



ELECTION PLAN
NOVEMBER 3, 2015, CONSOLIDATED
MUNICIPAL ELECTION

JULY 30, 2015

TABLE OF CONTENTS

I. INTRODUCTION	5
II. ORGANIZATIONAL STRUCTURE AND STAFFING	5
III. NEW PRACTICES	6
A. CHANGES IN DEADLINES FOR RETURNING AND PROCESSING VOTE-BY-MAIL BALLOTS	6
B. MATERIALS AND SERVICES IN FILIPINO, BILINGUAL FORMAT OF THE OFFICIAL BALLOT	6
1. ISSUING BALLOTS	7
2. SAMPLE BALLOT IN THE VOTER INFORMATION PAMPHLET	8
C. VOTER INFORMATION PAMPHLET IN HTML AND XML FORMATS; REDESIGNED FRONT COVER OF THE PRINTED PAMPHLET	9
D. PUBLIC SERVICE ANNOUNCEMENT “WHERE IS YOUR POLLING PLACE?”	9
E. POLL WORKER TRAINING VIDEOS	9
F. ELECTION CONNECTION VIDEO SERIES PRODUCED IN COLLABORATION WITH THE SFGTV	10
G. OPEN DATA AND THE DEVELOPER PAGE	10
H. FLOWCHARTS AND SIGNAGE ILLUSTRATING VARIOUS ELECTION PROCESSES	10
I. POLL LOCATING APPLICATION	11
J. VOTING EQUIPMENT DELIVERY AND RETRIEVAL SCHEDULE AND RFID ASSET TRACKING	11
IV. OFFICIAL OBSERVER PANEL AND OBSERVABLE ACTIVITIES	12
V. SERVICES FOR THOSE WHO SEEK ELECTION INFORMATION	12
A. VOTER OUTREACH	13
VI. CANDIDATE FILING AND SUBMISSION OF MEASURES FOR THE BALLOT	15
VII. BALLOT SIMPLIFICATION COMMITTEE	17
VIII. VOTER INFORMATION PAMPHLET AND SAMPLE BALLOT	18
IX. OFFICIAL BALLOT	19
A. BALLOT DELIVERY TO VOTERS	20
1. MILITARY AND OVERSEAS VOTERS	20
2. VOTERS WHO REQUEST TO VOTE BY MAIL	20
3. VOTERS WHO RESIDE IN MAIL BALLOT PRECINCTS	21
4. VOTING AT THE CITY HALL VOTING CENTER	22
B. DISTRIBUTION OF BALLOTS TO POLLING PLACE INSPECTORS	22
X. POLLING PLACES	22

A. TIMELY OPENING OF POLLING PLACES ON ELECTION DAY	23
XI. POLL WORKERS	23
A. RECRUITMENT	23
B. ASSIGNMENT	25
C. TRAINING	25
XII. FIELD SUPPORT PERSONNEL	26
XIII. LOGIC AND ACCURACY TESTING AND PREVENTIVE MAINTENANCE OF VOTING EQUIPMENT	27
A. TESTING OF OPTTECH INSIGHT AND AVC EDGE II MACHINES USED AT POLLING PLACES	28
B. TESTING OF 400-C MACHINES USED TO TABULATE VOTE-BY-MAIL, PROVISIONAL, AND EDGE REMAKE BALLOTS	28
XIV. DELIVERY OF VOTING EQUIPMENT AND SUPPLIES TO POLLING PLACES	29
XV. BALLOT PROCESSING BEFORE ELECTION DAY	29
A. BALLOT REMAKE	30
XVI. ELECTION CENTER	30
XVII. RETRIEVAL, TRANSPORT, AND RECEIPT OF MEMORY DEVICES, BALLOTS, AND ROSTERS OF VOTERS ON ELECTION NIGHT	32
XVIII. ELECTION RESULTS	34
A. REPORTING PRELIMINARY RESULTS AFTER THE CLOSE OF POLLS ON ELECTION NIGHT	34
B. REPORTING PRELIMINARY RESULTS AFTER ELECTION DAY	34
1. PRELIMINARY STATEMENT OF THE VOTE, NEIGHBORHOOD TURNOUT REPORT, AND PRECINCT TURNOUT MAP	34
2. PRELIMINARY RANKED-CHOICE REPORTS	35
C. REPORTING FINAL ELECTION RESULTS	35
XIX. BALLOT COUNTING AND TABULATION AFTER ELECTION DAY	35
A. PROVISIONAL BALLOTS	35
B. BALLOTS WITH WRITE-IN VOTES	36
C. BALLOTS FROM AUXILIARY BINS	36
D. VOTES CAST ON THE AVC EDGE II MACHINES	36
XX. RETRIEVAL OF VOTING EQUIPMENT AND ELECTION MATERIALS FROM POLLING PLACES	36
XXI. CANVASS OF ELECTION MATERIALS: FINAL REPORT AND CERTIFICATION OF RESULTS	37
A. INSPECTION OF MATERIALS AND SUPPLIES	37
B. RECONCILIATION OF SIGNATURES IN THE ROSTERS OF VOTERS WITH BALLOTS RECORDED ON THE POSTED BALLOT STATEMENT	37

C. 1% MANUAL TALLY 38

D. REPORTING OF RESULTS TO THE PUBLIC, THE BOARD OF SUPERVISORS, AND THE SECRETARY OF STATE 38

E. RECORD RETENTION 39

APPENDICES 39

A. SCHEDULE OF OBSERVABLE ACTIVITIES

B. CALENDAR FOR THE NOVEMBER 3, 2015, CONSOLIDATED MUNICIPAL ELECTION

C. KEY DATES AND DEADLINES

I. INTRODUCTION

The Department of Elections (Department) conducts all public federal, state, district and municipal elections in the City and County in a manner that is free, fair, and functional.

The Department is responsible for conducting elections under the rules and regulations established by federal, state, and local laws – notably, the Voting Rights Act, the Help America Vote Act, the Americans with Disabilities Act, and the City's Language Access Ordinance; maintaining an open process that inspires public confidence in the election system; providing and improving upon a public outreach and education plan to engage eligible potential voters in San Francisco; and continuing to improve its services by streamlining processes and anticipating the future needs of San Francisco voters.

Serving a registered voter base of approximately 430,000 citizens, the Department:

- Facilitates the filing of candidate nomination papers, ballot measures, and the ballot arguments that appear in the Voter Information Pamphlet;
- Produces San Francisco's official and sample ballots and Voter Information Pamphlet;
- Administers the vote-by-mail program for approximately 220,000 voters;
- Organizes an Official Observer Panel;
- Secures polling places for Election Day;
- Recruits and trains poll workers to administer mandated procedures and serve a linguistically and culturally diverse voter population;
- Facilitates voting at City Hall starting 29 days before every election;
- Organizes the collection of ballots and election results data on election night;
- Provides for ballot tabulation and reporting of election results; and
- Conducts the official canvass of votes cast to ensure the accuracy and validity of election results.

The Department develops an Election Plan prior to every election as required by the San Francisco Charter, section 13.103.5. The Election Plan provides information about how the Department will conduct the election in a manner that is free, fair, and functional. Following is the Election Plan for the November 3, 2015, Consolidated Municipal Election.

II. ORGANIZATIONAL STRUCTURE AND STAFFING

The Department is comprised of eight divisions that undertake the diverse tasks necessary to plan and administer elections: Administration, Ballot Distribution, Campaign Services, Election Day Support, Polling Place Operations, Information Technology, Voter Services, and Voter Information.

The Department's staffing composition includes 31 full-time year-round employees. Several months before an election, the staffing is augmented, as temporary employees are hired to begin election preparations. Because of statutory deadlines and the numerous processes that must occur prior to, during, and after an election, the hiring process is staggered, with employees hired as they are needed.

For the November 3 election, the Department plans to hire up to 170 seasonal workers to assist the year-round staff with a variety of functions. Some examples include assisting with candidate filings, data entry, preparation of ballot and supplies, poll worker recruitment and training, securing of polling places, providing support to polling places on Election Day, processing voted ballots, conducting post-election canvass, etc.

In addition, bilingual seasonal employees are hired to assist the Department in providing services in Chinese, Spanish, and Filipino for voters with limited proficiency in English. These services include voter outreach, and proofing, and editing printed materials, including the Voter Information Pamphlet and all versions of the official ballot in paper, touchscreen and audio formats.

Some seasonal workers complete their assignments and are released before Election Day, but many remain for several weeks after the election to complete various processes. For example, the Department must verify signatures on vote-by-mail ballot envelopes and registration records of voters who voted provisionally before the envelopes can be opened and the votes counted. Also, workers who perform post-election canvass and those who inventory and store supplies continue working several weeks after the election.

III. NEW PRACTICES

A. CHANGES IN DEADLINES FOR RETURNING AND PROCESSING VOTE-BY-MAIL BALLOTS

The enactment of Senate Bill 29 (SB 29) has changed some timing and procedures related to vote-by-mail ballots. The primary change is that the new law allows vote-by-mail ballots to be counted if they are cast before or on Election Day, and received by the elections officials by mail no later than three days after the election. For the November 3 election, the Department will count vote-by-mail ballots received by Friday, November 6, if they were sent by U.S. mail or a delivery service before or on Election Day, as shown by the postmark, date stamp, or voter's dated signature. To make voters aware of the new return deadlines, the Department posted information on *sfelections.org*, and will include it in the instructions enclosed in the vote-by-mail ballot packets. Additionally, the Department will include this message in its outreach materials and issue several press releases explaining the new deadlines.

The Department will implement a sweep of the main San Francisco Postal Service facility on Evans Avenue at 11:59 p.m. on Friday, November 6, to collect any remaining ballots that may be counted.

Under the new law, the Department can begin processing vote-by-mail ballots ten business days before Election Day – October 20. This will be noted in the voter notices and press releases that the Department will issue during the November 3 election cycle.

B. MATERIALS AND SERVICES IN FILIPINO, BILINGUAL FORMAT OF THE OFFICIAL BALLOT

In April 2014, the Office of Civic Engagement and Immigrant Affairs (OCEIA) certified Filipino as a third required language under the San Francisco Language Access Ordinance (Ordinance).

The Ordinance, formerly known as the Equal Access to Services (EAS) Ordinance, was enacted in 2001 to help ensure equal access to City services for all San Franciscans, including those with limited proficiency in English. Under the Ordinance, the OCEIA determines annually whether a minimum of 10,000 limited-English-speaking San Francisco residents speak a shared language other than English.

The certification of Filipino triggered a number of requirements that City departments must meet by January 1, 2016, to provide the same level of service to Filipino speakers as they provide to English speakers.

The Department intends to meet all obligations under the Ordinance prior to the compliance deadline. To accomplish this, the Department has already modified many of its processes and practices to accommodate an additional required language.

The Department now provides voter information and materials in Filipino in printed format and on *sfelections.org*. These include voting-related forms, notices, outreach materials, multimedia presentations, and array of online tools that allow voters to access information at their convenience and in their preferred languages. Additionally, the Department established a dedicated telephone line and hired bilingual staff to assist Filipino-speaking voters in person.

In addition to the “evergreen” or year-round materials described above, the Department creates materials specific to each election, including the official ballot in paper, touchscreen, and audio formats; the Voter Information Pamphlet and sample ballot; date-specific applications, and forms (e.g., the vote-by-mail ballot application). The Department also distributes informational materials to all polling places, including the City Hall Voting Center, such as signs directing voters to polling places and informing them of their rights and how to vote, poll worker badges indicating specific language skills, posters publicizing the Department’s services in languages in addition to English, and other materials such as ballot secrecy sleeves, explanations of voting machine messages, and poll worker materials. These materials will be produced in English, Chinese, Spanish, and Filipino for every election.

To fulfill the requirement to add Filipino translations to the ballot, the Department has transitioned from a trilingual ballot format to three bilingual versions. Each version will have English and one other language—English and Chinese, English and Spanish, and English and Filipino.

This spring, the Department launched a voter education program to inform voters that ballots are changing and that services are available in Filipino, in addition to English, Chinese, and Spanish, and to encourage voters to provide their language preferences to ensure they receive election materials in those languages. *Sfelections.org* now features a “New! Services in Filipino, Bilingual Ballots” page with information about the Department’s expanding its multilingual services and transitioning to a new ballot format. The page also advertises the “Language Preference Update Tool” that voters may use to communicate their language preferences to the Department. The Department disseminated this information with public transit and newspaper advertisements, press releases, postcard notices to voters, messages in newsletters distributed by City agencies and community organizations, and direct outreach to voters at events throughout San Francisco.

