample ballots, and test ballots.
- i. Democracy Suite shall generate PDF files of ballot-related content for full-sized, press-ready ballot artwork. To create ballots, Democracy Suite shall provide options to control fonts, line weights, determine the number of columns, include multiple languages on one ballot card, create multi-card ballots with content appearing on both sides of all of the cards, provide for formatting content in both portrait-style and landscape orientations, and allow for ballot-card headers of different colors. Democracy Suite shall allow for final ballot proofs that are 8.5 inches in width and variable lengths of 11, 14, 17, 18, 19, 20 and 22 inches. Based on the amount of ballot content and the scanning equipment's capabilities, the Department will determine the appropriate length of the ballots for an election.
- j. The System shall generate accessible ballot content such as large-print formats. Additionally, the System shall generate accessible sample ballots in PDF or other accessible format that allows the Department to post the sample ballots on its website which are compatible with commonly used screen-reading technology.

- k. The Department will post ballot images on the Department's website to increase transparency of the voting system. Dominion shall assist the Department in determining the resources and procedures necessary, and provide the technical assistance, to post all ballot images, cast vote records, and voting equipment transaction logs for members of the public to use and review, including AuditMark summaries.

#### **4.2 Democracy Suite Remote Access Vote by Mail System**

- a. Dominion shall provide voters covered under the UOCAVA and voters with disabilities with online, accessible sample ballots and remote accessible vote-by-mail ballots through Democracy Suite's ImageCast Remote Accessible Vote by Mail (RAVBM) system. The RAVBM system must function in accordance with applicable state and federal laws from the time of delivery through the entire term of this Agreement for the purpose of conducting elections.
- b. Dominion shall provide the RAVBM system to the Department, and shall complete all training for the Department in sufficient time for the Department to fully implement and utilize the Software by all applicable deadlines for the elections occurring November 2019, and afterwards, including the deadlines set forth in the California Elections Code and the City's Municipal Elections Code.
- c. Dominion shall deliver before each election an accessible sample ballot which enables voters to select, save, and print their choices for an election.
- d. The RAVBM system shall use the same ballot content files created for developing the paper ballots and the ICX ballots and will support content in English, Spanish, Chinese (Cantonese and Mandarin), and Filipino, and be capable of incorporating additional languages upon the Department's request.
- e. Dominion shall assemble all products immediately after all election preparation is completed and all required data files are finalized.
- f. Dominion shall provide all RAVBM products and services according to the timelines that the Department has previously accepted. Prior to issuing products and services, however, Dominion will provide the Department with links that allow the Department to review all products and services before voters access the System. The links will provide the Department to fully review all ballot types in an election, their content, and their functionality.
- g. Dominion shall activate all products and services upon review and approval by the Department and on the dates agreed to by Dominion and the Department. Dominion shall not activate any product or service until after the Department's review and approval.
- h. After each election, Dominion shall provide the Department with a report that responds to questions 29, and 31-36, in the "Program Specific Questions" survey that

the Department must answer in relation to the Federal Voting Assistance Program. Additionally, Dominion shall provide such reports to the Department in relation to non-federal elections in which the RAVBM is utilized.

### 4.3 Support Hours / Response Times

The following table represents timeframes by which Dominion shall respond to the Department’s requests for technical assistance or notice that any Error, Defect, or Malfunction in any Firmware, Hardware or Software component of the System.

Phase	Type of Support	Initial Response	Technical Review Completed	Full Resolution of Issue
Outside an Election Period (After the most recent election is certified until 120 days before the next election).	On-site, telephone, and, video calls.	No later than the next business day.	No later than two business days.	No later than 10 business days.
During definition of the election and the creation of ballots (120 days before Election Day through 60 days before Election Day).	On-site, telephone, and video calls.	No later than four hours.	Within 24 hours.	Within 48 hours.
From mailing of military and overseas ballots, 60 days before Election Day, through the day before Election Day.	On-site, telephone, and video calls.	Within 30 minutes.	Within two hours.	Within four hours.
On Election Day	On-site.	Immediate.	Within 60 minutes.	Within one hour.
The day after Election Day until election is certified.	On-site (if requested), telephone, and video calls.	Within 30 minutes.	Within two hours.	Within four hours.
During a recount	On-site (if requested), telephone, and video calls.	Within six hours.	Within 24 hours.	Within the next business day.

### 4.4 Project Management

- a. Starting fourteen (14) weeks before each Election Day and continuing seven (7) calendar days before Election Day, either the Project Manager (Implementation Phase) or Customer Relations Manager (ongoing support) will be onsite (either at the Department’s main office in City Hall or the Department’s Warehouse), or available by cell phone, Monday through Friday, during the Department’s regular business hours, to provide election-related support services.



- b. Starting seven (7) calendar days before Election Day and continuing until completion of the Statement of the Votes, the Project Manager or CRM shall be onsite or available by cell phone to answer questions or respond to problems or concerns regarding voting, tabulation, the System's Hardware and Software, the aggregation or tabulation of voting data, canvass, audit data, or the reporting of election results.

#### **4.5 Pre-Election Logic and Accuracy Testing**

- a. The Department will conduct Pre-Election Logic and Accuracy Testing (Pre-LAT) on all ICE, ICX, and ICC equipment using paper ballot test decks, rather than simulation scripts. The Pre-LAT procedures will involve programming all voting machines with the final election definition and scanning hand-marked or pre-marked (computer generated) test decks through each tabulator. After test decks have been scanned and the results report tapes have been verified, test results will be uploaded into Democracy Suite's Results Tally and Reporting module.
- b. Dominion will have technical support personnel available onsite throughout the Pre-LAT process who can identify the reasons for any issues or errors and resolve any equipment malfunctions that require repairs, including conducting repairs of equipment onsite in the Department's warehouse or City Hall office.

#### **4.6 Accessibility Improvements**

- a. Dominion, in conjunction with the Department's Voting Accessibility Advisory Committee (VAAC) will annually organize a meeting to facilitate VAAC members providing feedback to Dominion regarding the accessibility and usability of the System. The VAAC members will also provide Dominion with recommendations to improve the accessibility and usability of the System.
- b. Dominion and the VAAC will prepare meeting notes from these sessions that record the recommendations to improve the System and Dominion's initial responses. During the session, Dominion will indicate the timeframe in which the VAAC will receive responses to the recommendations.

- c. Dominion and the Department's VAAC will also annually organize a regional meeting of Bay Area Counties' VAACs to further discuss and share information regarding accessibility and usability improvements to the System.
- d. During the meetings, Dominion will update the VAAC on upcoming improvements to the System in relation to accessibility and usability that will be developed and included in the next iteration of the voting system submitted to the SOS for review and certification. Additionally, Dominion will inform the VAAC on whether the recommendations to improve the voting system require significant development and whether the recommendations are feasible to include in future iterations of the System that are submitted to the SOS for review and certification.

#### **4.7 Vote-By-Mail Ballot Processing**

Dominion will provide technical support onsite during the Department's office hours when the Department processes vote-by-mail ballots beginning at the earliest E-12 (12 days before Election Day) and continuing until the completion of the canvass.

#### **4.8 Election Day Support**

Dominion shall provide qualified and competent personnel during this Agreement in each of the following areas to assist and enable the Department's personnel to successfully conduct each Election.

In addition to the Project Manager and the Customer Relations Manager, the Election Day personnel will include:

- a. At least 22 individuals who are trained technicians on the System (2 per district for the City's 11 Supervisorial districts) to respond to reports of Errors, Defects, and Malfunctions at the polling place level and resolving issues so voting can continue using the System. Dominion shall provide the training materials and training timelines applicable to prepare the technicians for their assignments to the Department no later than 60 days before each election for the Department's review. The Department shall inform Dominion of necessary changes or updates to incorporate into the training materials or timelines no later than 30 days before each election.

