



ELECTION PLAN

JUNE 7, 2016, CONSOLIDATED PRESIDENTIAL PRIMARY ELECTION

FEBRUARY 26, 2016

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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 nearly 450,000 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;
- Provides voter registration and voter education materials to the voting population;
- Administers the vote-by-mail program for nearly 250,000 voters;
- 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 June 7, 2016, Presidential Primary 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 32 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 June 7 election, the Department plans to hire and train approximately 200 seasonal workers to assist the year-round staff with a variety of functions. Some examples include assisting with candidate filings, maintaining voter rolls, preparation of ballots 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 assist with post-election canvass and those who inventory and store supplies continue working for several weeks after the election.

III. NEW PRACTICES

A. INTEGRATION OF VOTECAL INTO VOTER REGISTRATION PROCESSES

The California Secretary of State (SOS) is in the process of deploying VoteCal, a new statewide voter registration system, in order to fully comply with requirements of the federal Help America Vote Act (HAVA) of 2002. This new system remains on schedule to become the State's system of record shortly after the June 2016 election.

The June election cycle will be the first cycle during which the SOS and county elections officials will collectively use VoteCal to manage the voter information for all Californians.

VoteCal will provide a complete index of voter registration records for all voters in California's 58 counties, allowing elections officials to research a voter's registration, voter activity and voting history, and to store voter affidavit and signature images. VoteCal will also serve as a single place for voter list maintenance functions, helping to ensure that the registration list is up to date and accurate. One of VoteCal's functions is to continuously check for duplicate registrations, voters who have been convicted of a crime that would preclude them from voting, and deceased voters, as counties enter voter registration data.

Although VoteCal will become the official repository for voter registration data, counties will continue to use their election management systems (EMS) to update and maintain the voter registration list. Messages will be exchanged between VoteCal and each county's EMS to synchronize any changes. For example, if a Department staff member updates a voter registration record, the Department's EMS will send the update to VoteCal. If VoteCal processes an update to a San Francisco voter's registration record (e.g., an address update from DMV), VoteCal will send this information to the Department's EMS so that staff can make the corresponding update. VoteCal also includes a synchronization check function to flag any discrepancies between VoteCal and county records. When discrepancies are identified, county elections officials will be responsible for resolving them.

The Department's deployment of VoteCal took place in mid-February, and was preceded by months of preparation, including ensuring that voter registration records stored in the EMS follow the VoteCal standard and reviewing the modified EMS functionality and new and modified business processes associated with VoteCal.

During a two week-period in March, the Department, in conjunction with the SOS, EMS vendors and all 58 counties, will participate in a mock election. The purpose of the mock election is to simulate a statewide election to test VoteCal for potential functional, performance, and connectivity gaps, and to assess the counties' readiness to run their election processes from VoteCal. The mock election is intended to test a complete election cycle while simulating peak processing

workloads throughout the state, and includes testing of extracting data for ballot order creation, and mailing of the local Voter Information Pamphlets and State Voter Information Guides; issuing ballots to military, overseas and permanent vote-by-mail voters; generating data for the Rosters of Voters and other supplemental lists; processing provisional ballots; and applying post-election voter history. Upon conclusion of the mock election activities, the Department, as well as other counties, will provide feedback on its experience and work with SOS and EMS vendors to resolve any concerns encountered during testing.

During the June 7 election cycle, the Department will continue to train dedicated staff to interact with VoteCal, including how and when to review and apply changes sent by VoteCal, process registration records of voters with confidential status, and perform synchronization checks to identify any discrepancies between voter registration records in VoteCal and the Department's EMS.

B. GATHERING LANGUAGE PREFERENCES OF NEW AND OCCASIONAL VOTERS TO ENSURE EQUAL ACCESS TO SERVICES AND PROGRAMS

As required by federal and local laws, it's a continuous goal of the Department to ensure that all voters, including those with limited-English proficiency or who do not speak English, have equal access to its services and programs. For many years, the Department has targeted voter education efforts to the Chinese- and Spanish-speaking communities to inform them of the availability of election materials in their language. With the recent certification of Filipino as a required language under the [San Francisco Language Access Ordinance](#), the Department has taken the same proactive approach to inform Filipino speakers of the opportunity to receive election materials in their language.

To continue to increase awareness that the official ballot and election materials are available in three languages in addition to English, the Department has mailed notices to voters who may wish to receive translated materials. Specifically, the Department has mailed notices to approximately 8,000 new voters who registered after October 19, 2015 (the registration deadline for the last election), have not indicated a language preference, and were born in a Spanish- or Filipino-speaking country or did not indicate their country of origin. The Department has also sent notices to voters who were registered prior to October 19, met the aforementioned country of origin and language-preference criteria, did not respond to the Department's previous language-preference notices, and did not vote in the November 2015 election. The notice advises voters that the ballot is available in three bilingual versions and encourages voters to provide their language preference by mail, using the [Language Preference Tool](#) at selections.org or by calling or visiting the Department. The responses will be logged in the Department's Election Information Management System (EIMS) and voters' language preferences will be reflected in the precinct ballot order, assignment of bilingual poll workers, and mailing of vote-by-mail ballots and the Voter Information Pamphlet for the June 7 election.