1. ISSUING BALLOTS

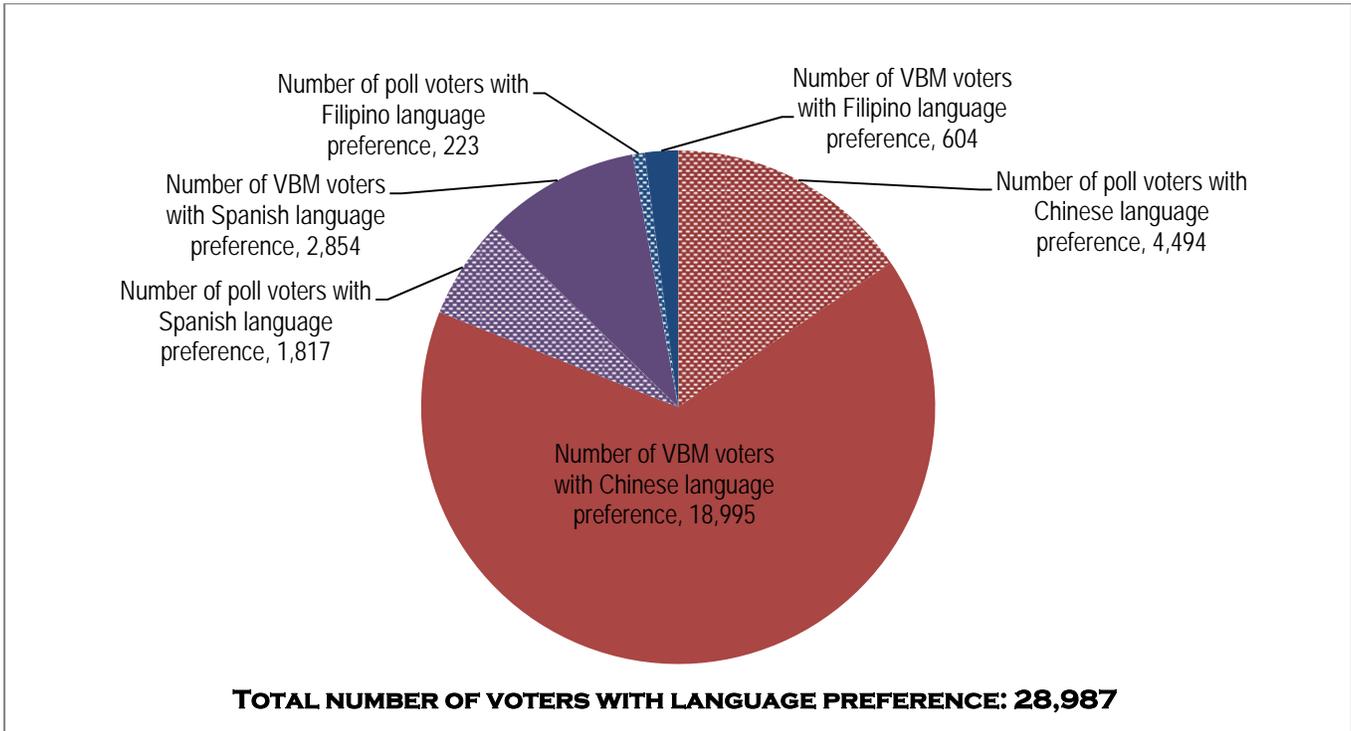
Ballots in English and all certified languages will be available at the City Hall Voting Center and at all polling places.

People who vote at polling places and who have provided their language preference to the Department will receive a ballot in English and that language. Language preference abbreviations will be printed in the Rosters of Voters beside voter names; poll workers will be trained to issue ballots with abbreviations that match those in the Roster. If no language preference is indicated in the Roster, poll workers will inform the voter that the ballots are now bilingual and available in three versions. Voters will have the opportunity to indicate which bilingual version they prefer, and to also fill out the “Language Preference Form” to indicate language preference for future election materials.

Additionally, the Department will provide polling place signage indicating that three bilingual versions of the ballot are available. This information will be conveyed, in English, Chinese, Spanish, and Filipino, on the election table sign, each ballot card, and on the Ballot Secrecy Folder issued to every voter.

Similarly, those who vote by mail and who have indicated their language preference will receive a ballot in English and that language.

The following graph displays language preferences of registered voters based on the data extracted from the Department's Election Information Management System (EIMS) on July 22, 2015.



Vote-by-mail voters with no known language preference will receive a ballot in English and Chinese as well as instructions on how to exchange a ballot for a different bilingual version.

Voters born in Chinese-speaking countries represent the second-largest portion of the San Francisco electorate, after those born in English-speaking countries. Therefore, the Department determined that the default ballot version will be English and Chinese, to offer the highest probability of providing the appropriate language for a San Francisco voter who has not indicated a language preference.

The Department has also modified its approach to packaging ballots for polling places, to streamline ballot issuing for poll workers. Now the entire set of ballot cards for each voter will be bound within one pad instead of having a separate pad for each ballot card. This change resulted from reviewing the best practices of other counties with multiple bilingual ballot versions in an effort to decrease the number of ballot pads that poll workers have to manage on Election Day.

2. SAMPLE BALLOT IN THE VOTER INFORMATION PAMPHLET

A voter's language preference will also determine which bilingual version of the sample ballot will be included in his or her Voter Information Pamphlet (VIP). Like other Department materials, the VIP will advise voters about requesting materials such as the pamphlet or the official ballot in another required language.

C. VOTER INFORMATION PAMPHLET IN HTML AND XML FORMATS; REDESIGNED FRONT COVER OF THE PRINTED PAMPHLET

To expand access to election information, the Department will introduce a new format for election-specific content from the Voter Information Pamphlet. In addition to the printed, audio, large-print, pdf, and MP3 formats that have been available for past elections, there will be election information in HTML and XML formats available on *sfelections.org*. The new formats will make it easier for voters and other users to find and share specific information about the upcoming election.

To make voters' polling place locations easier to find, the Department plans to redesign the covers of the Voter Information Pamphlet so that the polling place address appears on the front cover, rather than the back cover. This change is in line with suggestions in the League of Women Voters of California's "Best Practices Manual for Official Voter Information Guides" that resulted from research into how voters find and use information from voter guides. Other suggestions from the manual will also be incorporated into the Voter Information Pamphlet, such as using simpler words and sentences where possible, smaller blocks of text, and bullet points when appropriate to allow for easy scanning. The Department will continue to seek opportunities to improve the design and readability of the Voter Information Pamphlet to make it more accessible and useful for all voters.

D. PUBLIC SERVICE ANNOUNCEMENT "WHERE IS YOUR POLLING PLACE?"

The Department will debut the third in its library of evergreen public service announcement videos intended to encourage San Franciscans to register and vote, and to educate voters about where to find election information. The third installment features San Francisco voters using different methods to confirm the location of their polling places: checking the information printed on the cover of the Voter Information Pamphlet, accessing the look-up tool on a computer or mobile device, or calling the Department.

The video's content reinforces the Department's efforts to inform voters how and why they should learn the locations of their assigned polling places. In October, this 30-second installment will run on broadcast and cable television stations including commercial, public, and the San Francisco government channel; it will also be played at local movie theaters and posted on *sfelections.org*. The Department will attempt to distribute this PSA to Chinese-, Spanish-, and Filipino-language television stations and arrange for it to be shown at film festivals.

E. POLL WORKER TRAINING VIDEOS

In the continuing effort to enhance poll worker experience and training, the Department will debut new training videos detailing poll opening and closing procedures. The videos provide captions that make the content accessible for all viewers.

The opening procedures video illustrates various tasks outlined in each opening job card, and features a segment demonstrating the step-by-step setup of voting equipment. A video on closing procedures walks viewers through various steps associated with closing the polls, including preparing memory devices, ballots, and the Rosters of Voters for transfer to the Parking Control Officers (PCOs) and Deputy Sheriffs; completing the required paperwork; and packing voting equipment and materials for secure storage until retrieved by Department staff.

The videos will be shown in training classes and posted on *sfelections.org*, allowing poll workers to preview the information before attending their training sessions, and to refresh their knowledge before Election Day.

F. ELECTION CONNECTION VIDEO SERIES PRODUCED IN COLLABORATION WITH THE SFGTV

The Department continues its collaboration with the SFGTV to produce a series of snappy television episodes featuring different aspects of the elections process. Available on *sfelections.org*, the episodes are intended to pique people's curiosity about "how an election works." Viewers can enjoy behind-the-scenes videos that provide insight into the Ballot Simplification Committee's work and how it helps voters; introduce them to San Francisco poll workers, and the Department's High School Student Poll Worker Program, and learn about poll workers' training, responsibilities, and sense of satisfaction from serving their community; explore the journey of the ballot, from the moment it is voted to when election results are officially certified by the Department.

In the weeks before Election Day, the episodes will run on SFGTV to draw public attention to election activities.

Future Election Connection episodes will focus on topics such as voting by mail, Election Center, public observation, and vote count and security.

G. OPEN DATA AND THE DEVELOPER PAGE

The Department is aggregating links to open datasets to be posted on *sfelections.org* under a new "Developer" section located on the "Data, Results, Maps" page. All datasets will be posted in an open data, machine readable format. In return, the Department encourages developers to share their creations that use election data with the Department. In the future, the Department may include links to programs and apps developed from the Department's data on *sfelections.org* to benefit voters. The "Developer" page will be a one-stop, centralized location for all of the open data files that appear on the Department's subject-specific webpages.

Additionally, the Department will begin publishing its open datasets on the SF OpenData portal. SF OpenData is the central clearinghouse for data published by the City and County of San Francisco and is part of the broader open data program, DataSF. Some datasets related to voter registration, vote-by-mail ballots, and election results are already available on *sfelections.org/edata*. The Department will first post open data files on *sfelections.org* and will post later on SF OpenData, since the latter requires detailed documentation which requires more time to prepare.

H. FLOWCHARTS AND SIGNAGE ILLUSTRATING VARIOUS ELECTION PROCESSES

To provide a greater avenue for public observation, the Department will develop flowcharts illustrating a variety of election processes, such as preparation of polling place supplies, voting equipment testing, vote-by-mail and provisional ballot processing, and Canvass. The flowcharts will be posted in those areas where the activities are occurring, allowing observers to better understand how the processes unfold and the steps involved in completing the tasks.

For certain processes, multiple tasks are performed simultaneously at the same location. To better illustrate these simultaneous activities, the Department will color-code each task and issue corresponding badges to the personnel assigned to that task. For instance, during vote-by-mail ballot processing, there may be as many as 40 workers performing multiple tasks at the same time outside City Hall, Room 59, including envelope opening, ballot extraction, or ballot preparation for transfer to the Computer Room for counting. Color-coded badges will provide an immediate cue to the distribution of tasks among the staff.

Additionally, the Department will post signs in each divisional area of its office describing each division's main responsibilities. The signage will provide an opportunity to those touring the Department to learn more about the functions of the eight divisions as they relate to the diverse tasks necessary to plan and administer elections. The signage will also assist in onboarding the many temporary personnel who join the Department during an election cycle.

I. POLL LOCATING APPLICATION

As part of its efforts to gather data and analyze and improve efficiency, the Department will launch a web-based application to track the process of polling place procurement during an election cycle. Users can log in using any device with an internet connection, and then select the precinct requiring a polling place. From there, users can research potential sites and enter addresses of sites they plan to visit, and then head into the field to begin poll locating. Poll locators will be dispatched with tablet computers connected to a wireless network and will be able to access the poll locating application to view precinct maps and sites to visit. Poll locators will visit sites, input site addresses, take pictures of sites, and log the result of visits, and document if a site is inaccessible to voters and whether a site owner offers the site as a polling place or declines. Since all data entered into the application is time-stamped, updated in real time and accessible from the web, anyone in the Department will be able to monitor poll locating progress at any time. After the election, the Department can extract and analyze the data collected during the poll locating process to quantify the time required to locate polling places in specific neighborhoods, anticipate areas where it may be difficult to locate polling places, and identify best practices for securing polling places for future elections.