**Responsibilities:** Throughout Election Day, the field technicians will drive themselves to assigned polling places and follow a series of equipment checks to verify that the System is set-up properly by the poll workers and to confirm that the System is operating properly throughout the day for voters.

**Equipment Troubleshooting Guide:** Dominion will prepare a guide that lists common voting equipment issues with resolutions to use as the basis for training the 22 field technicians. Dominion shall provide this guide of common voting equipment issues and their resolutions to the Department no later than 60 days before each Election Day. The Department will provide feedback no later than 30 days before Election Day. Dominion must state in writing if any feedback provided by the Department is not incorporated into the guide and the reasons for not incorporating the Department's feedback.

**Transportation:** Dominion will be responsible for providing vehicles for the field technicians to use when driving themselves to polling places throughout Election Day.

- b. At least five individuals situated in the Department's City Hall Election Center to respond to calls from polling places regarding voting equipment incidents and who can assign field technicians to resolve any issues related to malfunctioning equipment at the polling places.

**Support:** Dominion's Election Center team will be the point of contact on technical matters regarding the voting equipment for the 22 field technicians and the Election Center team will be capable of providing additional guidance to the field technicians to support the technicians in resolving equipment issues at the polling places.

**Communication:** Dominion's Election Center personnel will be responsible for maintaining constant communication with the field technicians throughout Election Day to respond to and report incidents associated with the voting equipment.

- c. At least two additional, experienced technical support personnel who are primarily situated near the Election Center and can provide expert, advanced knowledge to the field technicians in troubleshooting equipment incidents and serving as a resource to the Department and the personnel in the Election Center.
- d. Dominion shall provide a list to the Department of all personnel assigned to the Election Center no later than 113 days before Election Day. The list shall indicate the role each person will fill in relation to this Agreement and their experience supporting the System.
- e. Following each election, Dominion will provide the Department a written report of Election Day support operations and resolutions of incidents associated with voting equipment. Dominion will provide this report no later than E+38 (38 days after Election Day).

#### **4.9 Delivery and Retrieval of Equipment**

At the Department's option for each election, Dominion will organize and pay for the services of a drayage company to assist the Department in the delivery and retrieval of voting equipment and supplies to and from the polling places. The deliveries of supplies will include all polling place equipment, non-system equipment (i.e. booths, tables, chairs owned by the Department), ancillary devices and supplies according to the Department's timetables and instructions.

- a. The Department will provide information regarding the equipment to be included in the deliveries and retrievals. Dominion and the Department will meet with the drayage company to schedule timelines and routes and the required number of trucks to meet each day's delivery schedules.
- b. Dominion shall set criteria, which the Department must approve, and by which Dominion, the drayage company, and the Department will determine the drayage company's success in fulfilling its obligations. The amount of any final payments that Dominion provides to the drayage company will be based on the levels the company met all criteria.

- c. The Department will provide the schedule and route assignments for the equipment delivery and retrieval and will handle all communications with polling place owners.
- d. At the Department's option for elections through 2020, Dominion will provide resources to assist the Department to stage the voting equipment, such as in precinct order, for delivery to polling places.
- e. The Department will be responsible for staging the polling place supplies for delivery. The drayage company will be responsible for loading equipment and polling place supplies onto the trucks, as well as offloading all materials when returned from polling places.
- f. If the Department decides to organize the services of a drayage company for an election, the Department will provide notice to Dominion within six months of Election Day. Accordingly, payments to Dominion under this Agreement shall be reduced according to the amount of the most recent invoice amounts Dominion paid to a drayage company for delivering and retrieving voting equipment and supplies to and from polling places. Dominion shall provide the invoices associated with drayage upon the Department's request.

## **4.10 Post-Election Support**

### **4.10.1 Official Canvass**

Dominion will provide instruction regarding Democracy Suite's generation of reports associated with conducting the official canvass including, but not limited to Interim, Semi-Final, and Final Statement of the Votes reports. Dominion will be available to assist the Department's personnel in generating canvass-related reports for elections through the November 2020 election cycle. Dominion shall provide sample procedures and recommendations for the Department to review while developing San Francisco-specific canvass processes.

### **4.10.2 One Percent Manual Tally**

The Department will conduct the one-percent manual tally required during the official canvass. Dominion shall provide sample procedures and recommendations for the Department to review while developing San Francisco-specific canvass processes.

Additionally, Dominion will assist the Department in developing procedures to conduct one percent manual tallies if state elections law allows use of ballot images to conduct tallies of votes cast when conducting the official canvass.

### **4.10.3 Ballot Audit and Review Module**

Dominion shall provide the City with a Ballot Audit and Review Module (Module). The Department will place the Module on its website starting with the November 2019 election to allow members of the public to search ballot images in an election for votes cast for specific candidates and measures. The Module will allow members of the public to evaluate images of ballot markings, to tally vote totals, and to note questions on ballot markings according to how the voting system interpreted specific votes cast for certain candidates and measures.

Dominion expects to provide this Module for the November 2019 election, even if in a partially developed form in which all functionalities have not yet been incorporated.

#### **4.10.4 Post-Election Risk Limiting Auditing**

Dominion will assist the Department in incorporating the third-party open source post-election risk-limiting auditing (RLA) system developed by Free and Fair for use in the State of Colorado. The Free and Fair RLA open source RLA system utilizes Dominion's Cast Vote Record, which is a JSON file, and ballot images, to evaluate the specific ballots for manual auditing. Dominion will facilitate the Department's implementation of risk-limiting auditing of election results as early as 2020, which may include the conducting of a one-percent manual tally during the official canvass while also concurrently testing processes to implement post-election risk-limiting audits.

Dominion will assist the Department in implementing risk-limiting post-election auditing of election results using the methods listed below.

- a. Ballot-level comparisons using the system's cast vote records or adjudication programs or applications.
- b. Simultaneous audits of multiple contests.
- c. Using appended adjudication records in a manner similar to conducting transitive audits of results.
- d. Producing a ballot manifest that allows for identifying and gathering the physical, randomly selected ballot cards for auditing. For example, configuring the system's scanners to imprint an inventory number or code onto ballot cards after scanning occurs. Further, implement a process by which the system exports the numbering in a manner the Department uses as a cross-reference when gathering cards that were randomly selected for auditing.

Dominion will assist the Department in identifying resources and experts relevant to developing risk-limiting post-election auditing for ranked-choice voting contests using open source software. Dominion will collaborate with the Department to develop risk-limiting audits for ranked-choice contests for implementation in San Francisco as early as the November 2020 election.

#### **4.10.5 Recount**

The System shall support recount processes that utilizes either the physical ballots or the ballot images with the appended AuditMark interpretation of vote markings, Cast Vote Records, and EMS Statement of the Votes reports. Dominion shall provide examples of recount procedures that the Department can review when creating procedures for recounts.

### **4.11 System Maintenance**

- a. During the term of the Agreement, Dominion shall be responsible for maintenance of the System, which shall be performed on-site. Dominion shall provide the personnel, equipment, and material, including spare or repair parts, required to perform on-site maintenance of the System and its components. Maintenance shall include, but not be limited to, the repair or replacement of any failed Software, Hardware, device or other System component. At the beginning of each calendar year during this Agreement, Dominion shall provide the Department with a maintenance plan and timetable for routine maintenance for the Department's review.
- b. Dominion shall inform the Department of the date, time and location of all maintenance services, and the Department, in its sole discretion, may observe these activities. Dominion shall provide documentation to the Department in a format approved by the Department that details all maintenance actions and malfunctions, defects, or errors discovered in the system or any of its components during system maintenance.
- c. Dominion shall maintain a quality control system, covering all aspects of design, fabrication, testing, delivery, calibration and support of the System, including any modifications made thereto. This quality control system shall include documentation of all inspections and tests performed on the system and its components, and any system modifications. Dominion shall provide this documentation to the Department on a quarterly basis, in a format approved by the Department.