C. INFORMING VOTERS ABOUT VOTING IN THE JUNE 2016 PRESIDENTIAL PRIMARY ELECTION

To help voters prepare for the primary election, the Department will utilize many strategies to inform them about the election aspects that are unique to primaries.

Since the Top Two Candidates Open Primary Act went into effect in 2011, California has had two primary election systems in place: a modified closed primary system for Presidential elections and an open primary system, for voter-nominated offices.

Under the modified closed primary system, voters who indicate a political party preference when they register to vote may participate in their party's presidential primary election and, if applicable, vote for members of that party's County Central Committee or County Council.

Each political party has the option of also allowing people who registered without stating a preference for a qualified political party to vote in its presidential primary election. Those parties that adopt a party rule permitting voters with no party preference to vote in their presidential primary election must notify the Secretary of State of their decision no later than 135 days before the election.

Under the open primary system, all candidates for a voter-nominated office are listed on the same ballot, regardless of the candidates' party preferences, and any voter may vote for any candidate, regardless of the voter's party preference. Previously known as partisan offices, the voter-nominated offices are the state constitutional and legislative offices and U.S. congressional offices.

In addition to the voter-nominated offices, any voter may vote in contests for nonpartisan offices and in favor of or against ballot measures.

In the months leading up to the election, the Department will use a variety of strategies to advise voters about the primary election rules, voting options, and the need to re-register if a voter wishes to change his or her party preference to receive a ballot of a different party than his or her current party preference. These strategies include public transit and newspaper advertisements, press releases, postcard notices to voters, instructions accompanying vote-by-mail ballots, and direct outreach to voters at events throughout San Francisco.

Information about the primary election rules will be included in the Voter Information Pamphlet (VIP) and is currently featured on the [Primary Elections in California](#) slide on the Department's home page carousel. In the VIP and on sfelections.org, the Department encourages voters to use the [Voter Registration Status Look-Up Tool](#) to check their party preference and provides options to re-register if they prefer to vote a ballot of a different party.

1. NOTIFYING VOTERS WITH NO PARTY PREFERENCE ABOUT THEIR VOTING OPTIONS

Three parties—the American Independent Party, the Democratic Party, and the Libertarian Party—have advised the Secretary of State that they have adopted a party rule permitting voters with no stated preference for a qualified political party to vote in their party's presidential primary election. The Department will notify voters with no party preference about their voting options in several ways.

The Department will mail a notice to voters with no party preference who permanently vote by mail or live in mail ballot precincts. These notices, to be sent in late February, will provide voters with the opportunity to request a ballot with the Presidential primary contest of the American Independent Party, the Democratic Party, or the Libertarian Party. The notices will also advise that, if voters take no action, then they will receive a ballot without a Presidential contest.

Voters with no party preference who have not requested a party ballot will receive a nonpartisan ballot, accompanied by an instructional insert. The insert will inform voters that they may exchange the enclosed ballot for a party ballot at the Department's office or at their polling place on Election Day, or request online that the Department mail them a replacement ballot.

The Department will also post signs explaining voting in the primary election at the City Hall Voting Center and all polling places, in English, Chinese, Spanish, and Filipino.

2. CREATING A VOTER INFORMATION PAMPHLET AND SAMPLE BALLOT

The Voter Information Pamphlet for each geographical ballot type will include sample ballots for all political parties that have qualified to participate in the June election, as well as the sample ballot options for voters with no party preference. In addition, each Voter Information Pamphlet will include candidate statements of qualifications from any candidate, regardless of party preference, who is running for office in the jurisdiction and was eligible to and submitted a statement. Voters with no party preference will receive the same pamphlet, but with a different version of the vote-by-mail application on the back cover that specifies the ballot options available to voters with no party preference.

3. ARRANGING AND ISSUING BALLOTS AT THE POLLS

For the June election, there will be six ballot versions for voters with a political party preference and four ballot versions for those with no party preference, each produced in English/Chinese, English/Spanish, and English/Filipino, resulting in 30 unique ballots that poll workers will be required to issue to voters. The Department will develop an organization system to assist poll workers with arranging the 30 different ballot pads on the election table to ensure that all ballot options in all languages are displayed and easily accessible.