J. VOTING EQUIPMENT DELIVERY AND RETRIEVAL SCHEDULE AND RFID ASSET TRACKING

During previous elections, the Department delivered and retrieved equipment from up to 576 polling places over five days before and after Election Day and delivered equipment to over 250 polling places on the day before the election. To more evenly allocate Department resources and make the delivery and retrieval process more balanced, the Department polled the owners or administrators of all 576 polling places used in the last election to assess their availability for voting equipment delivery prior to Election Day. Based on the poll results, the Department will reorganize delivery routes and begin polling place equipment delivery seven days before Election Day and limit Monday deliveries to no more than 50 polling places.

The Department has also implemented an RFID asset tracking system to monitor custody of voting equipment throughout the entire election process: from preparing the voting machines, loading them onto delivery trucks, delivering them to polling places, and retrieving and returning them to the warehouse. The database that stores the information is accessible via the web from any device with an internet connection. Delivery and retrieval staff will be dispatched with RFID scanners connected to a wireless network. The scanners have GPS and mapping capabilities and can be used as phones or text messaging devices to communicate with the warehouse team throughout the day. When delivery staff scan the equipment bar code, the device will automatically confirm that the equipment being delivered is a match for that polling place; this information is automatically updated in the database via wireless network. This will allow instant, real-time tracking of the delivery and retrieval of polling place equipment by anyone in the Department. The Department can also extract RFID data to analyze the delivery and retrieval process and quantify the time required to complete a route and identify best practices for the delivery and retrieval process.

IV. OFFICIAL OBSERVER PANEL AND OBSERVABLE ACTIVITIES

The Department welcomes the public to observe the election process. Observers are provided access to the fullest extent allowed by law and by the logistical and security constraints required to preserve voting system security and voter privacy.

To provide an avenue for public observation and encourage involvement in the election process, prior to each election, the Department invites representatives from political party central committees, the Civil Grand Jury, League of Women Voters, the media, and other groups or individuals who have expressed interest in observing pre-election, Election Day, or post-election activities to serve on the Official Observer Panel. In September, the Department will issue a press release to publicize the opportunity to observe election activities and post information on *sfelections.org* and social media sites.

Anyone interested in participating on the Panel is required to return the application to the Department by the date specified on the application. Once the Panel is formed, the Department will host an introductory meeting to provide an opportunity for panelists to learn about the Department's operations and the observation process and to ask any questions about the upcoming election. At the meeting, panelists are provided with an Observer Guide, a schedule of observable activities, and a form that may be used to provide the Department with feedback on the observed activities. Additionally, panelists receive a copy of the Poll Worker Manual, various outreach and education materials, and an Election Day memo addressed to each polling place inspector from the Director of Elections, letting the inspector know who the Panel members are and their purpose for visiting the polling place. The memo explains the observation process and paves the way for panelists to observe at the polls. These materials are also posted on *sfelections.org*.

Panelists are invited to observe various election processes, such as Logic and Accuracy testing of voting equipment, processing of vote- by-mail ballots, poll worker training classes, voter outreach presentations, Election Day activities, Election Night ballot tabulation and reporting, and post-election Canvass, including the 1% manual tally of ballots cast. The schedule of observable activities associated with the November 3 election is attached as **Appendix A**.

As in previous elections, the Department will provide the Election Observer Panel Plan to the Secretary of State's Office, as required as a condition of approval of its voting system and in accordance with the California Government Code, section 12172.5.

V. SERVICES FOR THOSE WHO SEEK ELECTION INFORMATION

The Department is committed to providing clear, up-to-date information to the public and maintaining a high level of transparency in its operations. The nature of customers' interactions with the Department characterizes the types of services the Department must develop and provide. In that regard, the Department's customers (e.g., voters, candidates, media) fall into two general categories: those who prefer digital information and interact with the Department online, and those who rely on traditional media and contact mechanisms to get information.

For the November 3 election, to provide services to those who prefer online interactions, the Department will continue to:

- Use *sfelections.org* to provide multiple subscription options for election updates, including Department press releases by email and RSS feeds of specific notifications
- Provide an array of interactive tools on *sfelections.org* to allow voters to access their registration information, and find details of the upcoming election in English, Chinese, Spanish, or Filipino

- Broadcast various operations on *sfelections.org*, such as candidate workshops, preparing vote-by-mail ballots for counting, and precinct selection for the post-election manual tally, to increase election transparency and facilitate public observation from anywhere, without having to visit the Department's office
- Use Facebook and Twitter to provide updates and educate the public about what happens "behind the scenes"

For customers who prefer to call or email for information, the Department staffs public telephone lines during business hours, including dedicated lines for Cantonese, Mandarin, Spanish, and Filipino speakers; contracts with LanguageLine Solutions to provide year-round over-the-phone interpretation of over 200 languages; and offers its SFVote email system, which allows customers to write to sfvote@sfgov.org or use the contact form provided at *sfelections.org*. The Department will expand its phone and email assistance one month prior to Election Day, with a five member team tasked specifically with answering public inquiries through Election Day.

A. VOTER OUTREACH

The Department provides education to San Francisco residents year round about elections and voting and elections. For each election, the Department develops a specific program to inform potential voters about the scope of and contests in the upcoming election; to enable those who are eligible and interested to participate; and to ensure participants are aware of available voting options and assistance.

For the November 3 election, the Department's outreach program will focus on meeting the following goals:

1. Making voter registration available to all eligible San Franciscans;
2. Providing information that every voter needs to know before Election Day (i.e., ballots are now bilingual, how to check his or her polling place address, the deadlines to request and return a vote-by-mail ballot, how to mark a ranked-choice contest); and
3. Making voters aware of the services and assistance that the Department provides.

The Department intends to meet these goals through several strategies that include networking with community organizations to leverage community expertise and connections to reach voters; utilizing communication resources of City departments and the San Francisco Unified School District to provide information to the public; participating in community events; and using various media and technologies, including citywide mailers, the Voter Information Pamphlet, social media, newspapers, television, and radio to disseminate information about the election.

- Solicit and utilize feedback from the Voter Information Network (VIN) on voter education goals, strategies, and materials

The VIN, established in 2008, has grown to 526 organizations representing the City's diverse communities. The Department will invite the group to attend several planning meetings to provide feedback on the proposed outreach strategies and materials for the November 3 election.

- Provide the VIN and City departments with election information to distribute at their facilities, via newsletters, meetings, and networks

In September, the Department will send posters, flyers, and information on how to invite Department staff to speak at events to the VIN organizations, San Francisco Unified School District sites, and various City departments.

Additionally, the Department will partner with the San Francisco Public Library to display information and materials in branches and the Main Library; the United States Postal Service to display election posters in San Francisco post offices; and the school district to distribute election posters to San Francisco public schools.

- Interact in person with San Franciscans to provide information about registering and voting

The Department facilitates voter registration for new citizens at U.S. citizenship ceremonies and for all eligible voters at community events year round. For the November 3 election, the Department will create additional registration opportunities, such as tabling at local farmer's markets and public transit stations, where citizens may register to vote, update their registration, or sign up to vote by mail. Special efforts will focus on National Voter Registration Day on September 22 and the days just prior to the close of registration on October 20.

In addition to reaching out to the general public, the Department will conduct targeted outreach to serve the specific needs of different communities.

To serve ex-offenders who are eligible to vote, the Department will partner with the Re-entry Council to inform parole officers and jail employees of the voting rights of people who are incarcerated, and distribute postcards and posters explaining voting rights for people who are on probation or off parole.

To continue outreach efforts to San Francisco public and private high school students, parents, and school staff, the Department will contact teachers and administrators to ascertain their interest in having the Department provide presentations on student poll worker opportunities and general voter and registration information. The general voter education presentation will include information about the importance of voting and explaining the registration process for first-time voters. At the end of the presentation, students will receive Voter Registration Forms to fill out and to take home for their parents. To further expand its outreach to young voters, the Department will continue including this educational component in the student poll worker training curriculum.

- Create and distribute postcards, posters, and election-specific flyers with information about voting and availability of services in English, Chinese, Spanish, and Filipino

The Department will offer election materials at its office and at *sfelections.org*, as well as provide them at outreach events. To reach voters with disabilities, the Department will partner with the Mayor's Office on Disabilities to utilize its network to promote and distribute a large-print "Guide to Voting" as well as a large-print election flyer in English, Chinese, Spanish, and Filipino.

- Mail an election announcement postcard to all San Francisco households

In September, the Department will mail to all San Francisco households a postcard informing potential voters about the upcoming election, how to find more information about ranked-choice voting and available services.

- Print a series of voter education ads in the San Francisco Examiner and in newspapers serving Chinese-, Spanish-, and Filipino-speaking communities

The “Be A Voter” message and election announcements will appear in community newspapers in October. For 10 days, beginning October 25, half-page advertisements in the San Francisco Examiner will feature the “Countdown to Election Day”. Each ad will include a key message related to voting in the November 3 election.

- Post ads on the interior of Muni buses and at BART and Muni Metro stations

During October and through Election Day, the Department will run 1,000 interior election ads on Muni buses in English, Chinese, Spanish, and Filipino. The “Be A Voter” message will also be displayed in 22 San Francisco Muni and BART stations.

- Create and distribute radio PSA

Public service announcements providing election information in Cantonese, Mandarin, and Spanish will be played during popular news shows. The Department will research and seek to develop a relationship with a radio station that serves the Filipino-speaking community.

- Ranked-choice voting outreach efforts

For the November 3 election, the Department will continue its effort to educate San Francisco voters about ranked-choice voting through the various outreach methods outlined above.

The Department’s outreach coordinators will conduct presentations in English, Chinese, Spanish, and Filipino at many events throughout San Francisco during the months preceding Election Day. Among topics such as registering to vote and requesting a vote-by-mail ballot, the coordinators will present information about ranked-choice voting method.

In October, the previously mentioned postcard and Muni and BART ads will include information about ranked-choice voting.

Additionally, the Voter Information Pamphlet, mailed to every registered voter, will include information about how ranked-choice voting works and feature an image of a ranked-choice contest. Posters with information about ranked-choice voting will also be displayed inside each voting booth at the City Hall Voting Center and at every polling place. As always, voters may find additional information about ranked-choice voting on sfelections.org.

VI. CANDIDATE FILING AND SUBMISSION OF MEASURES FOR THE BALLOT

To facilitate candidate filing and the submission of initiative measures for qualification for the ballot, the Department prepares a Candidate Guide with information about the nomination process, and a Guide that summarizes the procedures and requirements for qualifying Charter Amendments, Ordinances, and Declarations of Policy for the ballot through the initiative process. To further assist candidates and campaigns, the Department offers workshops aimed at answering questions for first-time and returning candidates. Topics of the workshops include petition formats, circulator and signer requirements, use of in-lieu petition signatures as nomination signatures, and other material that may assist candidates and campaigns.

These materials, updated for the November 3 election, and a video recording of a candidate workshop on gathering and submitting signatures in lieu of filing fees are posted on the “Campaign Services” section of sfelections.org.

For the November 3 election, candidate filing activities commenced on March 31, when the submission period opened for signatures in lieu of filing fee for candidates for Mayor and Board of Supervisors, District 3, followed by the opening of nomination period for these offices on May 15. This election also includes the offices of City Attorney, District Attorney, Sheriff, Treasurer, and Community College Board Member; these offices follow a different set of nomination-related deadlines, with the opening of the signature-in-lieu period on May 29 and the nomination period on July 13.

In July, the Department will facilitate the intake of the local ballot measures to be submitted to voters in the upcoming election. These measures may be submitted to the Department by the Mayor, the Board of Supervisors, four or members of the Board, or by voters through the initiative petition process. The submission deadlines vary depending on the type of measure, with most falling in July; the submission deadline for any school, college, or special district measure is August 7.

The Department determines the title and letter designation of each measure. Letter designations are assigned in the following order and according to these procedures:

1. Bond measures: The bond measure involving the largest amount of money is assigned the letter designation "A." The bond measure involving the second largest amount of money is assigned the letter designation "B." This process continues until each bond measure is assigned a letter designation with successive letters of the alphabet.
2. Charter amendments: The order of designation of Charter amendments is determined by random lottery. The first, randomly selected Charter amendment is assigned the next available letter of the alphabet. This process is repeated until each Charter amendment is assigned a letter designation with successive letters of the alphabet.
3. Ordinances: The order of designation of ordinances is determined by random lottery, following the procedures described above for Charter amendments.
4. Declarations of policy: The order of designation of declarations of policy is determined by random lottery, following the procedures described above for Charter amendments.