- d. Dominion shall provide one (1) preventive maintenance inspection on an annual basis, no earlier than one calendar year after delivery and upon an agreed upon timeframe each succeeding year. Such inspection shall be conducted by Dominion technicians at a mutually agreed time, date and location. The review will follow prescribed criteria and steps approved by the Department. If during this inspection Dominion's technicians determine that any equipment part or component is defective or in need of replacement, Dominion shall replace the same.

#### **4.11.1 Repair Parts**

- a. Dominion shall provide, at its own cost, an inventory of parts and accessory items required to maintain all voting equipment in operating condition. Dominion will provide a listing of inventoried parts and accessory items. The inventory list will indicate the number of parts and accessory items Dominion will ensure are readily available and present in the City's office or warehouse locations.
- b. The Department shall provide secure storage space for Dominion to maintain an inventory of the parts and accessory items necessary to maintain all voting equipment in operating condition. Dominion shall provide the Department with a listing and quantities of all parts and accessory items that Dominion maintains.
- c. Repair or replacement of parts because of normal wear-and-tear is governed by Appendix E (Firmware/Software License and System Warranties).

**APPENDIX B**  
**PAYMENT SCHEDULE**

<b>Payment</b>	<b>Amount</b>	<b>Description</b>
<b>Year 1 - First Payment</b>	\$500,000	Contractor to invoice upon City's final approval of Agreement
<b>Year 1 - Second Payment</b>	\$1,500,000	Contractor to invoice upon City's Acceptance of Hardware
<b>Year 1 - Third Payment</b>	\$160,000	Contractor to invoice upon City's certification of November 5, 2019 election
<b>Year 2 – First Payment</b>	\$1,850,000	Contractor to invoice one year after City's final approval of Agreement
<b>Year 2 – Second Payment</b>	\$125,000	Contractor to invoice upon City's certification of March 3, 2020 election.
<b>Year 2 – Third Payment</b>	\$125,000	Contractor to invoice upon City's certification of November 3, 2020 election.
<b>Year 3 – Annual Payment</b>	\$2,100,000	Contractor to invoice two years after City's final approval of Agreement
<b>Year 4 – First Payment</b>	\$1,850,000	Contractor to invoice three years after City's final approval of Agreement
<b>Year 4 – Second Payment</b>	\$125,000	Contractor to invoice upon City's certification of March 8, 2022 election.
<b>Year 4 – Third Payment</b>	\$125,000	Contractor to invoice upon City's certification of November 8, 2022 election.
<b>Year 5 (option) – Annual Payment</b>	\$2,100,000	Contractor to invoice four years after date of City's final approval of Agreement

<b>Year 6 (option) – Annual Payment</b>	\$2,100,000	Contractor to invoice five years after date of City’s final approval of Agreement
<b>TOTAL</b>	\$12,660,000	

**NOTE:** Any invoices that Contractor submits to City under this Agreement shall be inclusive of all applicable taxes.

## Appendix C Milestones

<b>Table A - Critical Milestones:</b>	<b>Deadline</b>
1. Acceptance testing is completed.	E-90
2. Training for all personnel is completed.	E-90
3. Official canvass is completed.	E+30
4. Election is certified.	E+30

<b>Table B - Project Plan Standard Milestones: System Implementation</b>	<b>Deadline</b>
1. Dominion provides list of Product Specialists assigned to implement the system.	Two weeks after City's final approval of Agreement
2. Dominion provides list of Additional Personnel assigned to implement the system.	Two weeks after City's final approval of Agreement
3. Acceptance testing is completed.	E-90
4. Dominion installs entire system.	Within 21 days of City's final approval of Agreement
5. End-to-end testing is completed.	Within seven days from when Dominion installs entire system
6. Training schedules finalized.	Two weeks after City's final approval of Agreement
7. Training for all personnel is completed.	E-90
8. Dominion provides final proofs of outreach materials.	E-222
9. Dominion provides final proofs of poll worker training materials.	E-222
10. Election is defined.	E-45
11. Dominion completes paper, audio, and digital ballots for Department's review.	E-75
12. Department approves final ballot proofs.	E-62
13. Remote accessible vote-by-mail system fully activated.	E-60
14. Logic and accuracy testing is completed.	E-20
15. Delivery of system to polling places is completed.	E-1
16. Retrieval of system from polling places is completed.	E+8
17. Official canvass is completed.	E+30
18. Election is certified.	E+30

<b>Project Plan Standard Milestones: Support Services</b>	<b>Deadline</b>
1. Ballots	
a. Pre-election meeting to set schedules for ballot production.	E-113
b. Department approves ballot production schedule.	E-92
c. Dominion provides list of personnel assigned to ballot-related work for the Department's approval.	E-99
d. Weekly meetings during ballot production timeframe.	E-90 – E-75

<b>Project Plan Standard Milestones: Support Services</b>	<b>Deadline</b>
e. Dominion completes ballot production.	E-75
f. Department approves final ballot proofs for paper, audio, and digital ballots.	E-68
2. Content for poll worker training	
a. Dominion to provide support and documentation to Department for use with Department's online training tutorials for poll workers.	E-250
b. Dominion to provide a description and samples of the curriculums and methods that are most effective in training poll workers on the new system.	E-250
c. Dominion to provide a listing and description in a troubleshooting guide of the most common system malfunctions that occur at polling places for the Department's review and incorporation into poll worker training sessions.	E-250
d. Dominion to provide support and documentation to Department for use with Department's online training tutorials for poll workers.	E-250
e. Dominion to provide draft forms, procedures, and methods that represent model materials and approaches to training poll workers in learning of the new system and for serving voters at polling places on Election Day.	E-250
f. Department to provide feedback on the model forms, procedures, and methods submitted by Dominion.	E-236
g. Dominion to provide final products regarding forms, procedures, and methods that incorporate the Department's feedback for training poll workers on learning the new system and serving voters at polling places on Election Day.	E-222
3. Content for outreach	E-250
a. Dominion to provide support and documentation to Department for use with Department's online training tutorials for poll workers.	E-250
b. Dominion to provide a description and samples of the methods that are most effective in training voters on the new system for the Department's review.	E-250
c. Dominion to submit a draft outreach plan for the Department's review that highlights best practices for educating voters to use the new system upon implementation.	E-250
d. Dominion to provide draft digital and online content for educating voters for the Department's review.	E-236
e. Dominion to submit an outreach plan that incorporates the Department's feedback for educating voters on using the new system.	E-236
f. Dominion to provide final digital and online product for educating voters on using the new system.	E-222
4. Remote Accessible Vote by Mail System (RAVBM) Ballot	
a. Set implementation schedule	E-183
b. Submit final drafts to Department	E-75
c. Review links	E-75

<b>Project Plan Standard Milestones: Support Services</b>	<b>Deadline</b>
d. Update content after review	E-68
e. Final ballot content	E-62
f. Activate ballot content	E-60
5. Assign Dominion technical personnel to support Pre-Election Logic and Accuracy Testing (Pre-LAT)	
a. Set schedule for Dominion technical support personnel to be on-site at Department	E-113
b. Fulfill required inventory of extra parts	E-113
c. Provide tracking logs to Department on equipment issues, for Department's approval	E-113
d. Provide final tracking logs listing equipment issues after Pre-LAT.	E-15
6. Voting Accessibility Advisory Committee (VAAC) meetings	
a. Schedule Dominion personnel to participate in SF VAAC meeting	E-218
b. Provide follow up letter regarding issues discussed during the SF VAAC meeting and explanations on whether any issues will be remedied or included in future iterations of the system, and the timelines for such remedies or iterations.	E-197
c. Schedule Dominion personnel to participate in Bay Area VAAC meeting	E-218
d. Provide follow up letter regarding issues discussed during the Bay Area VAAC meeting and explanations on whether any issues will be remedied or included in future iterations of the system, and the timelines for such remedies or iterations.	E-176
7. Technical support for Vote-by-mail processing	
a. Provide Department, for its approval, schedule of Dominion personnel who will be on-site to provide technical support during processing of vote-by-mail ballots.	E-113
b. Schedule meeting with Department to review level of technical support for processing vote-by-mail ballots in relation to the most recent election.	E-113
8. Election Day Support	
a. Provide Department, for its approval, a list of Dominion personnel proposed for assignment to the Election Center.	E-113
b. Dominion to provide a listing and description of the most common system malfunctions that occur at polling places for the Department's review and incorporation into training sessions for Dominion and Department Election Day support personnel.	E-250
c. Provide Department with summary of equipment issues Dominion personnel responded to, resolved, could not resolve, and provide information according by precinct and equipment item number.	E+4
d. Provide Department with drafts of troubleshooting guide that Dominion's 22 field technicians will use on Election Day, drafts of training materials for Election Center personnel, and draft timelines for training Election Center personnel.	E-60