The Department shared its proposed plan with the ballot printing vendor: to package ballots by precinct, then language, then party. According to this plan, each precinct would receive three boxes, one containing all party and no-party ballots in English/Chinese, another with all English/Spanish ballots, and another with all English/Filipino ballots. Inside each box, the ballot pads would be separated by dividers labeled by party abbreviation. Poll workers would be directed to arrange the ballot pads on their side so they are easier to search through and arrange the dividers so the labels are clearly visible between ballot pads. Those instructions would be printed both in the Poll Worker Manual and directly on the boxes. The short side of each box would be labeled with the language version that the box contains. These labels, shading on the ballot stubs, and the dividers in each box would be color coded to correspond to the colors used by the Department to differentiate translated materials by language (e.g., the Chinese Voter Information Pamphlet cover is green, Spanish is orange, and Filipino is yellow).

On Election Day, each voter will have his or her language preference and party preference abbreviations printed in the Rosters of Voters; voters with no party preference will have the abbreviation “NPP” printed next to their names, along with their available party ballot options. Poll worker training for the June election will include detailed instructions on how to use the Roster abbreviations to issue correct ballot versions to the voters. To complement the information that poll workers will verbally provide to voters, the Department will supply each polling place with a ballot information sign to be displayed on the election table. The sign will advise voters that ballots are issued according to the language and party preferences that voters indicated when registering to vote. Additionally, the sign will inform voters with no party preference of available ballot options and instruct voters to ask poll workers for the ballot they prefer.

D. EXPANDING LIBRARY OF EDUCATIONAL VIDEOS INTENDED FOR VOTERS AND POLL WORKERS

The Department will debut the fourth in its series of evergreen public service announcement videos that serve as another means of sharing election information with voters. The fourth installment—“Do you vote by mail?”— features steps voters can take to safeguard and submit their vote-by-mail ballots: return the ballot only by mail or to the Department at a polling

place or drop-off station, make sure that the signature on the envelope matches the one in their voter registration record, and how to request a replacement ballot. The video's content reinforces the Department's efforts to inform voters how to complete and return their vote-by-mail ballots to ensure that they remain secure and can be counted.

In the months leading to the June election, this 30-second installment will run on broadcast and cable television stations, including commercial, public, and SFGTV, the San Francisco government channel; the video will also be played at local movie theaters and posted on the [Public Service Announcements](#) page of *sfelections.org*. The Department plans to distribute this PSA to Chinese-, Spanish-, and Filipino-language television stations and arrange for it to be shown at film festivals.

The Department continues its collaboration with SFGTV to produce snappy television episodes featuring different aspects of the elections process. Available on the [Election Connection](#) section of *sfelections.org*, the videos provide insight into the Ballot Simplification Committee's work and how it helps voters; introduce viewers to San Francisco poll workers and the Department's high school student poll worker program; explore the journey of the ballot, from the moment it is cast to when the Department officially certifies the election results; illustrate the well-organized poll worker and polling place support structure managed by the Department on Election Day.

For the June election, a new episode will be added to the series, focusing on many services that the Department provides to its customers, including those who receive information through traditional media and those who prefer online interaction.

In the continuing effort to enhance poll worker experience and training, the Department will debut a video featuring the Poll Worker Mission, with examples of providing assistance, protecting voters' rights, and serving voters with respect. This video is intended to engage poll workers in the importance of their mission while recognizing them for their valuable service.

Additionally, the Department will produce a new didactic video illustrating the operating procedures of the Insight voting machine, with explanatory narration to clarify some procedures that tend to present challenges to poll workers.

The Department will continue to produce election-specific videos to illustrate the details of processing different types of voters and procedures for issuing ballots.

A combination of videos will be shown in training classes, depending on the category of class (i.e., Experienced Inspector, Clerk). All videos will also be posted on the [Poll Worker Resources](#) section of *sfelections.org*, allowing poll workers to preview the information before attending their training classes and to refresh their knowledge before Election Day. The videos provide captions that make the content accessible for all viewers.

E. DEVELOPMENT OF POLL LOCATING APPLICATION

As part of its efforts to gather and analyze data to improve efficiency, the Department is developing a web-based application to be launched by March 2016, in time to be used to locate polling places for the June and November elections.

Although development began prior to the November 2015 election, the Department postponed the project because many previous polling place providers offered their facilities again, thus reducing both the need for automation and the opportunity to gather data.

Users will log into the application using any device with an internet connection, and then select the precinct requiring a polling place. From there, users can research and enter addresses of potential sites 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. During site visits, poll locators will be able to access the application to view precinct maps, add photos and accessibility information, and log the result of visits, including whether a site owner offers the site as a polling place or declines.

Since all data entered into the application is time-stamped and accessible from the web, poll locating progress can be monitored in real time. After the election, the Department will analyze the collected data to quantify the time required to locate polling places in specific neighborhoods, anticipate areas where finding polling places may be difficult, and identify best practices for securing polling places for future elections.

F. IMPLEMENTATION OF RFID ASSET TRACKING PHASE III

One of the Department's key responsibilities is to maintain the security of voting equipment and election materials. To support this requirement, the Department implemented an RFID asset tracking system for the November 2015 election. The system tracks voting equipment custody throughout the 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 is accessible from the web to any device with an internet connection. When delivering or retrieving equipment, staff use RFID scanners connected to a wireless network. When staff scan the equipment's bar code to confirm that the equipment is a match for that polling place, equipment delivery and retrieval information is immediately updated in the database via wireless network, allowing instant, real-time tracking. The Department can also extract RFID data to analyze the delivery and retrieval process, quantify the time required to complete a route, and identify best practices.