In August, the Department will facilitate the intake of the ballot arguments (proponents', opponents', rebuttal, and paid) for inclusion in the Voter Information Pamphlet. To encourage complete and efficient submissions, the Department posts information on sfelections.org, including a Guide to Submitting Ballot Arguments, instructions for completing the ballot argument forms, and an explanation of changes to the proponent's and opponent's argument process which resulted from recent changes to the San Francisco Municipal Elections Code.

If the Department receives more than one proposed proponent's or opponent's argument for a measure, the Department will select one proponent's and one opponent's argument according to the following order of priority:

Selection priority for proponent's arguments:

1. The proponent of an initiative petition; or the Mayor, the Board of Supervisors, or four or more Supervisors if the measure is submitted by the same
2. The Board of Supervisors, or any member(s) designated by motion of the Board
3. The Mayor
4. Any individual registered San Francisco voter, group of registered San Francisco voters, association or organization, or combination thereof.

Selection priority for opponents' argument:

1. The person who files a referendum petition with the Board of Supervisors
2. The Board of Supervisors, or any member(s) designated by motion of the Board
3. The Mayor
4. Any individual registered San Francisco voter, group of registered San Francisco voters, association or organization, or combination thereof.

If more than one argument in favor of or against a measure is submitted at any given priority level and no argument entitled to higher priority is submitted, the Department will select the proponent's or opponent's argument by lottery from among all arguments at the highest level of priority.

After the Department selects one proponent's argument and one opponent's argument for each measure, the Department sends copies of both arguments to the submitters of the selected arguments. The proponent may submit a rebuttal to the opponent's argument, and the opponent may submit a rebuttal to the proponent's argument. Each rebuttal argument is printed on the same page of the Voter Information Pamphlet as the argument it rebuts. If no proponent's or opponent's argument is submitted for a measure, the Department will not accept or publish any rebuttal argument.

In addition to the proponents' arguments, opponents' arguments, and rebuttals, which are printed without charge, any eligible voter, group of voters, or association may submit paid arguments.

For each measure, any paid arguments are printed on the pages following the proponent's and opponent's arguments and rebuttals. All of the paid arguments in favor of a measure are printed together, followed by the paid arguments opposed to that measure. Paid arguments for each measure are printed in order of submission.

Activities related to candidate filing will draw to a close on October 20, which is the deadline for any write-in candidates to file their Declarations of Write-in Candidacy and nomination paperwork.

The calendar with the deadlines applicable to the November 3 election and the list of key dates and deadlines are attached as **Appendix B** and **Appendix C**, respectively.

VII. BALLOT SIMPLIFICATION COMMITTEE

San Francisco law requires that a Ballot Simplification Committee be appointed to create digests of ballot measures. Committee members review the legal text of each measure, which can range from a few paragraphs to many pages, and distill the main ideas of the measure into a straightforward and neutral passage for publication in the Voter Information Pamphlet (VIP). The Departments facilitate the Committee meetings by arranging meeting rooms, informing Committee members of meeting times and places, providing copies of agenda and meeting materials for members of the Committee and of the public, and requesting analyses on the Committee's behalf from City departments that are most likely to be affected by passage of any proposed initiative measure. Department staff post meeting agendas and agenda materials on sfelections.org/bsc and make the materials available at the Department's office.

For the November 3 election, the Committee commenced public meetings on July 27 and will complete its digests no later than 85 days before the election, August 10.

VIII. VOTER INFORMATION PAMPHLET AND SAMPLE BALLOT

The Department produces the Voter Information Pamphlet (VIP) in English, Chinese, Spanish, Filipino, large-print, audio, pdf version. Beginning with the November 3 election, some VIP material will also be available in HTML and XML formats. In addition to the Sample Ballot, the VIP includes information about local candidates and ballot measures, the voting process, and voters' rights. Creating the VIP requires planning and continuous collaboration with the typesetting/translation contractor, the printing contractor, and the United States Postal Service. During the project, the work performed by the contractors is closely reviewed and approved by the Department staff throughout the production process.

Approximately four months before an election, the Department creates a production schedule for all work associated with the project, and holds planning meetings with the contractors to ensure that all stakeholders agree on proposed schedules and deadlines. The Department and its printer/mailing contractor also confer with postal authorities to ensure that the VIP cover art meets all USPS requirements.

For the November 3 election, the Department commenced transmitting the updated content for the general information pages to the typesetting/translation contractor in early July. Election-specific information, such as legal text, candidate statements, and ballot arguments, is regulated by filing and submission deadlines and deadlines for submission of measures, which for the November 3 election occur between July and August. As information becomes available, the Department compiles and formats the material, proofreads it against the official submissions, and sends the files to the contractor, who lays out and typesets all pages. The contractor provides typeset material on a flow basis, as sections are complete, to Department staff for review and final approval.

The typesetting/translation contractor also provides transliterated Chinese names for local candidates and translations for ballot designations, instructions, and ballot questions for local measures, for inclusion on the Official Ballot, using the Department's established glossaries of election terms when appropriate. The translations are reviewed and approved by the Department's team of bilingual proofreaders before the material is sent to the voting system vendor for creation of the Official Ballot.

After the Official Ballot is created, the Department transmits the final ballot images to the typesetting/translation contractor for creation of the various versions of the Sample Ballot for inclusion in the VIP and on the lookup tool on *sfelections.org*. Each English-language VIP includes a Sample Ballot based on the voter's address and language preference, if known; therefore the number of unique contest combinations determines the number of VIP versions, which corresponds to the number of ballot types for the election. Once the material is finalized, the contractor assembles the pages, with the appropriate Sample Ballot and candidate statements for each ballot type according to a matrix the Department provides, and, after Department review and approval, sends the final files to the printer.

Using the glossary of election terms approved by the Department as a reference for each required language, the typesetting/translation contractor translates the content into Chinese, Spanish and Filipino and typesets the translated content once the translations are approved by the Department. The contractor also works with the Department to produce large-print versions of the pamphlet in English, Chinese, Spanish, and Filipino, and audio and HTML and XML formats.

Approximately 46 days before an election, September 18, the Department sends the voter file extract to the printing vendor. The vendor uses the file to label each VIP cover with the voter's name, address, and polling place information. The printing vendor provides the Department with labeling proofs and requests written approval from the Department staff before

continuing with labeling and mailing. The contractor also assembles the VIPs by mailing area and delivers them to the postal facility for the mailing. During the mailing period, Department staff act as a point of contact with both the printing vendor and the US Postal Service Business Mail Entry Unit to facilitate and monitor delivery and resolve any delays or other issues.

No later than October 5, the Voter Information Pamphlets will be mailed to voters. Chinese, Spanish, Filipino, and alternate format (audio, large print) VIPs will also be mailed to those who have requested them. There will also be several supplemental mailings to voters who register after the initial mailing in early October.

The Department also makes copies of the VIP available at its office and in public locations, working with the San Francisco Public Library to coordinate adequate supplies for all branches.

Voters who have requested to stop mail delivery of the VIP receive an email approximately 40 days before the election, September 24, with a link to view the pamphlet on *sfelections.org*. The online Voter Information Pamphlet will be available in a PDF format accessible via screen reader software, and in an mp3 version; election-specific content will also be available in HTML and XML formats. The Voter Information Pamphlet will also be posted in Chinese, Spanish, and Filipino.

IX. OFFICIAL BALLOT

For the November 3 election, the following offices will appear on the ballot:

- Mayor
- City Attorney
- District Attorney
- Sheriff
- Treasurer
- Board of Supervisors, District 3
- Member, Community College Board

All voters citywide will use the ranked-choice voting method to cast their votes for the offices appearing on the ballot, except the Community College Board.

As of July 28, eight local measures have qualified for the ballot. The final list of ballots measures will be determined on Friday, July 31, which is the deadline for submission of ordinances and declarations of policy.

At the time of submission of this plan, the Department has not determined the number of cards in the November 3 election ballot, but anticipates that the ballot will consist of three cards.

The first step in producing ballots is to determine the number and geographical distribution of the different ballot types that apply for an election. Different ballot types are necessary because San Francisco is comprised of overlapping local, state, and federal districts, such that voters living in different parts of the City are often eligible to vote for different combinations of contests. Approximately 85 days before an election, August 10, after the candidate nomination period ends, the Department determines how many ballot types will apply for the election, how many of each type will need to be printed, and which contests will appear on each ballot type.

Starting in July, the Department begins transmitting information about nominated candidates, ballot designations, translations and name transliterations to the voting systems vendor to populate the ballot drafts with this information.

In addition to paper ballots, the Department, with the voting systems vendor, produces touchscreen and audio ballot versions to be used on the AVC Edge II machines.

Once the Department finalizes the ballot layout and content it sends the ballot face image files to its ballot printer, which is certified by the California Secretary of State to provide ballots for use in California elections. The printer assembles the ballot images and sends proofs for each ballot type to the Department for review and final approval.

The ballot printer prints all paper ballots and assembles and mails vote-by-mail ballots. During assembly, the ballots are inserted into generic ballot packets, and then individual voters' names and barcodes are sprayed onto the outside envelopes. This process requires the precise use of databases and insertion machinery because every voter must be sent a ballot that corresponds to his or her precinct and correct combination of contests. The mailing process begins at the printing plant, where the ballots are packaged in trays and on pallets, and later delivered to the Mail Facility where they are scanned into the USPS mail tracking system. Then, ballots are sorted into postal routes for delivery to voters.

Ballots destined for polling places or the City Hall Voting Center are shipped to the Department's warehouse, where staff perform an inventory and conduct a quality control check. Generic vote-by-mail ballots (those without a preprinted precinct number) that are used at the Department's Voting Center are then transported to City Hall and secured. Precinct ballots are packaged in specific supply bags for each precinct, along with other precinct-specific materials and supplies, and then transported to City Hall for distribution to polling place Inspectors.

A. BALLOT DELIVERY TO VOTERS

1. MILITARY AND OVERSEAS VOTERS

As authorized by the California Elections Code, sections 3105(b)(1) and 3114(a), the Department begins sending ballots to military and overseas voters 60 days before the election, September 4.

The ballots are provided via the method voters requested on their applications: postal mail, email, or fax. Military and overseas voters may return their voted ballots to the Department by mail or, in certain circumstances, by fax. Along with their ballots, voters receive information regarding their return options, how to track and confirm receipt of their ballots, and election deadlines.

The "Military and Overseas" section of *sfelections.org* provides information on registering to vote and explains several ways voters can request, receive, and return their ballots. On this webpage, voters can also learn how to use a federal write-in absentee ballot if they do not receive their Official Ballot in sufficient time to allow for its return.

2. VOTERS WHO REQUEST TO VOTE BY MAIL

For voters who wish to vote by mail, the Department provides many options to request a vote-by-mail ballot, including online, via telephone, in person, and by mail. For this election, the Department must receive completed vote-by-mail ballot applications no later than 5 p.m. on Tuesday, October 27.

Beginning 29 days before the election, October 5, the Department mails ballots to permanent vote-by-mail voters and those registered as one-time vote-by-mail voters.

Starting with this election, there is a new return deadline resulting from a new state law that provides that vote-by-mail ballots will be accepted if they are postmarked on or before Election Day and delivered to the Department by the USPS or other delivery service no later than three days after the Election.

Along with their ballots, voters receive instructions on how to complete and return their ballots. Voters may mail their ballots to the Department postage free, return them in person to a drop-off station at City Hall, polling place, or the Department's office. Voters may also authorize a relative or person living in the same household as the voter to return the ballot on voter's behalf.

For this election, the Department will again offer drop-off stations outside the Grove Street and Goodlett entrances to City Hall on the Saturday, Sunday, and Monday prior to the election, as well as on Election Day. At least two staff people will be on duty at each station at all times, with red ballot boxes, prepared to accept signed and sealed ballots. Each staff member at the stations will be wearing a red vest with the "Vote-Vote-Vote-Vote" message on the back in English, Chinese, Spanish, and Filipino to be visible to the public.