<b>Project Plan Standard Milestones: Support Services</b>	<b>Deadline</b>
e. Department to provide feedback on draft troubleshooting guide, draft training materials, and draft timelines.	E-30
f. Dominion to provide, in writing, reasons any feedback from the Department is not incorporated into the troubleshooting guide, training materials or timelines.	E-25
<b>9. Delivery and Retrieval of Voting Equipment to and from polling places.</b>	
a. Department to receive from Dominion the criteria applied toward determining responsibilities and level of payments.	E-113
b. Department to provide feedback on criteria.	E-102
c. Dominion and Department will develop schedules for deliveries and retrievals.	E-250
<b>10. Results Tally and Reporting (RTR) Ballot Image Review and Audit</b>	
a. Dominion to provide written materials providing a description of the RTR feature for reviewing ballot images for audit purposes.	E-250
b. Dominion to provide schedule for training the Department on the RTR feature for reviewing ballot images for audit purposes for the November 2019 election.	E-218
<b>11. System Maintenance</b>	
a. Dominion to provide a schedule for performing equipment maintenance for the Department's approval.	2 <sup>nd</sup> Monday in January, annually (starting 2020)
b. Dominion to provide documents, forms, log sheets, and procedures associated with equipment maintenance to the Department for its review and approval.	2 <sup>nd</sup> Monday in February, annually (starting 2020)
c. Dominion to provide list of qualifications for personnel performing system maintenance for the Department's review and approval.	2 <sup>nd</sup> Monday in February, annually (starting 2020)
d. Dominion to maintain an inventory of parts and accessory items to maintain all voting equipment.	2 <sup>nd</sup> Monday in February, annually (starting 2020)
e. Dominion will provide inventory lists associated with system maintenance to the Department (60 days before the start of Pre-LAT, annual system maintenance) and maintain the inventories at such levels through the election cycle.	E-90

## APPENDIX D EQUIPMENT LIST

Equipment Name	
<b>ImageCast X Touchscreen Ballot Marking Device (Hardware and Software)</b>	
Quantity	Component
630	ImageCast X Ballot Marking Device voting terminal with 20" touch screen
630	ImageCast X Ballot Marking Printer
630	ImageCast X Ballot Marking Device transport bag for voting terminal and printer
1000	Poll worker smart card
100	Technician smart card
100	8 gigabyte USB flash drive
630	Uninterruptable power supply
630	Accessible Voting Booth
630	Audio-Tactile Interface and headphones
<b>ImageCast Evolution Scanner and Tabulator (Hardware and Software)</b>	
Quantity	Component
630	ImageCast Evolution Scanner and Tabulator Hardware (Each device consists of the following components)
2	Optical imaging heads for creating a duplex-scanned image of each side of the ballot
1	Integrated 19" (diagonal), full-color, LCD touch screen display
1	Internal thermal printer and one (1) paper roll for generating reports.
1	Integrated inkjet printer for producing marked paper ballots for voters who use the ICE as an accessible ballot-marking device
2	Administrative security keys (iButtons).
1	motorized paper feed mechanism for detecting and moving the ballot cards within the scanner.
1	Internal battery which is rated to provide a minimum of two (2) hours of normal use in the absence of AC power.
630	Audio-Tactile Interface (630), one for each ICE unit.
630	Sets of headphones to connect to each ATI controller.
630	Ballot Boxes: each ICE includes a textured molded plastic ballot box comprised of three compartments.
50	Technician ibuttons
1260	Eight gigabyte compact flash memory cards
<b>ImageCast Central Count Scanner (Hardware and Software)</b>	
Quantity	Component
12	Canon DR-G1130 high speed document scanners
12	All-in-one desktop workstations
12	iButtons and quiButtons capable of both reading and writing data.
<b>Election Management System Hardware</b>	
Quantity	Component
1	Election Definition Server
2	Tabulation and Reporting Servers
9	System Workstations
1	Election Definition Workstation
2	Tabulation and Reporting Workstation



Equipment Name	
6	Adjudication Workstations
1	External Media Reformatting Station
3	Compact Flash Reader/Writers
3	iButton Reader/Writers
2	Dell Switches, 24 port
16	Network Cables CAT6 UTP Patch Cables
2	EMS Report Printers Canon LBP6230
14	24" Computer Monitors

## APPENDIX E

### FIRMWARE/SOFTWARE LICENSE AND SYSTEM WARRANTIES

1.1. “Specifications” means descriptions and data regarding the features, functions and performance of the Firmware and Software, as set forth in user manuals or other applicable documentation provided by Contractor.

1.2. “Third-Party Products” means any software or hardware obtained from third-party manufacturers or distributors and provided by Contractor hereunder.

#### 2. Firmware and Software License Terms.

2.1. License Limitations. City’s use of the Firmware and Software pursuant to the License granted in the Agreement is subject to Sections 4.1.2 and 4.1.3 of the Agreement and the additional terms herein. The License shall only be effective during the Term of the Agreement and cannot be transferred or sublicensed.

2.2. Print Copyright License. Subject to the Print Copyright License terms and conditions as defined in Schedule A attached hereto, Contractor grants to City a non-exclusive, non-transferable print copyright license as defined in Schedule A.

2.3. Third-Party Products. When applicable, Contractor hereby sublicenses any firmware or software that constitutes or is contained in Third-Party Products, in object code form only, to City for use during the Term of the Agreement.

2.4. No Other Licenses. Other than as expressly set forth herein, (a) Contractor grants no licenses, expressly or by implication, and (b) City’s entering into the Agreement will not be deemed to assign any intellectual property rights of Contractor to City or any third party. Contractor agrees not to use the Firmware or Software for elections outside the City’s jurisdiction. The City shall have no power to transfer or grant sub-licenses for the Firmware or Software. Any use of all or any portion of the Firmware or Software not expressly permitted is strictly prohibited.

3. **Upgrades and Certification**. During the Term of this Agreement, Contractor may provide Upgrades to City under the following terms and conditions.

3.1. Upgrades. In the event that Contractor, at its sole discretion, certifies a Software Upgrade under the applicable laws and regulations of the State of California, Contractor shall make the certified Software Upgrade available to the City at no additional cost.

3.2. Certification Requirement. Notwithstanding any other terms of this Agreement, Contractor shall not provide, and shall not be obligated to provide under this Agreement any upgrade, enhancement or other software update that has not been certified under the applicable provisions of the election laws and regulations of the State of California.

4. **Prohibited Acts**. The City shall not, without the prior written permission of Contractor:

4.1. Transfer or copy onto any other storage device or hardware or otherwise copy the Software in whole or in part except for purposes of system backup;

4.2. Reverse engineer, disassemble, decompile, decipher or analyze the Software in whole or in part;

4.3. Alter or modify the Software in any way or prepare any derivative works of the Software or any part of parts of the Software;

4.4. Alter, remove or obstruct any copyright or proprietary notices from the Software, or fail to reproduce the same on any lawful copies of the Software.