The Department is on track to complete Phase III of the RFID implementation in time for the June election activities. Phase III will include technical updates to make delivery and retrieval scanning more efficient and user friendly and allow for more accurate definitions of equipment status. The Department will also implement reporting enhancements to better display polling place retrieval times. Finally, some software and hardware changes will be made in response to experiences gained during the November 2015 election cycle, and to increase the system's usability and reliability in the field.

G. EXPANSION OF THE CITY HALL VOTING CENTER

For the 2016 elections, in anticipation of high voter turnout during the 29-day voting period prior to Election Day, the Department will expand the capacity of the City Hall Voting Center. The Department plans to double the number of voter check-in stations where staff issue ballots, from nine in the November 2015 election to 18 in the June 2016 election, and to increase the number of voting booths from 35 to 70.

The Department received approval from City Hall Building Management for the expanded Voting Center to occupy most of the area available outside the Department's office in the building's basement. Accordingly, the Voting Center floor plan will take a different shape as compared to previous cycles, with the ballot-issuing stations set up in a U-shape in front of Room 48 near the west-side elevators, and voting booths in the area near the east-side elevators. Additionally, the Department will staff information tables and provide ballot drop-boxes near the voting booths.

As in previous election cycles, before the Voting Center opens, the Department will launch a voter education campaign to highlight the Voting Center as a one-stop location that allows voters to update their registration records, cast their ballots, or

receive other assistance from Department staff. This campaign will continue through Election Day to allow voters to plan their Voting Center visit, by providing hours of operation, including weekend hours.

In the months leading up to the opening, the Department will conduct a mock election, casting employees as voters to be served at the increased number of Voting Center stations. The mock election will provide an opportunity to monitor computer server capacity, determine how many voters can be processed within a certain time period, evaluate line control and crowd management issues, and consider a contingency plan to divert voters to a different processing area if the line extends beyond a defined point.

The Department will build upon experiences gained during the June 2016 election to organize the Voting Center for the November 2016 election, when even more voters will likely visit City Hall to cast their votes.

H. ALLOCATING ADDITIONAL RESOURCES TO POLLING PLACES WITH ANTICIPATED HIGH TURNOUT

Anticipating high voter turnout, the Department will allocate additional resources to polling places with historically high voter turnout in an effort to prevent or alleviate lines and wait times at those sites.

In determining the number of voters that constitutes high voter turnout, the Department has considered several factors. First, the Department conducted a time study of procedures that poll workers follow to process a voter at the election table, as well as the average time a voter spends in a standard or accessible voting booth. Then, incorporating data from a nationwide study of voter turnout conducted by [Caltech and the MIT Voting Technology Project in 2015](#), which suggests that approximately 33% of voter turnout occurs within the first three hours of Election Day, the Department arrived at the following resource allocation for the 2016 elections:

- 112 precincts with more than 390 voters will receive one additional voting booth
- 16 precincts with more than 460 voters will receive two additional voting booths
- 2 precincts with more than 540 voters will receive three additional voting booths
- 24 precincts with more than 450 voters will also be allocated one extra poll worker assigned

To forecast voter turnout at each individual precinct, the Department developed a methodology that compares voter turnout history from the last three Presidential elections as well as trends of increasing mail voting and decreasing polling place voting as a percentage of overall voter turnout.

Because precinct boundaries changed prior to the 2012 elections due to redistricting following the 2010 census, a precinct-to-precinct comparison of voter turnout is not possible; precincts were split and voters assigned into new precincts. To account for this variation, the Department developed a correlation matrix using additional elections after redistricting, comparing turnout from elections that took place before and after redistricting. The correlations were then used as the basis to weight the turnout from the three target Presidential elections and project voter turnout at each precinct.

Using the current registration figure—approximately 450,000— this methodology projects the total voter turnout in polling places citywide, and applies that number to the expected distribution of polling place voters at each precinct. To account for statistical variations, a prediction interval is applied to precincts that are close to the 390 voter threshold.

Furthermore, to ensure polling places can physically accommodate additional voting booths, poll workers, and voters, the Department will attempt to relocate any polling places in high turnout precincts that are smaller than 300 square feet.

I. IMPLEMENTING CHANGES IN PROCESSING OF VOTE-BY-MAIL BALLOTS

The enactment of [Assembly Bill 477](#) (AB 477) has changed some procedures related to the processing of vote-by-mail ballots. The new law prohibits challenging a vote-by-mail ballot if the voter has failed to sign the return identification envelope, and, instead, allows for an eight-day period during which the voter may submit the missing signature.