During the last seven days before the election, the Department facilitates an emergency vote-by-mail ballot pick up option, which allows voters to authorize any person, in writing, to pick up and return their ballot, in accordance with the California Elections Code, section 3021.

Sfelections.org features information about voting by mail that may interest voters. It includes a page with an image of the vote-by-mail ballot return envelope with explanations of the envelope components, including the type of information contained in the bar codes printed on each envelope. Another page gives voters the opportunity to learn about the main steps in a vote-by-mail ballot's life cycle, from the time the packet is assembled and mailed to a voter to the time it is counted at the Department's office. Additionally, the Department provides a tool on *sfelections.org/vbmstatus* to enable voters to track their vote-by-mail ballots at several points in the process, from the date on which the ballot packet was delivered to the post office en route to the voter, to when the Department received the voter's ballot, to when the signature on the return envelope was verified and the ballot was extracted from the envelope, to the date that the ballot was counted. In situations when a ballot is challenged, the reason (e.g., no signature on envelope, signature does not match signature on file) is displayed and the voter is advised of actions he or she must take to have the ballot counted. This information will be updated daily, giving voters the opportunity to follow their ballots to the finish line – the counting of the vote. The Department also provides a toll-free telephone number by which voters can track and confirm the receipt of their voted vote-by-mail ballots.

3. VOTERS WHO RESIDE IN MAIL BALLOT PRECINCTS

There are 15 mail ballot precincts in this election, each with fewer than 250 registered voters (other 6 mail ballot precincts have no registered voters). Because these precincts do not have assigned polling places, the Department mails ballots, instructions, and postage-paid return envelopes to all voters in these precincts 29 days before the election. For voters in these precincts who would prefer to drop off their ballots at a polling place, the addresses of the two polling places nearest to their precinct are provided in the instructions.

4. VOTING AT THE CITY HALL VOTING CENTER

The mailing of the ballots also marks the first day of the voting at the Department's City Hall Voting Center. Beginning October 5, any voter can vote at the Department's office on the ground floor of City Hall during weekday hours, 8 a.m. to 5 p.m., except on the October 12 holiday. Weekend voting is available from 10 a.m. to 4 p.m. on the two weekends before the election, October 24–25 and October 31–November 1, and on Election Day from 7 a.m. to 8 p.m. Those who wish to vote early or on Election Day at the City Hall Voting Center have the option to vote by paper ballot or use an accessible voting machine. The City Hall Voting Center has all of the assistance tools provided at polling places, including accessibility tools and ballot facsimiles in Vietnamese, Japanese, and Korean (these are exact copies of the official ballot with translated content, for voters to use as a reference).

B. DISTRIBUTION OF BALLOTS TO POLLING PLACE INSPECTORS

Inspectors have the pre-election responsibility of picking up bags containing ballots and other supplies and transporting them to their assigned polling places on Election morning. Inspectors must have an assignment from the Department and complete a training class before receiving ballots.

For this election, supply bag distribution will take place Sunday, October 25, through Saturday, October 31. When inspectors pick up ballots, they and Department staff do a careful inventory of the supply bag to make sure all required items are included, and then sign a Custody Transfer Form to document their custody of ballots.

If an Inspector cannot pick up the ballots after the training class, he or she can work with Department staff to arrange a home delivery.

X. POLLING PLACES

In the November 2014 election, the Department utilized 576 polling places to serve San Francisco voters. California Elections Code, section 12241, allows the Department to consolidate voting precincts for local elections and use a single polling place to serve the voters of two adjacent precincts. Therefore, on November 3, the Department will support 390 polling places to serve the voters of San Francisco.

When making consolidations, the Department considers set criteria for polling place selection which include seeking to secure sites larger than 250 square feet, which meet the Americans with Disabilities Act (ADA) requirements of a five foot turning radius throughout; and where possible, favoring city-affiliated, public facilities such as schools, firehouses, and libraries, over privately owned sites such as garages and businesses. The Department also considers topographical factors and natural barriers such as hills, freeways, reservoirs, and parks, as well as the requirement that both consolidated precincts be in the same voting jurisdiction.

Securing polling places is a multi-step process. First, the Department contacts the providers of facilities used in the last election to query their availability for the upcoming election. If a polling place owner can no longer offer a facility, a team of two poll locators is dispatched to the precinct to find a suitable replacement for the site. The poll locators make every attempt to identify a centrally located site that complies with the ADA and other laws pertaining to accessibility. Each locator is trained on how to use surveying tools, such as a digital slope level, path of travel level, digital measuring wheel, door pressure gauge, and a voltage tester for checking power outlets. They are also instructed on the types of temporary solutions (i.e., threshold ramps) that the Department may use to mitigate accessibility obstacles.

State law requires that all poll locations be finalized at least 29 days prior to every election, which is also the deadline for mailing the Voter Information Pamphlet (VIP) to each voter. However, the Department intends to secure all poll locations by 46 days prior to the election, so that polling place information can be provided to the printer in time for inclusion in the VIP. This information includes a polling place address and cross street, an indication of whether it is accessible for persons with disabilities, and a physical description of the polling place entryway, such as slope or ramped access.

Additionally, voters can check their polling place location using the Polling Place Lookup Tool on *sfelections.org*, which interfaces with Google Maps for easy door-to-door walking, driving, public transit, or bicycling directions from their homes to their polling places.

If a polling place becomes unavailable after the VIP is mailed, the Department will notify affected voters by mailing "Change of Polling Place" notification cards and posting "Change of Polling Place" signs at the cancelled location on Election Day. The signs provide directions on detachable sheets of paper that include the address, cross-streets, and accessibility information of the new polling place.

In the weeks leading up to the election, the Department encourages voters to confirm the location of their polling place through announcements posted on social media sites, press releases issued to the media, at outreach events throughout San Francisco, and on *sfelections.org*.

A. TIMELY OPENING OF POLLING PLACES ON ELECTION DAY

Voting must begin promptly at 7 a.m. at all polling places on Election Day. Therefore, the Department takes steps to ensure that all facilities hosting polling places are unlocked and open by 6 a.m. so poll workers can begin setting up voting equipment and preparing the polling place to serve voters. The Department arranges with the owners of polling places for either a representative of the facility to open the site by 6 a.m. or to provide Department staff with keys or door codes to open the site on Election Day. The Department also contacts all polling place owners to compile Election Day emergency contact information to be used in case the polling place needs to be opened.

XI. POLL WORKERS

For the November 3 election, the Department will assign approximately 1,750 poll workers to 390 polling places. Each polling place will be staffed with four poll workers: one inspector, one adult clerk, and two additional adult or student clerks. Additionally, the Department will recruit and train approximately 80 standby poll workers, to be stationed at City Hall on Election Day for dispatch to precincts that may require additional assistance.

A. RECRUITMENT

Each election, approximately 75% of experienced poll workers return to volunteer again; the remaining 25% are recruited from a pool of new applicants. New poll workers are recruited through various means, such as emails sent to San Francisco voters, ads in neighborhood newspapers and the Voter Information Pamphlet, and outreach to community organizations.

In September, the Department will open its recruitment office in City Hall, Room 34 to conduct testing and process new applicants for poll worker positions. The assessment process consists of a written exam designed to gauge an applicant's reading comprehension skills and clerical aptitude and an interview that allows the Department to evaluate the applicant's work experience and skills.

In addition to hiring new adult poll workers, the Department plans to recruit 700 high school students through its High School Student Poll Worker Program. California Elections Code, section 12302, allows high school students to actively participate in the election process by serving as poll workers, even if they are not eligible to vote. Launched in 2002, this program continues to be a great resource for recruiting poll workers at San Francisco's public and private high schools.

For the upcoming election, student recruitment will begin in early August with the mailing of application materials to the high schools, so that administrators can hang the posters, distribute applications, and advertise the position in their school newspapers. In late August, the Department will contact teachers and administrators to schedule appointments to conduct outreach presentations in social studies, civics, and history classes, or to drop off additional materials.

Additionally, through collaboration with the San Francisco School Board and direct contacts at schools, the Department will offer schools kits that include voter registration cards, instructions for registering eligible high school students, and posters advertising voter registration. These materials can be used to encourage registration during the two weeks in September that are designated as "High School Voter Education Weeks" under the Education Code. The Department will also offer to facilitate registration at schools during High School Voter Education Weeks.

To provide Election Day assistance to voters with limited English proficiency, the Department recruits and assigns bilingual poll workers to polling places where such assistance is likely to be needed. The Department uses established criteria to assign Chinese- and Spanish-bilingual poll workers to precincts, and will employ the same criteria to assign Filipino-bilingual poll workers beginning with this election. The criteria include:

- Voter Requests for Translated Election Materials: Currently, when people register to vote or request a vote-by-mail ballot, they have the opportunity to request election materials in Chinese, Spanish, or Filipino. The Department tracks these requests and uses them to assign bilingual poll workers. The Department assigns at least one bilingual poll worker to every precinct where 10 or more registered voters (approximately one percent) have requested election materials in one of the required languages, and at least two bilingual poll workers in every precinct where 75 or more registered voters have requested election materials in one of these languages.
- Voter Countries of Birth: The Department uses country of birth information to refine the assignment of bilingual poll workers by precinct. If a precinct reaches the threshold of 25 or more registered voters who were born in a country where a required language is predominant, the Department places one bilingual poll worker in that precinct.
- Data Provided by the California Secretary of State: By January 1 of each year in which the Governor is elected, the Secretary of State must determine the precincts throughout California where 3% or more of the voting-age residents are members of a single-language minority and lack sufficient skills in English to vote without assistance (California Elections Code, section 14201(d).) The Department uses this data in conjunction with the other criteria to assign bilingual poll workers to precincts.

For this election, the Department will recruit and assign bilingual poll workers as follows:

- 359 Chinese-speaking poll workers to 261 precincts (68% of precincts)
- 166 Spanish-speaking poll workers to 162 precincts (42% of precincts)
- 134 Filipino-speaking poll workers to 134 precincts (34% of precincts)

Every election, the Department also strives to recruit and assign bilingual poll workers who speak other languages, such as Vietnamese, Japanese, Korean, and Russian.

B. ASSIGNMENT

When determining poll workers' assignments, the Department considers several factors, such as where they live, whether they will travel to the polling site by Muni, BART or car, whether they are bilingual, and whether they have been requested by a polling place provider to work at a specific site.

To facilitate efficient and accurate assignments, the Department developed and uses a web-based dynamic map that shows site-specific poll worker recruitment targets. The tool allows users to specify criteria to be displayed on the map (e.g., sites needing inspectors or Chinese-speaking workers) and streams the data in real-time directly from the Department's Election Information Management System (EIMS), allowing users to visually identify polling places which require additional workers. As poll worker assignments are logged into EIMS, the map can be refreshed to update the data. This map is also used in the poll worker recruitment office, enabling applicants to view available locations and choose their preferred sites, and allowing the poll worker coordinators to immediately assign applicants to their preferred precincts. The Department also uses a dynamic Excel spreadsheet that streams data from EIMS. The spreadsheet lists all precincts, with staffing requirements and current staffing compositions, and allows the user to filter by multiple criteria for a detailed picture of current staffing compositions citywide. The dynamic map presents an excellent visual manifestation of polling place compositions when assigning poll workers, and the Excel interface allows users to easily customize and share this staffing data.

When poll worker assignment is complete, the Department sends precinct confirmation letters to all volunteers listing the sites to which they have been assigned.

Poll workers can also use the Poll Worker Profile page on selections.org for access to the most up-to-date personalized election information at any time. By logging into their profiles, poll workers can view the dates, times, and locations of their assigned training classes; access the addresses of their assigned polling places, with door-to-door directions from their homes; review training materials to prepare for Election Day, and view information about their paychecks. Once assigned to a precinct, inspectors can view contact information for team members and be reminded to contact each clerk before Election Day.

C. TRAINING

Poll worker training is conducted prior to each election to prepare poll workers for Election Day service. For this election, the Department's instructors will conduct more than 65 training classes in the month preceding the election. Specialized classes will also be held for approximately 55 Field Support personnel and 200 law enforcement officers tasked with collecting memory devices and ballots.