**5. Return of Firmware and Software.** Upon termination or expiration of this Agreement, City shall forthwith return to Contractor all Firmware and Software in its possession or control, or destroy all such Firmware and Software from any electronic media, and certify in writing to Contractor that it has been destroyed.

**6. Warranties.** The following warranties shall apply.

6.1. Hardware Warranty Terms. Contractor warrants that when used with the hardware and software configuration purchased through or approved by Contractor, each component of Hardware will be free of defects that would prevent the Hardware from operating in conformity in all material respects with the Documentation provided by Contractor. The Hardware Warranty shall remain in effect for the term of the Agreement.

6.2. Hardware Warranty Services. If any Hardware component fails to operate in conformity with its specifications during the warranty period, Contractor shall provide a replacement for the Hardware component or, at Contractor's sole option, shall repair the Hardware component, so long as the Hardware is operated with its designated Dominion Software and with third party products approved by Contractor for use with the Hardware. The following conditions apply to the Hardware warranty:

6.2.1. Contractor shall perform one (1) on-site preventative maintenance inspection ("PM") per year on Hardware during the Agreement Term at a time mutually agreed to by the Parties. This on-site PM is expected to be scheduled at least ninety (90) days prior to requested test date. Contractor shall perform the annual PM and will replace any and all parts that fail due to normal use during the warranty period. There are no additional charges for parts covered by this warranty.

6.2.2. The following services are not covered by this Agreement, but may be available at Contractor's current time and material rates:

6.2.2.1. Replacement of consumable items including but not limited to batteries, paper rolls, ribbons, seals, smart cards, and removable memory devices, scanner rollers, disks, etc.;

6.2.2.2. Repair or replacement of Hardware damaged by of accident, disaster, theft, vandalism, neglect, abuse, or any improper usage;

6.2.2.3. Repair or replacement of Hardware modified by any person other than those authorized in writing by Dominion;

6.2.2.4. Repair or replacement of Hardware from which the serial numbers have been removed, defaced or changed.

6.3. Third-Party Products. The warranties herein do not apply to any Third-Party Products. However, to the extent permitted by the manufacturers of Third-Party Products, Contractor shall

pass through to City all warranties such manufacturers make to Contractor regarding the operation of such Third-Party Products.

6.4. NO OTHER WARRANTIES. EXCEPT AS SET FORTH IN THE AGREEMENT AND HEREIN, LICENSOR DISCLAIMS ALL OTHER REPRESENTATIONS AND WARRANTIES, WHETHER WRITTEN, ORAL, EXPRESS, IMPLIED OR STATUTORY, INCLUDING ANY WARRANTY OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE AND ANY WARRANTY BASED ON A COURSE OF DEALING, COURSE OF PERFORMANCE OR USAGE OF TRADE.

## SCHEDULE A

### PRINT COPYRIGHT LICENSE TERMS AND CONDITIONS

**1. Definitions.** For the purposes of this Schedule A, the following are defined terms:

- 1.1. "Derivative Works" means any work that is based upon or derived from the Contractor's voting systems' ballots, including without limitation, sample ballots and voting booklets.
- 1.2. "Voting Systems' Ballots" means any ballot created for use with any voting system owned or licensed by the Contractor.

**2. Print Copyright License and Use.**

- 2.1. Copyright License Grant. Contractor grants to the City a non-exclusive, non-transferable copyright license to print, reproduce, distribute or otherwise copy the Contractor's Voting Systems' Ballots and any Derivative Works as necessary to conduct City elections, pursuant to the terms and conditions of this Schedule A.
- 2.2. Copyright License Use. Other than as expressly set forth herein, (a) Contractor grants no other licenses, expressly or by implication, and (b) Contractor's entering into and performing the Agreement will not be deemed to assign any intellectual property rights of Contractor to City or any third party, (c) the copyright license granted herein cannot be transferred or sublicensed. Further, City may only print or reproduce the Voting Systems' Ballots using printers that the California Secretary of State has certified for such use.

**3. No Copyright Warranties.** EXCEPT AS SET FORTH HEREIN, CONTRACTOR DISCLAIMS ALL REPRESENTATIONS AND WARRANTIES, WHETHER WRITTEN, ORAL, EXPRESS, IMPLIED OR STATUTORY, INCLUDING ANY WARRANTY OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE AND ANY WARRANTY BASED ON A COURSE OF DEALING, COURSE OF PERFORMANCE OR USAGE OF TRADE.

## APPENDIX F

### IMPLEMENTATION AND TRAINING SCHEDULE

The following schedule provides an overview of activities to occur during the Implementation Phase in advance of the November 5, 2019 general election. Dominion and the Department will adjust the schedule when the City has provided final approval of the Agreement.

Task Name	Duration	Start	Finish
<b>Implementation Planning</b>	<b>245 days</b>		
Contract Signed			
Kickoff Meeting	1 day		
Create Project Charter	1 day		
Approve Project Charter	1 day		
<b>Transition Planning</b>	<b>37 days</b>		
<b>Computer Room(s)</b>	1 day		
Walkthrough with Dominion Technical Lead and Department IT Resources	1 day		
Review setup / determine retrofit necessary	1 day		
Retrofit / Complete changes necessary for EMS installation	5 days		
<b>Warehouse Facilities</b>	1 day		
Walkthrough with Dominion Technical Lead and Department IT Resources	1 day		
Review setup / determine retrofit necessary	1 day		
Retrofit / Complete changes necessary for Warehouse equipment	5 days		
<b>Staff Training</b>	3 days		
Develop training schedule	1 day		
Determine training location(s)	1 day		
Identify training participants	1 day		
<b>Voter Education</b>	16 days		
Identify voter outreach activities	1 day		
Determine setup for outreach activities (equipment and database)	1 day		
Determine support / staffing level for outreach activities	1 day		
<b>Precinct Supplies</b>	16 days		
Review current precinct supplies	1 day		
Review recommended changes to precinct supplies with City and County of San Francisco	1 day		
<b>Election Processes</b>	16 days		
Complete system functional review with area/division managers	1 day		
Determine process / ballot handling flow	1 day		
<b>Poll worker Training</b>	15 days		
Complete equipment reviews with poll worker trainers / Department's warehouse personnel.	1 day		
Determine poll worker training scope and develop training program	1 day		
<b>Equipment Delivery, Installation, Configuration, Acceptance Training and Testing</b>	<b>25 days</b>		

<b>Election Management System Infrastructure (EMS)</b>	<b>10 days</b>		
EMS Delivery	1 day		
EMS Installation and configuration	3 days		
EMS Customer Acceptance Training	2 days		
EMS Customer Acceptance Testing	1 day		
<b>ImageCast Central Count Scanners (ICC)</b>	<b>1 day</b>		
ICC Delivery	1 day		
ICC Installation and Configuration	1 day		
ICC Customer Acceptance Training	1 day		
ICC Customer Acceptance Testing	1 day		
<b>ImageCast Evolution</b>	<b>8 days</b>		
ICE Device Delivery	1 day		
ICE Ballot Box Delivery	1 day		
ICE Installation and Configuration	4 days		
ICE Customer Acceptance Training	1 day		
ICE Customer Acceptance Testing	2 days		
<b>ImageCast X Ballot Marking Devices (BMD)</b>	<b>19 days</b>		
ICX Delivery	1 day		
ICX Installation and Configuration	3 days		
ICX Customer Acceptance Training	1 day		
ICX Customer Acceptance Testing	3 days		
Voting Booth Delivery	1 day		
Voting Booth Acceptance Testing	2 days		
Transport Bag Delivery	1 day		
Transport Bag Acceptance Testing	1 day		
<b>Remote Access Vote by Mail System (RAVBM)</b>	<b>3 days</b>		
RAVBM Configuration	1 day		
RAVBM Acceptance Training and Testing	2 days		
RAVBM Acceptance Testing	1 day		
<b>Documentation and Manuals</b>	<b>1 day</b>		
<b>Dominion to provide system documentation and manuals to Department</b>	<b>1 day</b>		
ImageCast Central (ICC) Administrator Training	1 day		
ImageCast Central (ICC) Operator Training	1 day		
Adjudication Training	1 day		
Results Tally and Reporting Training	1 day		
ImageCast X Administrator Training	1 day		
ImageCast X Operator Training	1 day		
ImageCast Evolution Administrator	1 day		
ImageCast Evolution Operator	1 day		
RAVBM Setup Training	1 day		
RAVBM Operator Training	1 day		
Train the Trainer: Pollworker Training	1 day		
<b>City and County of San Francisco to complete review of documentation</b>	<b>11 days</b>		
ImageCast Central (ICC) Administrator Training	11 days		
ImageCast Central (ICC) Operator Training	11 days		
Adjudication Training	11 days		