For the June 7 election, voters will have until Wednesday, June 15, to correct unsigned vote-by-mail ballot envelopes. Accordingly, the Department will count any vote-by-mail ballots that are thus remedied before the deadline, if all other conditions are satisfied (e.g., voter's signature matches his or her signature on file).

Upon receipt of an unsigned vote-by-mail return envelope, the Department will furnish an "Unsigned Ballot Statement" to the voter and direct him or her to do one of the following:

- Sign the "Unsigned Ballot Statement" and submit it to a polling place or a ballot drop-off station before the close of the polls on Election Day,
- Sign the "Unsigned Ballot Statement" and submit it to the Department's office before 5 p.m. on the eighth day after the election, or
- Sign the original vote-by-mail ballot envelope at the Department's office before 5 p.m. on the eighth day after the election.

In addition to contacting voters whose signatures are required, the Department will reflect this change in its [Vote-by-Mail Ballot Status Look-Up Tool](#) so that a voter who did not sign his or her envelope can be alerted to the missing signature and the options for timely submitting the signature to the Department.

In implementing this law, the Department will adjust some practices associated with adjudication and processing of vote-by-mail ballots and provisional ballots. Specifically, the Department considered its procedures as they relate to the postmark+3 provisions within [SB 29](#) that went into effect in 2015 and the new eight-day period under [AB 477](#). During the review, it was determined that the application of both laws could result in multiple ballot processing scenarios to be considered. For instance:

- The voter does not sign the envelope, which is received by Friday, June 10, with no postmark but dated June 7 by the voter: if the voter cures the missing signature by June 15, the ballot *can* be counted.
- The voter does not sign the envelope, which is received by Friday, June 10, with a June 7 postmark but not dated by the voter: if the voter cures the missing signature by June 15, the ballot can be counted.
- The voter does not sign the envelope, which is received after Friday, June 10, with a June 7 postmark: the ballot cannot be counted.

In addition, part of the provisional ballot review process is verifying that the provisional voter has not cast another ballot. Therefore, prior to final acceptance and processing of provisional ballots, the Department will check the list of provisional ballots against the list of unsigned vote-by-mail envelopes that might be remedied.

IV. OFFICIAL OBSERVER PANEL

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 April, the Department will issue a press release and post information on selections.org and social media sites to publicize the opportunity to observe election activities, and inviting those interested in serving on the Panel to submit an [application](#) to the Department.

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. 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.

At the meeting, panelists are provided with an [Observer Guide](#), a [schedule of observable activities](#) (see *Appendix A*), 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 polling place inspectors from the Director of Elections, letting the inspectors know who the Panel members are and their purpose for visiting the polling places. The memo explains the observation process and paves the way for panelists to observe at the polls.

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 TO IMPROVE VOTER READINESS AND THE OVERALL VOTING EXPERIENCE

The Department is committed to providing clear, up-to-date information to the public and maintaining 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 outreach mechanisms to get information.

A. ONLINE AND TELEPHONE SERVICES

For the June 7 election, to serve those who prefer to interact online, the Department will continue to provide an array of tools, available in English, Chinese, Spanish, and Filipino, that allow voters to access their registration information and find details about the upcoming election. These include: [Polling Place and Sample Ballot Look-Up Tool](#), [Voter Registration Status Look-Up Tool](#), [Language Preference Update Tool](#), [Vote-by-Mail Ballot Status Lookup and Replacement Ballot Request](#).

The Department will broadcast various operations on [SF Elections Live](#) to increase election transparency and facilitate public observation from anywhere, without having to visit the Department's office. Among some of the broadcasted activities are candidate workshops, Logic & Accuracy Testing of voting equipment, preparation of vote-by-mail ballots for counting, precinct selection for the post-election manual tally, etc.

As in previous election cycles, the Department will use [Facebook](#) and [Twitter](#) to provide updates and educate the public about what happens "behind the scenes" as well as post press releases with election news and important information in the [Newsroom](#). Those who have subscribed to the Department's [email list](#) or [RSS feed](#) will also receive regular updates from the Department.

The Department strives to make *sfelections.org* accessible to all and ensure a positive user experience. To that end, where possible, information is presented in HTML, which makes it possible for assistive technologies such as screen readers to access the content. To serve a diverse voting population in accordance with federal, state, and local mandates, the website features a dedicated page in [Chinese](#), [Spanish](#), and [Filipino](#) with links to the information and voter tools available in that language.