The Department will develop specific class curricula to support training of election volunteers of various experience levels: inspectors, new inspectors, clerks, new clerks, and high school student clerks. Clerk training will begin on Friday, October 2, and inspector training will begin on Sunday, October 25. For this election, the classes will be held primarily on Fridays, Saturdays, and Sundays, in the hearing rooms of City Hall.

Training classes will focus on the following topics:

- Rights of voters, including language and other access rights for voters with specific needs;
- Correct setup and operation of voting equipment;
- Voting procedures, including standard, vote-by-mail, and provisional voting, with a section that explains the new bilingual ballot and the resulting new ballot issuing procedures; and
- Procedures for documenting and transferring custody of ballots and other election materials after the polls close.

Curriculum will be delivered via a standardized PowerPoint presentation explaining the procedures for opening, assisting voters, and closing, and videos that reinforce these procedures, including assisting different types of voters, setting up voting equipment, and preparing electronic results and ballots for custody transfer.

Classes will also include a hands-on section that allows poll workers to independently conduct closing procedures such as counting unused ballots, signatures in the Rosters of Voters, and other materials.

The Department develops a Poll Worker Manual that covers almost every aspect of the training curricula. This manual is provided to every poll worker in class and a copy is posted at *sfelections.org*.

The Department will again offer practice labs to all poll workers. During these self-paced learning sessions, poll workers have the opportunity to independently complete the voting equipment procedures outlined in the Poll Worker Manual as they will on Election Day. Participants set up both voting machines, print the zero reports, activate a touchscreen or audio ballot, run the end-of-day results tape, and close the polls on the voting machines. This supplemental practice allows poll workers to hone their skills, increasing their confidence and preparedness for Election Day.

In addition to in-person training, the Department offers a variety of online resources, including videos, bilingual poll worker information, and interactive review materials with a quiz.

The Department will continue offering online bilingual courses to help prepare bilingual poll workers to serve voters who require assistance in Chinese, Spanish, and Filipino. The training covers common election terms, language assistance resources available at the polling places, and polling place procedures. The course features a voice-over in the target language, interactive activities in English and the target language, quizzes and a final test. Participants can complete the training at their own pace, and, upon completion of the course, print a certificate of completion. To accommodate poll workers who do not have computer access, the Department designates days when poll workers may complete the online training in the office.

XII. FIELD SUPPORT PERSONNEL

For this election, the Department will employ and train approximately 55 Field Election Deputies (FEDs) to provide assistance to poll workers and to serve as liaisons between polling places and the Election Center. Each FED is responsible for a territory of approximately 7-10 polling places and is provided with a van to travel between sites and a cell phone to communicate with their precinct teams and the Election Center. FEDs serve from 4 a. m. to approximately 11 p.m. and are tasked with ensuring polling places open on time, Election Day procedures are followed, voting machines are operational, and that precinct teams conduct closing procedures accurately.

FEDs attend several training sessions, which address their complex and varied responsibilities, including a five-hour course that covers Election Day tasks, reference materials, poll worker procedures, solutions to common voting equipment issues,

election laws, vehicle operation logistics, and other topics. In class, FEDs receive a sample of the reference binder they will use on Election Day, which includes guides for emergency voting procedures, voting machine troubleshooting, supply lists, and other materials. FEDs also participate in a four-hour route driving session, during which they practice driving their territory, and determine the most suitable route between precincts.

Additionally, new FEDs attend a poll worker training class to gain an understanding of poll worker duties and a 1.5-hour hands-on lab where they can practice their new skills.

Besides responding to any ad hoc issues that may arise at their assigned polling places, FEDs are responsible for a slate of predetermined tasks. Each FED is assigned a smartphone with a custom-built application listing these tasks. The tasks are specific to each FED and include confirming that bilingual staffing requirements for each precinct are satisfied, ballots are dropped off, signage is adequate, etc. After completing each task at each respective precinct, the FED marks the task as complete on the phone application. Election Center personnel are able to see each FED's task status in real time, allowing them to track progress at each precinct. Additionally, this application allows Election Center personnel to broadcast messages to all FEDs or any subgroup (i.e., FEDs assigned to oversee sites in a specific district) ensuring that FEDs have access to the latest information pertinent to their respective territories.

Additionally, the Department will employ 11 staff to comprise the Polling Place Support Team. This team will be primarily tasked with ensuring that accessibility requirements are met at polling places. Also, during the day, this team will gather information related to polling place operations (e.g., the amount of time it takes a poll worker to process a voter at the election table) for future planning.

XIII. LOGIC AND ACCURACY TESTING AND PREVENTIVE MAINTENANCE OF VOTING EQUIPMENT

The Department conducts Logic and Accuracy (L&A) testing of all vote-tabulating equipment prior to each election. L&A testing is the process by which voting equipment is configured, tested, and certified for accuracy. The voting machines that comprise San Francisco's voting system are the Optech Insight, AVC Edge II, and Optech 400-C, all of which are subject to testing. The testing verifies that the specific ballot information for each precinct is correct, checks the performance of the vote tabulating equipment, and ensures that the equipment properly records and accurately tabulates all votes.

The Department appoints a Logic and Accuracy Testing Board, composed of registered voters from different fields, to oversee the testing. Once the Board is formed, Department staff will host several meetings with the members. The first meeting provides an opportunity for the Board members to review and approve the test plan and schedule before the testing commences.

The test plan includes a timeline for voting equipment testing and a description of tests to be conducted on each voting machine. The Board members will reconvene once the testing is complete, no later than seven days before the election as authorized by the California Elections Code, section 15000, to review and certify the testing results.

Additionally, for this election, all voting equipment is subject to the annual Preventive Maintenance (PM), during which all machines are inspected, tested for functionality and sensitivity levels, and serviced for any needed repairs. While the Optech Insight and AVC Edge II machines undergo an annual PM before every November election, the 400-C machines undergo PM prior to every election due to the high volume of ballots processed using these machines.

As in previous elections, the Department will issue a press release and post a public notice of the scheduled L&A testing dates and locations at least five days before the testing commences for the November 3 election.

A. TESTING OF OPTTECH INSIGHT AND AVC EDGE II MACHINES USED AT POLLING PLACES

The Opttech Insight and AVC Edge II machines are stored in the Department's warehouse at Pier 48, Shed B, where the testing takes place. Throughout the testing and election process, all voting equipment is labeled with unique RFID tags that allow tracking of each item by location and status tracking (i.e., L&A testing, delivery to the polling places, etc.).

There are two phases to Opttech Insight machine testing. The first phase begins with a specific set of test ballots being run through each machine to produce predetermined results. Once the test ballots have been processed, a tabulation results report is generated from each machine and compared with the expected results by a team of proofers. If the results do not match with 100% accuracy, any discrepancies are investigated until the issue can be resolved.

Once the first test phase is successfully completed on each machine, the results data stored in the memory packs is uploaded into the WinEDS election database system to test the transmission and tabulation of the test ballot results. A different review team proofs the combined tabulation results report for accuracy.

When the Opttech Insight testing is complete, staff return the memory packs to the machines and attach serialized tamper-evident seals to the memory pack covers to ensure that any untimely or unauthorized removal of a pack will be apparent.

Next, the machines are placed inside black transport bags which are secured with another set of tamper-evident seals and stored in a secured staging area at the warehouse in preparation for delivery to the polling places.

AVC Edge II testing involves three steps, including performing a vote simulation that automatically casts predetermined votes, to confirm that votes are recorded accurately; manually casting a vote using the touchscreen interface, also to confirm that votes are recorded accurately; and testing of other functionalities such as audio and the connectivity of assistive devices, to ensure that all components are working properly.

After these tests are completed, a review team verifies the printed vote tabulation result--the Voter Verified Paper Audit Trail (VVPAT) --for each machine to check that the results match the predetermined test results.

After the results have been verified, the AVC Edge II machines and their components are sealed, packed in transport bags, and transferred to a secured staging area at the warehouse where the machines are assembled in delivery route order in preparation for polling place delivery.

In addition to testing all voting machines and associated components (i.e., VVPAT printers, card activators, and audio devices) that will be deployed to polling places, the Department tests other units to serve as back up machines in case a replacement is needed on Election Day.

B. TESTING OF 400-C MACHINES USED TO TABULATE VOTE-BY-MAIL, PROVISIONAL, AND EDGE REMAKE BALLOTS

The four Opttech 400-C machines are located in the Department's Computer Room in City Hall, where testing takes place.

The testing of the 400-C machine is similar to the Optech Insight machine testing. Test ballots for a set of precincts that covers all ballot types are run on each machine. Then, a results report is generated and compared for accuracy with the predetermined test results report.

During the election cycle, a test is conducted each day on the 400-C machines before any ballots are processed. The tests are conducted by the voting system vendor, Dominion Voting Systems, using a set of test ballots, and overseen by Department staff to ensure that the machines are processing the vote-by-mail and other ballots accurately.

XIV. DELIVERY OF VOTING EQUIPMENT AND SUPPLIES TO POLLING PLACES

Beginning October 27 and continuing over the next seven days, the Department, in conjunction with Dominion Voting Systems and a drayage vendor, will deliver the Optech Insight and AVC Edge II machines, red supply boxes, and additional supplies to polling places throughout San Francisco.

The Department employs an RFID asset tracking system to account for voting equipment at all times. The bar code on each item indicates the precinct number for which the equipment is configured and assigned. Once the bar code is scanned, the machines are placed on rolling racks according to predetermined delivery routes. As they load the delivery trucks, Department and delivery vendor staff cross-check the Insight and Edge precinct numbers and the polling place addresses using a route sheet. After staff have confirmed that the information is correct and the tamper-evident seals have not been compromised, the serial numbers are recorded on the route sheets for later confirmation by the equipment recipients. The recipients of the equipment sign the route sheets, confirming their receipt of the machines and other election materials.

XV. BALLOT PROCESSING BEFORE ELECTION DAY

The United States Postal Service delivers voted ballots to the Department on a daily basis. As the ballots arrive, Department staff begin processing the returned vote-by-mail ballots by verifying the signatures on the envelopes.

The Department uses two automated systems that work together to process the unopened envelopes prior to verifying the signatures: the "Agilis" mail sorter system and the Election Information Management System (EIMS). The mail sorter is programmed with a database of voter registration records so that it can read the envelope's barcode, which includes the election ID, the voter ID, and the voter's precinct number. The sorter performs several tasks, including out-sorting spoiled and unreadable envelopes, counting envelopes, capturing a digital image of the signature on each envelope and batching it with other images, and sorting the envelopes by precinct.

The batched signature images are accessible for review on staff computers. The signature captured from the envelope and the signature from the voter's affidavit of registration are displayed side by side, so that staff can visually compare the two signatures for style, general appearance, uniformity, and consistency. They accept the envelope if the signatures match or challenge it for further review. After acceptance, the voter's voting history is updated to record that the voter has returned a ballot in the current election.

As authorized by the California Elections Code, section 15101, the Department can begin opening accepted envelopes and removing ballots ten business days before an election – October 20. The envelopes are slit with an Opex high speed envelope opener/extractor and staff remove the ballots from the envelopes. Throughout this process, the side of the envelope with the voter's identifying information is kept face down, to protect the voter's privacy. A team is assigned to

flatten out the folds in the ballots, place the ballots in ballot transfer boxes, and prepare them for counting by placing header cards between precincts and completing a log sheet for each box.

For this election, the Department will continue the practice it began in 2013 and stream live video over the internet showing vote-by-mail ballot processing. The Department will place a camera inside City Hall, Room 59, to show sorting and opening of the envelopes, and another camera in the hallway outside, to show ballot removal from the envelopes. The cameras will operate whenever the Department is sorting, opening, or removing ballots from their envelopes. A link to the site hosting these broadcasts will be posted on *sfelections.org*.

Ballot transfer boxes are delivered to the Computer Room, where the ballots are counted by the 400-C machines. The machines do not tabulate the results at this time; instead, they read the marks on the ballots indicating a voter's choices for candidates and ballot measures, and store this information for tabulation and inclusion in the official tally on Election Day. All activities in this room can be observed by the public through a viewing window.

A. BALLOT REMAKE

Under certain circumstances, when a ballot is unreadable by the 400-C machine, the Department must "remake," or duplicate, the ballot so it can be read by the equipment as authorized by the California Elections Code, section 15210. For example, ballots that are torn, bent, folded, dirty, damp, or otherwise damaged must be remade. The 400-C machines also separate ballot cards with write-in votes, which require manual review. The ballot remake process begins approximately one week before Election Day and may continue until the election is certified.