Results Tally and Reporting Training	11 days		
ImageCast X Administrator Training	11 days		
ImageCast X Operator Training	11 days		
Imagecast Evolution Administrator	11 days		
ImageCast Evolution Operator	11 days		
RAVBM Setup Training	11 days		
RAVBM Operator Training	11 days		
Train the Trainer: Poll worker Training	11 days		
<b>System Training Classes</b>	<b>15 days</b>		
ImageCast Central (ICC) Administrator Training	5 days		
ImageCast Central (ICC) Operator Training	5 days		
Adjudication Training	5 days		
Results Tally and Reporting Training	2 days		
ImageCast X Administrator Training	1 day		
ImageCast X Operator Training	1 day		
Imagecast Evolution Administrator	1 day		
ImageCast Evolution Operator	1 day		
RAVBM Setup Training	1 day		
RAVBM Operator Training	1 day		
Train the Trainer: Poll worker Training	2 days		
<b>Election Activities</b>	<b>84 days</b>	<b>Thu 8/15/19</b>	<b>Tue 12/10/19</b>
<b>Ballot Production / Creation</b>	15 days	<b>Thu 8/15/19</b>	<b>Wed 9/4/19</b>
Complete election definition (EED)	1 day	Thu 8/15/19	Thu 8/15/19
Proof Election Definition reports	1 day	Fri 8/16/19	Fri 8/16/19
Complete Styling of paper ballots (EED)	3 days	Sat 8/17/19	Tue 8/20/19
Generate Ballot proofs (EED)	1 day	Wed 8/21/19	Wed 8/21/19
Proof Ballots	2 days	Thu 8/22/19	Fri 8/23/19
Generate Audio (EED, AS, External)	1 day	Fri 8/23/19	Fri 8/23/19
Proof Audio	4 days	Sat 8/24/19	Wed 8/28/19
Generate Screen Content (EED)	1 day	Thu 8/29/19	Thu 8/29/19
Proof Screen Content (EED, ICX)	2 days	Fri 8/30/19	Mon 9/2/19
<b>Logic and Accuracy Testing</b>	<b>15 days</b>	<b>Mon 9/30/19</b>	<b>Fri 10/18/19</b>
Program USB Sticks	1 day	Mon 9/30/19	Mon 9/30/19
Program Poll worker cards	1 day	Tue 10/1/19	Tue 10/1/19
Load Election Files to ICXes	3 days	Wed 10/2/19	Fri 10/4/19
Load CF Cards on ICES	3 days	Fri 10/4/19	Tue 10/8/19
Load Activation files to ICVA	1 day	Thu 10/3/19	Thu 10/3/19
Load Election Files to ICCs	1 day	Fri 10/4/19	Fri 10/4/19
Mark Test Decks/Run VoteSim on ICXs	2 days	Mon 10/7/19	Tue 10/8/19
Tabulate/Scan Test Decks on ICES	2 days	Tue 10/8/19	Wed 10/9/19
Tabulate Test Decks on ICCs	2 days	Wed 10/9/19	Thu 10/10/19
Load CF Cards into RTR	2 days	Fri 10/11/19	Mon 10/14/19
Run Results Reports	1 day	Tue 10/15/19	Tue 10/15/19
Reset the system for the election	1 day	Wed 10/16/19	Wed 10/16/19
<b>Polling Place Voting</b>	24 days	<b>Mon 10/7/19</b>	<b>Thu 11/7/19</b>
Poll worker Training	25 days	Mon 9/30/19	Fri 11/1/19
City Hall Voting Center	22 days	Mon 10/7/19	Tue 11/5/19



In-person voting Begins	22 days	Mon 10/7/19	Tue 11/5/19
Deliver equipment to polling places	6 days	Mon 10/28/19	Mon 11/4/19
<b>Ballot Processing</b>	<b>17 days</b>	<b>Thu 10/24/19</b>	<b>Fri 11/15/19</b>
RAVBM Voting begins	60 days	Fri 9/6/19	Tue 11/5/19
Ballot Scanning and tabulation	17 days	Thu 10/24/19	Fri 11/15/19
Adjudication	17 days	Thu 10/24/19	Fri 11/15/19
Election Day	1 day	Tue 11/5/19	Tue 11/5/19
<b>Post Election</b>	<b>22 days</b>	<b>Wed 11/6/19</b>	<b>Thu 12/5/19</b>
Retrieval of Equipment from Polling Places	7 days	Weds 11/6/19	Wed 11/12/19
Identify batches or precincts to be audited	1 day	Wed 11/6/19	Wed 11/6/19
Run reports for manual tally	1 day	Thu 11/7/19	Thu 11/7/19
Complete manual tally	15 days	Fri 11/8/19	Thu 11/28/19
Compile the Statement of the Vote	1 day	Thu 11/28/19	Thu 11/28/19
Certify the election	1 day	Tue 12/3/19	Tue 12/3/19
Post Election / Post Implementation Debriefing	1 day	Tue 12/10/19	Tue 12/10/19

## APPENDIX G

### TRAININGS

The following table lists the subject matter for which Dominion shall provide materials and training to the Department's personnel.

The types of users listed in the table are defined accordingly:

- i. **Administrator:** Department personnel who will interact with or configure the System to generate election-specific materials.
- ii. **Manager:** Department personnel who will organize the resources and personnel to operate the System.
- iii. **Operator:** Department personnel who interact with the System's components under the supervision of Administrators and Managers.

Training Class Title	User Category	Class Objective	Class Overview	Number of Days/Hours
ICC Administrator	Administrators and/or Managers	Competence with the setup and configuration of the central count scanners, use of the central count scanners, and general troubleshooting during ballot scanning	<ul style="list-style-type: none"> <li>I. Central Count Scanning Overview               <ul style="list-style-type: none"> <li>a. Preparation                   <ul style="list-style-type: none"> <li>i. Ballot inspection</li> <li>ii. Working with folded ballots</li> </ul> </li> <li>b. Working with batches                   <ul style="list-style-type: none"> <li>i. Batch size</li> <li>ii. Batch tracking/manifests</li> </ul> </li> </ul> </li> <li>II. Using the ICC application and Canon scanners               <ul style="list-style-type: none"> <li>a. Overview of ICC workstation functionality and structure</li> <li>b. Loading election tabulation files to the ICC                   <ul style="list-style-type: none"> <li>i. Configuration of the application</li> <li>ii. Confirmation of scan options and settings</li> <li>iii. Producing a zero report</li> <li>iv. Opening polls</li> <li>v. Troubleshooting</li> <li>vi. Closing polls</li> <li>vii. Backing up data</li> </ul> </li> <li>c. Central Count Scanning                   <ul style="list-style-type: none"> <li>i. Loading ballots into the hopper</li> <li>ii. Accepting batches</li> <li>iii. Discarding batches</li> <li>iv. Handling misread ballots</li> <li>v. Diagnosing misread ballots</li> <li>vi. Troubleshooting</li> <li>vii. Cleaning the scanner(s)</li> </ul> </li> </ul> </li> </ul>	1 day
ICC Operator	Operators	Competence with the daily operations of central count scanning and basic troubleshooting during ballot scanning	<ul style="list-style-type: none"> <li>I. Central Count Scanning Overview               <ul style="list-style-type: none"> <li>a. Preparation                   <ul style="list-style-type: none"> <li>i. Ballot inspection</li> <li>ii. Working with folded ballots</li> </ul> </li> <li>b. Working with batches                   <ul style="list-style-type: none"> <li>i. Batch size</li> <li>ii. Batch tracking/manifests</li> </ul> </li> </ul> </li> <li>II. Using the ICC Application and Canon Scanners               <ul style="list-style-type: none"> <li>a. Overview of ICC workstation functionality</li> <li>b. Central Count Scanning                   <ul style="list-style-type: none"> <li>i. Loading ballots into the hopper</li> <li>ii. Accepting batches</li> <li>iii. Basic troubleshooting</li> </ul> </li> </ul> </li> </ul>	1 day