The Department maintains a navigation structure that allows for an easy access to the vast amount of information on *sfelections.org*. The home page features topical information, key links, and Twitter updates. To ease navigation from the home page, web content is organized into six menu topics:

- [Voting](#): tools and information regarding voter registration, voting by mail, military and overseas voting, and other voter services
- [Campaign Services](#): information and calendars developed for candidates, campaigns, and others interested in these areas
- [Data, Results, Maps](#): data for public reference in various formats, such as XML, TXT, CSV, and ZIP formats. From this page, the public can access the [eData Tool](#) which provides a dynamic in-depth look into elections operations and statistics.
- [Community Outreach](#): outreach presentations, public service announcements, voter education materials and videos, along with any live streams of election activity
- [Poll Workers](#): information about becoming a poll worker and the [Poll Worker Profile](#), which allows workers to view the dates, times, and locations of their assigned training classes, access the addresses of their assigned polling places, and view poll worker training resources and newsletters
- [Newsroom](#): a library of current and archived press releases and public notices
- [Contact Us](#): an overview of the Department and its responsibilities, and contact information, including an [email contact form](#).

During the November 2015 election cycle, the Department has begun publishing datasets in an open data, machine readable format on the [Data, Results, Maps](#) page and will continue to build upon this practice for the June 7 election. In effort to promote access to government data, in the months ahead, the Department will add data sets relevant to the June election to this portal. As part of the collaborative process, the Department will invite the users of data to participate in the evolution of the catalog by suggesting a new dataset and by sharing some of the ways they use this resource.

For customers who prefer to call for information, the Department staffs public telephone lines during business hours, including dedicated lines for Cantonese, Mandarin, Spanish, and Filipino speakers and contracts with LanguageLine Solutions to provide year-round over-the-phone interpretation of over 200 languages. One month prior to Election Day, the Department will expand its phone and email assistance staff, with a seven-member team tasked specifically with answering public inquiries through Election Day.

B. VOTER OUTREACH

The Department continuously reaches out to San Francisco residents to help increase voter registration and engagement while improving voter readiness and the overall voting experience.

For every election, the Department develops an outreach program to solicit community input and present information to the voting population about requirements related to federal, state, and municipal election laws and key election dates and deadlines (*see Appendix B*). In addition, the program ensures the Department's compliance under statutory outreach mandates, including Section 203 of the Federal Voting Rights Act and the San Francisco Language Access Ordinance.

For the June 7 election, in addition to conducting mandated outreach activities, the Department will focus on increasing community access to election information and services, specifically for monolingual Chinese, Spanish, and Filipino voters; attracting new voters, specifically people between the ages of 18 and 24; engaging registered voters from communities with historically low voter turnout; involving the public in observing election processes.

The June 2016 Outreach Program aims to meet both the mandates and the election-specific priorities using outreach mechanisms which promote community engagement. These mechanisms include:

- In-person communication made possible by serving as a resource at civic gatherings such as citizenship ceremonies, Sunday Streets, and Project Homeless Connect; providing registration drive training and election-specific information in narrated presentations at community-based organizations and residential facilities; and media interviews. For the June election, the Department will pilot three new in-person communication mechanisms:
 - The Election Resource Table (ERT), a hybrid of narrated voter education presentations and resource tabling designed for high-traffic service agencies, residential buildings, and school sites. During advertised hours, Department staff will provide election information, register voters, and answer voter questions either one on one or in small groups. The ERT uses a variety of communication methods for voters with different learning styles and allows voters to ask questions in a more private manner. At ERT events, the Department will also recruit potential poll workers.
 - "Selfie" photo opportunities will be provided to engage voters in person and online. The Department will provide signs relating to voter pride at both ERT and traditional resource tabling events. Attendees will be encouraged to add a message, take a photo, post it to the Department's Twitter and Facebook accounts, and share on their own social media sites using #SFVotes.
 - Merchant Walks in targeted neighborhoods will create an opportunity for Department staff to work with merchants to display election posters in the primary languages spoken by their customers.
- Dissemination of information in different video formats--the 30-second "Be A Voter" Public Service Announcements, two- to five-minute educational videos, and a more detailed digitized outreach presentation. Videos are shown during in-person presentations and are available on sfelections.org.

- Print materials including postcards, posters, and flyers that target specific communities or provide general information about voting and availability of multilingual services. These materials are distributed at events, through the Voter Information Network and other civic partners, and direct mailing to all San Francisco households.
- Online resources featured on the [Community Outreach](#) section of *sselections.org* include voter education materials to download, links to various videos, and an outreach event calendar.
- Traditional and social media disseminate information through press releases and posts on the Department's Twitter and Facebook.
- Paid advertising and Public Service Announcements share election announcements and information through community and citywide newspapers, radio, television, and in movie theaters.

The Department will continue to engage stakeholders in developing outreach mechanisms, creating outreach messages specific to the communities they serve, and disseminating election information.

For the June 7 election, community engagement will build upon the relationships the Department has developed over the last several years by networking with community organizations to leverage their community expertise and connections to reach voters. The Department will proactively seek advice from trusted sources in various communities on how to reach people in specific demographics, and then use that advice to connect with the targeted communities using culturally competent methods and with culturally competent election information.