Generally, the remake team consists of four members: two screeners and two markers. All members working on the remake team undergo training on how to properly interpret voter marks and intent as provided by the California Elections Code and the Secretary of State's Uniform Vote Count Standards. Working together, the screeners review each ballot card that is out-stacked by the 400-C machine to determine whether a remake is necessary. If the screeners determine that a remake is necessary, the markers duplicate the votes cast on the original ballot on a remake ballot. The remake must reflect the intent of the voter as determined by the screeners. The process is closely monitored to ensure accuracy and consistency. All original and duplicated ballots are notated with the same number so that they can be identified and paired later, if necessary. All duplicated ballots are transferred in daily batches to the Computer room for processing on the 400-C machines. The corresponding original ballots are transferred to Room 59 for archiving.

Staff monitor the ballot card counts throughout the remake process to track how many cards were sent for remake, how many cards were remade, how many remade ballots were processed, how many cards remain to be remade, and how many remade cards remain to be processed.

XVI. ELECTION CENTER

To support poll workers and field personnel, and to dispatch in-person assistance when needed, the Department organizes the Election Center prior to every election. The Election Center serves as a communication center and is located in the area adjacent to the City Hall café.

Election Day is the culmination of months of concentrated planning and preparation. Likewise, the Election Center is the epicenter of the Election Day process and represents the coordinated efforts of the Department's divisions.

There are four phone banks in the Election Center, each with its own goal and audience:

- Incoming (Poll Worker) phone bank: Poll workers call the toll-free number to reach the coordinators, who answer their questions, provide guidance, or, in some cases, dispatch field support personnel to a precinct.
- Outgoing (Field Election Deputy or FED) phone bank monitors activity at the precincts and alerts field support personnel about situations in their territories. They advise field support staff on a course of action when necessary and monitor situations through resolution.
- Precinct Services phone bank is responsible for addressing questions related to accessibility of polling places.
- Dominion Voting Systems phone bank is comprised of voting equipment specialists, who respond to voting equipment-related questions and dispatch technicians when poll workers require in-person assistance.

The phone bank coordinators use the Incident Reporting Information System (IRIS), an Access database, to log and route issues to appropriate teams for resolution, and to log the resolutions. All logged issues are displayed on a screen in the Election Center, which allows any observers to monitor polling place activities or issues and the Department's responses.

There are six additional teams based elsewhere in City Hall who are connected with the Election Center via IRIS and also help to address incoming questions and issues. These teams are:

- Campaign Services team, stationed at the Department's front counter, receives and resolves calls from campaign representatives, and handles and logs into IRIS any voter calls concerning electioneering.
- Public Phone Bank: This team, stationed in the Department office, receives calls from voters. Any calls that require attention of another team are logged into IRIS for resolution.
- Dispatch Team, located in the South Light Court, is responsible for dispatching poll workers to precincts that need additional assistance. Any requests for poll workers are logged by the Incoming phone bank and routed via IRIS to the Dispatch Team, which transports the requested poll workers to the precincts.
- Ballot Distribution, located in the South Light Court, is responsible for preparing additional ballots for any precincts that may need them. Ballots are transported to the precinct by a driver from the Dispatch team.
- IT team, located in the Computer Room, is responsible for dispatching replacement voting equipment to precincts if needed. The team works in tandem with the Dispatch team, which transports voting equipment to the precincts.
- High School Student Phone Bank, located in the Department office, is comprised of nine students who contact precinct teams to gather their designated Election Day contact numbers. Additionally, students call precinct teams several times to obtain the vote counts on the voting machines. This information is then recorded in IRIS to inform the Department of voter turnout trends in precincts.

The Election Center teams are comprised of permanent Department staff and temporary employees from various divisions. To prepare for their Election Day role, all Incoming and Outgoing Phone Bank staff complete approximately 16 hours of training, including attending a poll worker training class or a class for field support personnel, completing an interactive online course and two sessions of training on logging and resolving reports into IRIS, and a Mock Election, during which staff practice in a simulated environment similar to Election Day. Further, each coordinator receives a resource binder with election procedures, copies of various forms, and other information that may need to reference.

The training provided to the Election Center staff focuses on several overarching themes.

All calls logged into IRIS become a public record; thus, the coordinators are instructed to be mindful of how they describe issues in the database, particularly those involving personnel matters. Specifically, staff are asked to avoid making accusatory statements or allegations based solely upon information provided by a caller. Rather, the coordinators can flag the matter as a high priority issue in IRIS and request that the FED be dispatched immediately to assess and report on the situation.

The Incoming Phone Bank is comprised of a relatively small number of temporary personnel who are tasked with responding to many calls on Election Day. Accordingly, staff are instructed not to log calls that can be answered immediately over the phone and do not require other Department personnel to assist. Calls resolved over the phone are mainly procedural questions from poll workers. When answering these types of calls, the coordinators provide information over the phone and also direct poll workers to the corresponding page in the Poll Worker Manual for future reference.

Providing excellent customer service is also addressed in the training. Coordinators are asked to be patient, friendly, and courteous with each caller. If an issue requires assistance of field support personnel, coordinators make every effort to inform the caller of the Department's next step and the estimated resolution time.

The training curriculum is designed to instill a sense of support that the Election Center Monitors provide when phone bank coordinators are unsure of the answer or the best course of action. Three Monitors are present in the Election Center to provide guidance and to monitor activities logged into IRIS during the course of Election Day.

And finally, all staff follow the guiding principle of all Election Center activities: to ensure that voting continues nonstop, 7 a.m. - 8 p.m. Coordinators are instructed to always confirm with callers that voting is continuing and, if necessary, to guide a caller through emergency voting procedures using the Reference Guide included in their resource binders, and to log into IRIS the steps taken to ensure uninterrupted voting.

As previously mentioned, the phone banks are supported by three Monitors - experienced Department staff - whose primary role is to provide guidance to the coordinators throughout the day. To maintain a professional, quiet-as-possible atmosphere in the Election Center, in which approximately 30 people are handling calls, coordinators are instructed to hold up a paper sign to get a Monitor's attention if they have questions. The Monitors use similar signs to get coordinators' attention if an announcement must be made.

XVII. RETRIEVAL, TRANSPORT, AND RECEIPT OF MEMORY DEVICES, BALLOTS, AND ROSTERS OF VOTERS ON ELECTION NIGHT

When the polls close, the poll workers prepare memory devices, ballots, and other materials for transport to the Department by Parking Control Officers (PCOs) from the Department of Parking and Traffic and Deputy Sheriffs. The Department establishes each precinct collection route prior to Election Day and trains the PCOs and Deputy Sheriffs on the collection process.

The Optech Insight machine's tabulator contains a memory pack that records all of the votes that are cast on the machine. After the polls close, the poll workers use the machine to print two copies of a report showing the votes cast at that precinct. After printing these reports, they break a security seal on the machine and remove the memory pack. They enclose the memory pack and one copy of the report in a transport bag; they post the second report along with other paperwork outside the polling place for public inspection. The poll workers also remove the results cartridge from the AVC Edge II machine and

place it in the same transport bag. They sign and affix a seal to the bag to prevent tampering. The materials are then ready for pickup by the PCO for transport to the Department.

After preparing the memory devices for transfer, the poll workers remove all ballots from the Optech Insight machines and red boxes, count them as needed to complete the Posted Ballot Statement (PBS), and place them in the closing bags. Poll workers also count the signatures in the Roster of Voters. They record the required information on the PBS, sign the PBS to attest to the accuracy of the report, and post a copy outside the polling place, as required by the San Francisco Charter, section 13.107.5. These processes allow poll workers to reconcile the number of used and unused ballots at the end of Election Day with the number delivered to the precinct and also enable Department staff to compare the number of voted ballots with the signatures in the Roster.

As required by the San Francisco Charter, section 13.104.5., Deputy Sheriffs collect the Rosters of Voters, all ballots, and the printers containing the recorded votes from the AVC Edge II machines (referred to as the Voter Verified Paper Audit Trail) from each polling place. For every precinct, the Deputy Sheriff and the polling place inspector each sign and receive a copy of a Custody Transfer Form (CTF) to confirm transfer and receipt of the ballots. Likewise, when the Deputy Sheriff delivers the ballots to the Department, both parties sign the CTF to confirm the transfer of the precinct's ballots. This record can therefore be used to track the custody of the ballots from the Department to the inspector to the Deputy Sheriff and back to the Department.

The Department organizes two collection points to facilitate the return of election materials from the polling places. The Data Collection Center, which receives the memory packs and results cartridges, is located at City Hall's McAllister Street entrance. The Processing Center, which receives ballots, Rosters of Voters, and other election materials, is located at the Department's warehouse at Pier 48. These two sites are staffed by approximately 100 workers who unload, log, and organize materials delivered in nearly 200 vehicles by the PCOs and Deputy Sheriffs. These efforts represent the culmination of joint planning and coordination by a broad range of Department staff and law enforcement officials.

At the Data Collection Center at City Hall, the Department employs an RFID asset tracking system to account for the memory devices received from the PCOs. After an RFID scan station at the entrance records the receipt of a memory pack, the pack is uploaded and the results are transmitted to the Computer Room for tallying. When data has been uploaded from all memory packs, the packs are placed in precinct number order in boxes, which are then sealed and secured in the Computer Room. According to the Secretary of State's requirements that any votes cast on the AVC Edge II machine must be duplicated onto a paper ballot for tallying, data from the results cartridges is not uploaded.

Teams at the Processing Center also use an RFID system to scan the polling place materials delivered by the Deputy Sheriffs and account for each precinct. They extract the Rosters of Voters, vote-by-mail ballots, provisional ballots, and voter registration cards for transfer to City Hall so that staff can begin processing these materials the following day. Other materials are left in the inspector transport bags for inventory by the Canvass team the following day.

Deputy Sheriffs provide security for the ballots from Election Night until all ballots have been canvassed.

XVIII. ELECTION RESULTS

A. REPORTING PRELIMINARY RESULTS AFTER THE CLOSE OF POLLS ON ELECTION NIGHT

The Department will release the first preliminary summary results report at approximately 8:45 p.m. after the polls close. This report will represent results from the vote-by-mail ballots the Department received before Election Day. The first preliminary Statement of the Vote and ranked-choice report with ballot image files will also be released at this time. Beginning at approximately 9:45 p.m., the summary reports will include results from ballots cast at polling places. After all polling places have reported, the Department will release the second preliminary Statement of the Vote and ranked-choice report with ballot image files.

The results will be available from the following sources:

- *sfelections.org* – all results will be posted on the Department’s website
- San Francisco Government Television – SFGTV, Channel 26, will report results throughout the night
- City Hall, North Light Court – results will be broadcast as a banner during SFGTV programming and will be displayed on a large monitor; printed copies of results will be available at approximately 8:45 p.m., with updates at approximately 9:45 p.m., 10:45 p.m., and 11:30 p.m.
- Department of Elections, City Hall, Room 48 – printed copies of results will be available and also posted outside the Department’s office

A sample “zero” summary report will be posted on *sfelections.org* on October 5.

B. REPORTING PRELIMINARY RESULTS AFTER ELECTION DAY

Processing of the ballots continues after Election Day until all ballots have been counted and the results have been certified. Ballots processed after Election Day include vote-by-mail ballots dropped off at polling places or City Hall drop-off stations, or received in the mail within three days of Election Day; provisional ballots; ballots with write-in votes; and ballots cast on the AVC Edge II machines that must be remade on paper ballots.

On any day during which ballots are counted, the Department will release updated results report at approximately 4 p.m. On any days during which no ballots are counted, the Department will post a notice on *sfelections.org* stating that there is no update for a specified day or days.