Training Class Title	User Category	Class Objective	Class Overview	Number of Days/Hours
Adjudication Administrator Training	Administrators and/or Managers	Competence with the setup and configuration of the adjudication setup for use in an election, operation of the application, supervisory /administrative functions of adjudication and general troubleshooting during adjudication activities	<ul style="list-style-type: none"> <li>I. Adjudication Overview               <ul style="list-style-type: none"> <li>a. Workflow: How ballots are delivered from ICCs</li> <li>b. Determining which ballots should be presented for adjudication</li> <li>c. Functions performed by adjudication operators.</li> <li>d. Daily adjudication procedures</li> <li>e. Best practices/ developing processes for determining voter intent</li> </ul> </li> <li>II. Preparing for Adjudication               <ul style="list-style-type: none"> <li>a. Setting up a new adjudication session</li> <li>b. Defining outstack /adjudication criteria</li> </ul> </li> <li>III. Adjudication of ballots               <ul style="list-style-type: none"> <li>a. Adding Marks</li> <li>b. Removing Marks</li> <li>c. Resolving Write-ins</li> </ul> </li> <li>IV. Administrative Functions               <ul style="list-style-type: none"> <li>a. Reviewing adjudicated ballots</li> <li>b. Making changes / corrections</li> <li>c. Submitting Batches</li> <li>d. Running reports</li> </ul> </li> <li>V. Back-up and Close out               <ul style="list-style-type: none"> <li>a. Backing up adjudication data and reports</li> <li>b. Closing out/ stopping adjudication</li> </ul> </li> </ul>	2 days
Adjudication Operator Training	Managers and / or Operators	Competence with the daily operations of ballot adjudication	<ul style="list-style-type: none"> <li>I. Adjudication Overview               <ul style="list-style-type: none"> <li>a. Workflow: How ballots are presented for adjudication</li> <li>b. Which ballots will be presented for adjudication</li> <li>c. Identifying why a ballot has been presented for adjudication</li> <li>d. Daily adjudication user procedures</li> </ul> </li> <li>II. Adjudication of ballots               <ul style="list-style-type: none"> <li>a. Adding Marks</li> <li>b. Removing Marks</li> <li>c. Resolving Write-ins</li> </ul> </li> </ul>	1 day

Training Class Title	User Category	Class Objective	Class Overview	Number of Days/Hours
Election Management System - Administrator	Administrators and/or Managers	Competence with the import of election definition data, completing election definition, laying out and styling paper ballots, importing dynamic and static audio files, styling screen content, creating tabulators and preparing the election project for an election.	<ul style="list-style-type: none"> <li>I. Election Preparation Overview <ul style="list-style-type: none"> <li>a. Workflow: Phases of election setup</li> <li>b. Applications used during election setup (EDT, EED, AS)</li> </ul> </li> <li>II. Import Election Definition Data <ul style="list-style-type: none"> <li>a. Working with external data from the voter registration system</li> <li>b. Preparing the import file</li> </ul> </li> <li>III. Layout/Style Paper Ballots <ul style="list-style-type: none"> <li>a. Determine consolidation level</li> <li>b. Layout ballots</li> <li>c. Style ballots</li> </ul> </li> <li>IV. Import/Edit Audio Files <ul style="list-style-type: none"> <li>a. Working with static audio (common sets of voter instructions)</li> <li>b. Working with and editing dynamic audio (audio associated with each election)</li> </ul> </li> <li>V. Styling on-screen content for ICX and ICE.</li> <li>VI. Defining tabulators and counting groups</li> <li>VII. Finalize and prepare database for Pre-LAT</li> </ul>	7 days

Training Class Title	User Category	Class Objective	Class Overview	Number of Days/Hours
Results Tally and Reporting Training	Administrators and/or Managers	Competence with the setup and configuration of the Results, Tally, and Reporting application, setting up all reporting configuration for an election, managing batches during ballot tabulation, supervisory functions, and general troubleshooting	<ul style="list-style-type: none"> <li>I. Results Tally and Reporting Overview <ul style="list-style-type: none"> <li>a. Workflow: How batches (result files) are delivered to the application</li> <li>b. Workflow: How batches are moved through RTR to Adjudication</li> <li>c. Navigating within the application</li> <li>d. User management (creating and managing application users)</li> </ul> </li> <li>II. Preparing the system <ul style="list-style-type: none"> <li>a. Enabling the project for adjudication</li> <li>b. Turning on automatic results loading</li> <li>c. Managing preferences</li> </ul> </li> <li>III. Working with Batches (results files) <ul style="list-style-type: none"> <li>a. Receiving batches (result files) from ICCs</li> <li>b. Loading Results files from ICES</li> <li>c. How to reject, reset, and/or delete batches (result files)</li> <li>d. Use cases for rejecting, resetting and/or deleting batches (result files)</li> </ul> </li> <li>IV. Reporting <ul style="list-style-type: none"> <li>a. Election summary report <ul style="list-style-type: none"> <li>i. Available report parameters</li> <li>ii. Available report filters</li> <li>iii. Report output formats</li> <li>iv. Report output review</li> </ul> </li> <li>b. Statement of the Votes Cast <ul style="list-style-type: none"> <li>i. Available report parameters</li> <li>ii. Available report filters</li> <li>iii. Report output formats</li> <li>iv. Report output review</li> </ul> </li> <li>c. Cards cast report <ul style="list-style-type: none"> <li>i. Available report parameters</li> <li>ii. Available report filters</li> <li>iii. Report output formats</li> <li>iv. Report output review</li> </ul> </li> </ul> </li> <li>V. Exports <ul style="list-style-type: none"> <li>a. Available exports</li> <li>b. Cast vote record export</li> <li>c. Image export</li> <li>d. AuditMark file export</li> </ul> </li> <li>VI. Troubleshooting</li> </ul>	5 Days

Training Class Title	User Category	Class Objective	Class Overview	Number of Days/Hours
Adjudication, Results Tally and Reporting Training.	Administrators and / or Managers	Competence with understanding and describing report contents.	<ul style="list-style-type: none"> <li>I. Results Tally and Reporting Overview               <ul style="list-style-type: none"> <li>a. Workflow: How batches (result files) are delivered to the application</li> <li>b. Workflow: How batches are moved through RTR to Adjudication</li> </ul> </li> <li>II. Reporting               <ul style="list-style-type: none"> <li>a. Election summary report                   <ul style="list-style-type: none"> <li>i. Available report parameters</li> <li>ii. Available report filters</li> <li>iii. Report output formats</li> <li>iv. Report output review</li> </ul> </li> <li>b. Statement of votes cast                   <ul style="list-style-type: none"> <li>i. Available report parameters</li> <li>ii. Available report filters</li> <li>iii. Report output formats</li> <li>iv. Report output review</li> </ul> </li> <li>c. Cards cast report                   <ul style="list-style-type: none"> <li>i. Available report parameters</li> <li>ii. Available report filters</li> <li>iii. Report output formats</li> <li>iv. Report output review</li> </ul> </li> </ul> </li> <li>III. Exports               <ul style="list-style-type: none"> <li>a. Cast vote record export</li> <li>b. Image export</li> <li>c. AuditMark file export</li> </ul> </li> </ul>	0.5 days