Specifically, the Department will conduct focus group meetings with organizations and City agencies that identify themselves as serving a specific demographic: youth voters ages 18-24; Chinese-, Spanish-, and Filipino-speakers with limited English proficiency; and communities with low voter turnout. The Department will invite these organizations and City departments to discuss specific ideas on the communication style, language needs, learning style, events, media, and trusted sources of information to best engage each group of potential voters. The Department will utilize findings from the focus groups to identify specific advertising avenues, events, venues, print and video content, and possibly new outreach mechanisms to implement for the June 2016 election. The Department also plans to invite members of Disability Rights California, the Voter Information Network, the Poll Worker Network Group, Filipino American Development Foundation, and Advancing Justice to review a redesigned vote-by-mail insert and some polling place signage and to consider their feedback on these materials.

Additionally, the Department will utilize communication resources of City departments, the Mayor's office, the Board of Supervisors, the San Francisco Public Library (SFPL), the San Francisco Unified School District (SFUSD), and the United States Citizenship and Immigration Services (USCIS) to reach out to and voters with limited English proficiency.

To engage other hard-to-reach communities, the Department, in collaboration with the Youth Commission, the Department of Children, Youth and Their Families, and SFPL, is committed to plan, organize, and roll out a 2016 outreach program to appeal specifically to young voters. To serve the population of those who are or were incarcerated, the Department continues to work with the Reentry Council to inform parole officers and jail employees of the voting rights of people who are incarcerated, and to distribute postcards and posters explaining voting rights for people who are on probation or off parole. The Department also seeks partnership with groups that serve voters with disabilities, including the Mayor's Office on Disabilities, representatives of Disability Rights California, and members of the Voting Accessibility Advisory Committee (VAAC). The Department, in collaboration with the American Civil Liberties Union (ACLU), the Secretary of State's office, and the San Francisco Human Services Agency (HSA), continues to provide voter registration workshops to approximately

30 local agencies that are mandated by the National Voter Registration Act (NVRA) to provide registration opportunities to their clientele.

Regionally, the Department participates in the Bay Area Voter Outreach Committee meetings, which seek cooperation of the 11 Bay Area counties in promoting election information and serves as a forum for sharing best practices for voter outreach.

VI. CANDIDATE FILING AND SUBMISSION OF MEASURES FOR THE BALLOT

To facilitate candidate filing and the submission of initiative measures for qualification for the June ballot, the Department prepared a [Candidate Guide for County Central Committee Candidates](#) and a [Guide to Qualifying Charter Amendments, Ordinances, and Declarations of Policy](#) for the ballot through the initiative process. To further assist candidates and campaigns, the Department posted a [calendar](#) that outlines statutory dates for this election cycle and applicable code references (see *Appendix C*).

For the June 7 election, candidate filing activities commenced on January 1, when the submission period opened for signatures in lieu of filing fee for candidates running for Judge of the Superior Court or state or federal offices. The nomination period for County Central Committee seats also began on January 1. The Declaration of Intention period for judicial candidates ran from February 1 through February 10, followed by the nomination period for all offices (except County Central Committee) that began on February 15 and ends on March 11 (or March 16, if extended because an incumbent does not file).

This cycle presents unique challenges because of overlapping activities related to the June and November elections. While conducting activities in support of the June election, the Department has been simultaneously preparing candidate and campaign materials for the November election. Because several candidate processes for the November election will occur during the June election cycle, the Department has already prepared and posted a [calendar](#) that outlines statutory dates for the November election. For example, for candidates running for the Board of Supervisors, the period for signatures in lieu of filing fee opens on April 5, followed by the nomination period that commences on May 20. Also in May, the Department will host workshops aimed at answering questions for first-time and returning candidates. Workshop topics 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.

To ensure transparency of the election process, the Department provides a list of potential candidates in HTML and open data formats on the [Campaigns and Candidates](#) page; for federal and state offices, this potential candidate list includes only those who have circulated signature petitions in San Francisco. Once the nomination periods close, the Department will post final candidate lists in the aforementioned formats.

In February, the Department also facilitates the intake of 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 February; the submission deadline for any school, college, or special district measure is March 11.

On March 7, the Department will determine the title and letter designation of each local measure, in the following order and according to the [San Francisco Municipal Elections Code, section 505](#).

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 March, the Department will facilitate the intake of the ballot arguments (proponents', opponents', rebuttal, and paid) for inclusion in the Voter Information Pamphlet, in accordance with the [San Francisco Municipal Elections Code, section 530](#). To encourage complete and efficient submissions, the Department posts a [Guide to Submitting Ballot Arguments](#) and ballot argument forms accompanied by instructions for completing the forms.

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:

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.

Opponents' arguments:

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 a rebuttal.

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 paid arguments in favor of a measure are printed together, followed by paid arguments opposed to that measure. Paid arguments for each measure are printed in order of submission.

Filing activities for the June election will draw to a close on May 24, which is the deadline for any write-in candidates to file their Declarations of Write-in Candidacy and nomination paperwork.