1. PRELIMINARY STATEMENT OF THE VOTE, NEIGHBORHOOD TURNOUT REPORT, AND PRECINCT TURNOUT MAP

During the first and last reports on Election Night, and at 4 p.m. on any day after Election Day during which ballots are counted, the Department will release preliminary versions of the following reports:

Statement of the Vote showing a precinct-by-precinct breakdown of votes cast at polling places and by mail, including neighborhood and district breakdowns in the following formats:

- PDF
- Excel
- TSV (tab-separated values)
- Raw text

- Neighborhood Turnout Report
- Precinct Turnout Map

2. PRELIMINARY RANKED-CHOICE REPORTS

During the first and last reports on Election Night, and at 4 p.m. on any day after Election Day during which ballots are counted, the Department will release preliminary versions of the following reports for all ranked-choice voting contests, including those contests for which there are majority leaders:

- Ballot image file in raw text format
- Round-by-round elimination reports in HTML table format
- Detailed round-by-round elimination reports in PDF format

Round-by-round reports, in HTML and PDF formats, will show elimination of candidates until only two candidates remain.

C. REPORTING FINAL ELECTION RESULTS

The Department will release final election results no later than November 27, which is the end of the canvass period.

The Department will post the final results on *sfelections.org*, social media sites, and outside the Department's office, City Hall, Room 48, as well as issue a press release.

XIX. BALLOT COUNTING AND TABULATION AFTER ELECTION DAY

Ballot processing continues until all ballots have been counted and the results can be certified. Ballots processed after Election Day include vote-by-mail ballots dropped off at polling places or City Hall drop-off stations, or received in the mail within three days of Election Day; provisional ballots; ballots with write-in votes; and ballots cast on the AVC Edge II machines that must be remade on paper ballots. As in previous elections, the Department will release updated results on any day that ballots are counted.

A. PROVISIONAL BALLOTS

A voter claiming to be properly registered but whose eligibility to vote cannot be immediately established at a polling place is entitled to vote provisionally. A vote-by-mail voter who is unable to surrender his or her vote-by-mail ballot may also vote provisionally. All received provisional ballots are scanned through the Agilis mail sorter, which saves batched envelope images for staff review. Using the registration database, a Department staff member identifies the voter, determines whether he or she is registered, ensures that the voter has not cast another ballot in this election, compares the signature on the envelope to the voter's signature on the affidavit of registration on file, and checks whether the voter has voted the appropriate ballot type based on the voters' residential address. (If applicable, the staff member also confirms that the voter has cast an appropriate ballot based on the voter's party preference.)

If the voter is determined to be eligible and has not cast another ballot for the election, and the provisional ballot is the same ballot type as that used in the voter's assigned precinct, then all of his or her votes will be counted. If, in the same circumstances, a voter cast a provisional ballot with a different ballot type than that used in the voter's assigned precinct, he or she may not have been eligible to vote on all contests listed on the provisional ballot. In that case, the Department counts only the votes for the contests on which the voter was entitled to vote. (Similarly, if a voter casts a provisional ballot that

includes contests for a party for which the voter is not eligible to vote, any votes in those party contests will be excluded; the other votes will count.)

If the provisional ballot is accepted, it is processed similarly to a vote-by-mail ballot, using the 400-C machines, and included in the official tally.

To check whether a provisional ballot was counted, the voter may go to sfelections.org/pv/ and enter the number on the provisional ballot envelope receipt. If the provisional ballot could not be counted, the site indicates the reason for which the vote was challenged. The Department also provides a toll-free telephone number by which voters can obtain this information.

B. BALLOTS WITH WRITE-IN VOTES

Any ballots with write-in votes must be manually reviewed to determine whether the write-in votes are valid. Vote-by-mail ballots are reviewed at City Hall while precinct ballots are reviewed by the Canvass team at the Pier 48 warehouse. Following established procedures, two Department staff members, working together, determine whether each write-in vote is valid or invalid; then, a second team reviews the decision reached by the first reviewers. After this review, the ballot cards are processed as appropriate. If the write-in vote is for a contest with ranked-choice voting, the ballot card must be processed using the 400-C machine at City Hall, with an indication whether the write-in vote is valid or invalid. For contests that do not use ranked-choice voting, any valid write-in votes are tallied manually and added to the election results.

C. BALLOTS FROM AUXILIARY BINS

During the Canvass process, Department staff review any ballot cards described by the poll workers as coming from the Insight auxiliary bin, and, in most cases, confirm that they have not been counted. The ballots are then transported to the Computer Room in City Hall and processed using the 400-C machines.

D. VOTES CAST ON THE AVC EDGE II MACHINES

During the Canvass, Department staff review the ballots recorded as cast on the Voter Verified Paper Audit Trails (VVPAT) and duplicate the votes onto paper ballots, in accordance with the Secretary of State's requirements. After being reviewed for accuracy, the duplicated ballots are transported to the Computer Room in City Hall, processed using the 400-C machines, and the votes are included in the official tally.

Provisional voters who use the AVC Edge II machine receive a voter card that is activated for provisional voting only. The card activator displays a reference number which a poll worker notes on the provisional envelope. After Department staff review the provisional envelope and confirm the voter's eligibility, this number is referenced so that the accepted ballot can be identified on the VVPAT, duplicated onto a paper ballot, and counted.

XX. RETRIEVAL OF VOTING EQUIPMENT AND ELECTION MATERIALS FROM POLLING PLACES

Beginning November 4 and continuing over the next seven days, the Department, in conjunction with Dominion Voting Systems and drayage vendor, will retrieve the voting equipment and red supply boxes. Department staff will search each polling place for any election-related materials that may have been overlooked on Election Night. If any materials are found, they are placed in the red supply box retrieved from the polling place.

Upon arrival at the warehouse at Pier 48, the red boxes and Optech Insight and AVC Edge II machines are scanned into warehouse custody and stacked in a secure area. The contents of each red box and each Insight bin are searched for any

election materials and ballots that may have been left there. If any election materials or ballots are found, the items are recorded on a Custody Transfer Form and transferred to a Canvass supervisor.

XXI. CANVASS OF ELECTION MATERIALS: FINAL REPORT AND CERTIFICATION OF RESULTS

California Elections Code requires an Official Canvass, which is an internal audit of the election to ensure the accuracy and validity of the results. The Canvass entails numerous processes that verify the accuracy of the computer count, including a hand tally of ballots cast in one percent (1%) of precincts, both at polling places and by mail. Canvass processes include the inspection of material and supplies returned by poll workers, reconciliation of the number of signatures in the Roster of Voters with the number of ballots recorded, processing ballots with write-in votes, the 1% manual tally of precinct and vote-by-mail ballots, and remake of ballots cast on AVC Edge II machines onto paper ballots. The Canvass is conducted primarily at the Department's warehouse at Pier 48. The Canvass area is secured by the Sheriff Deputies and is accessible only to authorized personnel and observers. When necessary, security is arranged to transfer ballots between the secured Canvass area and City Hall. For local elections, the California Elections Code allows 24 days following an election for the Department to complete the Canvass and certify results.

A. INSPECTION OF MATERIALS AND SUPPLIES

Department staff account for all closing bags and related material returned from the polls by inventorying the inspector transport bags using a tablet application. Working in teams of two, staff record the presence of each closing bag, whether the bag is empty or includes ballots, and, for some bags, the number of ballot cards inside the bag. Each team processes one precinct at a time, emptying the inspector bag, placing the expected items on top of the bag for further processing, and checking for unused ballots in the field support bag. Any items that should have been extracted on Election Night, such as bags with vote-by-mail ballots, provisional ballots, or Rosters of Voters, are immediately given to the supervisor for transfer to City Hall for processing. Other miscellaneous supplies are separated, collected, and turned over to warehouse staff.

B. RECONCILIATION OF SIGNATURES IN THE ROSTERS OF VOTERS WITH BALLOTS RECORDED ON THE POSTED BALLOT STATEMENT

Rosters are delivered to City Hall on Election Night and processed the day after the election. Rosters are prepped by removing alpha tabs, binding, and staples, and then scanned by high speed scanners. Abbyy FlexiCapture software analyzes the Roster pages and captures voter ID barcodes for which a signature and a filled-in bubble are present. If a signature or a bubble is missing or the software is not confident about a mark, the record is marked for manual verification. Verification takes place concurrently with the scanning. Once verified, the Roster information is sent to export in two formats: a complete scanned copy as PDF, and a text file with voter IDs of voters who signed. All text files are combined into one and the voter's party affiliation is added, as required by the Election Information Management System (EIMS). The combined file is uploaded into EIMS to update the voters' voting history. A report is sent to the Canvass team with a list, by precinct, of the number of voters who signed the Roster, excluding voters who dropped off vote-by-mail ballots and signed the Roster in error. For each precinct, this count of Roster signatures is multiplied by the number of cards expected per voter and compared with the number of ballot cards listed on the Posted Ballot Statement (PBS). For example, if there are 50 roster signatures, and each voter receives a two-card ballot, the PBS would be expected to show a ballot count of 100. If the number of Roster signatures does not correctly correspond to the number of ballots on the PBS, the Canvass team takes steps to reconcile the ballots received from that precinct's polling place with the number of ballots cast.

C. 1% MANUAL TALLY

As part of the Canvass, a 1% manual tally is conducted to verify the accuracy of the machine count of votes. It is a hand count of ballots cast in a random sample of 1% of the precincts in the election. If the initial group of precincts does not include all contests in the election, the Department counts one additional precinct, manually tallying only contests that were not previously counted.

Precincts equaling one percent of those in the election are randomly selected in a public process in the Department's office in City Hall, Room 48. 10-sided dice are used to randomly choose numbers in the range 000, 001, 002, and so on up to 999. The 390 precincts participating in the November 3 election will correspond to the numbers in the range 001 and 390.

After the random selection, Department staff gather the tabulated vote-by-mail and polling place ballot cards from the precincts that were selected.

For each precinct, Department staff manually count the votes on the ballot cards for each contest and compares these manual tallies against the results reports from the voting system. If there are any discrepancies between the two tallies, the Department seeks to resolve them or consider the reason for the discrepancies.

In addition to testing the voting system's accuracy in reading, accumulating, and tallying votes, the Department tests the system's application of the ranked-choice voting (RCV) algorithm, if the algorithm is applied to determine the winner of any contest in the election (i.e., any ranked-choice voting contest in which no candidate has a majority of first-choice votes). This test is performed by manually applying the logical steps of the algorithm to the manually-tallied precinct results for a relevant contest and comparing the results of each elimination round to an RCV results report generated for that precinct. Although the manual tallies of each precinct's early-voting and election-day results will be separate, the precinct's results will be combined for the test of the RCV algorithm application.

To generate a precinct-specific results report that shows round-by-round candidate elimination and the transfer of the votes for the eliminated candidates to the voters' subsequent choices, the Department parses each precinct's RCV data from the batches in which this data is included. Then, the Department runs the RCV algorithm using the vote information only from these parsed data sets to generate a results report for the precinct.

Once all the precincts have been manually tallied and the results compared, the Department prepares a report indicating the result of the tally and any discrepancy between the manual tally and the machine tally.

D. REPORTING OF RESULTS TO THE PUBLIC, THE BOARD OF SUPERVISORS, AND THE SECRETARY OF STATE

The Department will release final election results no later than November 27, which is the end of the Canvass period as specified by the California Elections Code, section 10262 (a).

The Department will post the final results on *sfelections.org*, social media sites, and outside the Department's office at City Hall, Room 48, as well as issue a press release.

Once the Department certifies the election results, a copy of the Statement of the Vote is sent to the Secretary of State. Results are transmitted in the following formats:

- Summary of votes is keyed directly into the CalVoter station
- Breakdown of votes by district is keyed directly into the CalVoter station
- Statement of the Vote is sent electronically
- Statement of the Vote hard copy is sent via standard mail together with signed originals of Canvass Certification and HAVA Certification documents.

A copy of the Statement of the Vote is also sent to the Board of Supervisors.

E. RECORD RETENTION

Upon certification of election results, Department secures ballots and other election materials in labeled boxes on shrink-wrapped pallets, each safeguarded with a tamper-evident seal. The boxes and pallets are labeled with the election name and date, the contents, the destruction date set by state law, and a box reference number or pallet number. The wrapped, sealed pallets are stored on shelves inside a secure fenced area in the warehouse for the retention period required under state law. All box and pallet information is recorded in a spreadsheet for reference.

APPENDICES

A. SCHEDULE OF OBSERVABLE ACTIVITIES

B. CALENDAR FOR THE NOVEMBER 3, 2015, CONSOLIDATED MUNICIPAL ELECTION

C. KEY DATES AND DEADLINES