Training Class Title	User Category	Class Objective	Class Overview	Number of Days/Hours
ICX Training	Administrators, Managers and/or Operators	Competence with the setup and configuration of the ICX devices in an election, use of the ICX, and general troubleshooting	<ul style="list-style-type: none"> <li>I. Setup of the ICX Ballot Marking Device               <ul style="list-style-type: none"> <li>a. Storage</li> <li>b. Transport</li> <li>c. Boxing/Unboxing</li> <li>d. Sealing/unsealing</li> <li>e. Power requirements</li> <li>f. Hardware review</li> </ul> </li> <li>II. Basic security protocols, including safeguards to prevent and detect tampering</li> <li>III. Preparing the devices for the election               <ul style="list-style-type: none"> <li>a. Loading election files</li> <li>b. Opening polls</li> <li>c. Conducting Logic and Accuracy Testing</li> <li>d. Resetting the ICX for use in the election</li> <li>e. Reviewing Audit Logs</li> </ul> </li> <li>IV. Voting on the ICX               <ul style="list-style-type: none"> <li>a. Working with regular Voting Sessions</li> <li>b. Working with accessible voting sessions</li> </ul> </li> <li>V. Troubleshooting and Usage               <ul style="list-style-type: none"> <li>a. Loading paper into the printer</li> <li>b. Changing the printer toner</li> <li>c. Troubleshooting</li> </ul> </li> <li>VI. Closing Polls</li> </ul>	1 day
ICX Operator Training	Managers and / or Operators	Competence with the use of the ICX devices in a polling place	<ul style="list-style-type: none"> <li>I. Setup of the ICX Ballot Marking Device               <ul style="list-style-type: none"> <li>a. Plugging in and turning on</li> <li>b. Best practices for use in a polling place</li> </ul> </li> <li>II. Basic security protocols, including safeguards to prevent and detect tampering</li> <li>III. Opening Polls</li> <li>IV. Voting on the ICX               <ul style="list-style-type: none"> <li>a. Working with regular voting sessions</li> <li>b. Working with accessible voting sessions</li> </ul> </li> <li>V. Troubleshooting and Usage               <ul style="list-style-type: none"> <li>a. Loading paper into the printer</li> <li>b. Changing the printer Toner</li> <li>c. Troubleshooting</li> </ul> </li> <li>VI. Closing polls</li> </ul>	0.5 days



Training Class Title	User Category	Class Objective	Class Overview	Number of Days/Hours
ICE Administrator Training	Administrators, Managers and / or Operators.	Competence with the setup and configuration of the ICE tabulator in an election, use of the ICE and general troubleshooting	<ul style="list-style-type: none"> <li>I. Setup of the ICE <ul style="list-style-type: none"> <li>a. Storage</li> <li>b. Transport</li> <li>c. Plugging in and turning on</li> <li>d. Hardware review</li> </ul> </li> <li>II. Basic security protocols, including safeguards to prevent and detect tampering</li> <li>III. Preparing the devices for the election <ul style="list-style-type: none"> <li>a. Loading election files</li> <li>b. Opening polls</li> <li>c. Running a zero report/tape</li> <li>d. Conducting Logic and Accuracy testing</li> <li>e. Running a results tape</li> <li>f. Resetting the ICE for use in the election</li> <li>g. Reviewing audit logs</li> </ul> </li> <li>IV. Voting on the ICE <ul style="list-style-type: none"> <li>a. Processing ballots</li> <li>b. Accessible voting sessions</li> <li>c. QR Code ballot verification</li> </ul> </li> <li>V. Troubleshooting and Usage <ul style="list-style-type: none"> <li>a. Changing the thermal tape</li> <li>b. Changing the ink cartridge</li> <li>c. Technician functions</li> <li>d. Troubleshooting</li> </ul> </li> <li>VI. Closing Polls</li> </ul>	1 day
ICE Operator Training	Managers and/or Operators	Competence with the use of the ICE tabulator in a polling place	<ul style="list-style-type: none"> <li>I. Setup of the ICE <ul style="list-style-type: none"> <li>a. Plugging in and turning on</li> <li>b. Hardware review</li> </ul> </li> <li>II. Basic security protocols, including safeguards to prevent and detect tampering</li> <li>III. Opening polls</li> <li>IV. Voting on the ICE <ul style="list-style-type: none"> <li>a. Processing ballots</li> <li>b. Accessible voting sessions</li> <li>c. QR Code ballot verification</li> </ul> </li> <li>V. Troubleshooting and Usage <ul style="list-style-type: none"> <li>e. Changing the thermal tape</li> <li>f. Troubleshooting</li> </ul> </li> <li>VI. Closing Polls</li> </ul>	0.5 days

<b>Training Class Title</b>	<b>User Category</b>	<b>Class Objective</b>	<b>Class Overview</b>	<b>Number of Days/Hours</b>
RAVBM Setup Training	Administrators and/or Managers	Competence with setting up the system for use in an election, including any customization for election-specific documentation (e.g. envelopes, secrecy sleeves)	<ul style="list-style-type: none"> <li>I. Remote Access Vote by Mail Review <ul style="list-style-type: none"> <li>a. Workflow: Getting voter data into the system</li> <li>b. Workflow: Adding new/supplemental voter data to the system</li> <li>c. Workflow: voter experience</li> </ul> </li> <li>II. Customization <ul style="list-style-type: none"> <li>a. User interface</li> <li>b. Voter workflow</li> <li>c. Voter packet</li> </ul> </li> <li>III. Working with the application <ul style="list-style-type: none"> <li>a. Adding voter data</li> <li>b. Looking up voter data</li> <li>c. Editing voter data</li> </ul> </li> </ul>	1 day
RAVBM Operator Training	Managers and/or Operators	Competence with how to use the system (for supporting voters as they use the system remotely to mark their ballots).	<ul style="list-style-type: none"> <li>I. Remote Access Vote by Mail Review <ul style="list-style-type: none"> <li>a. Looking up voter data</li> <li>b. Editing voter data</li> </ul> </li> <li>II. Voter Sessions <ul style="list-style-type: none"> <li>a. Voter session review</li> <li>b. Voter packet review</li> </ul> </li> </ul>	0.5 days
Train the Trainer: Poll worker Training	Managers and/or Operators	Competence with how to set up and use the polling place equipment and handle / triage basic equipment issues on Election Day	<ul style="list-style-type: none"> <li>I. Polling Place Equipment Setup <ul style="list-style-type: none"> <li>a. Setting up the voting booth</li> <li>b. Setting up the UPS</li> <li>c. Setting up the ICE</li> <li>d. Setting up the ICX</li> </ul> </li> <li>II. Basic security protocols, including safeguards to prevent and detect tampering</li> <li>III. Getting Started <ul style="list-style-type: none"> <li>a. Power up the equipment</li> <li>b. Getting the equipment ready for voting</li> </ul> </li> <li>IV. Voting <ul style="list-style-type: none"> <li>a. Working with regular voting sessions</li> <li>b. Working with accessible voting sessions</li> </ul> </li> <li>V. Troubleshooting and Usage <ul style="list-style-type: none"> <li>d. Loading paper into the ICX-BMD printer</li> <li>e. Changing the ICX-BMD printer toner</li> <li>f. Changing the ICE Thermal printer paper tape</li> <li>g. Troubleshooting</li> </ul> </li> <li>VII. Closing polls</li> </ul>	0.5 days