VII. OFFICIAL BALLOT

For the June 7 election, the following offices will appear on the ballot:

- President of the United States
- United States Senator
- United States Representative in Congress, Districts 12 and 14
- State Senator, District 11
- Member of the State Assembly, Districts 17 and 19
- Judge of the Superior Court, Office No. 7
- County Central Committee/County Council

As of February 26, one state measure (50) and one special district measure (AA) have qualified for the ballot. The final list of local ballot measures will be determined on Friday, March 4, which is the deadline for submission of local ordinances and declarations of policy; no additional measures are expected prior to the March 11 submission deadline for district measures.

At the time of submission of this plan, the Department anticipates that the ballot will consist of three cards.

The first step in producing ballots is to determine the number of different ballot types that apply for an election. Different ballot types are necessary in part because San Francisco is comprised of overlapping federal, state, and local voting districts; voters living in different parts of the City are eligible to vote for different combinations of contests. In addition, state law requires the rotation of candidate names on the ballot, to mitigate the statistical advantage of a candidate's name appearing at the top of the candidate list for a contest. Approximately 85 days before an election (unless there is extended filing for a contest), after the candidate nomination period ends, the Department determines how many ballot types will apply for the election and how many of each type and language version will need to be printed.

Starting in mid-March, the Department will begin transmitting the names and ballot designations (occupations) of nominated candidates, the ballot questions, and related translations to the voting system vendor to populate ballot drafts. Ballot translations can come from a variety of sources: from the Secretary of State (for candidates for state or federal office and

state ballot measures), from local candidates who request a particular Chinese name, or from the Department's typesetting/translation contractor. When appropriate, the typesetting/translation contractor references the Department's established glossaries of election terms, for consistent terminology as possible from election to election. The translations are reviewed and approved by the Department's team of bilingual proofreaders before the material is sent to the voting system vendor to be implemented into the ballot.

The Department and the voting system vendor work together to lay out ballots that are as easy and clear as possible for voters to use while also meeting the requirements of federal, state, and local law and the functional requirements of the voting system. In addition, the Department aims to use the space of each ballot card as efficiently as possible, and also to consider best practices for ballot design and usability.

The Department sends the final ballot image files and an assembly matrix to its printer. The printer assembles the ballot images and sends proofs for each ballot type and category (vote-by-mail, precinct, generic, etc.) to the Department for review and final approval.

In addition to printing all of the paper ballots, the printer assembles, addresses, and mails the vote-by-mail ballot packets. This process requires precise coordination of voter data and production machinery; each voter's envelope must contain a complete ballot that correctly corresponds to his or her precinct, ballot type, and party and language preference. The ballot packets are packaged in trays and on pallets for delivery to the mail facility, where they are scanned into the USPS mail tracking system, and then delivered by postal carriers to the voters.

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

In addition to paper ballots, the Department, with the voting system vendor, produces touchscreen and audio ballot versions for the accessible AVC Edge II machines.

For the June 7 election, based on the 29 possible ballot types, three bilingual ballot versions, ten party ballot versions, and three ballot formats, the Department may need to produce more than 2,600 separate versions of the San Francisco ballot.

VIII. BALLOT SIMPLIFICATION COMMITTEE

The [San Francisco Municipal Elections Code, section 610](#), requires that a Ballot Simplification Committee be appointed to create digests, or summaries, of ballot measures in simple language. Committee members review the legal text of each measure, which can range from a few paragraphs to many pages, and work in public meetings to distill the main ideas into a straightforward and neutral passage for publication in the Voter Information Pamphlet (VIP).

The Department facilitates the Committee meetings by communicating with Committee members about meeting times, places, and agenda items; requesting analyses on the Committee's behalf from City departments that are most likely to be affected by passage of any proposed initiative measure; providing and posting copies of agendas and all pre- and post-meeting materials for Committee members and the public on the [Ballot Simplification Committee](#) page and at the

Department's office, in accordance with public meeting laws; responding to inquiries from City agencies and the public about meeting logistics and procedures; providing audio recording and live display of digest draft revisions during meetings.

For the June 7 election, the Committee will commence public meetings on February 29 and will complete its digests no later than March 14, 85 days before the election as required under the [San Francisco Municipal Elections Code, section 610](#).

IX. VOTER INFORMATION PAMPHLET AND SAMPLE BALLOT

The Department produces the Voter Information Pamphlet (VIP) in multiple languages and formats: English, Chinese, Spanish, Filipino, large print, audio cassette, audio compact disc, audio on USB flash drive, PDF, and MP3. As instituted before the November 2015 election, the Department will again include HTML and XML versions of the VIP in English, Chinese, Spanish, and Filipino in the Voting Toolkit approximately one month before Election Day. The HTML version enhances access to election-related content, especially for people using assistive devices. The XML version provides an open data format that enables developers to incorporate pamphlet content into their own applications or websites.

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 continuous collaboration with the typesetting/translation contractor, the printing contractor, and the United States Postal Service.

Approximately four months before an election, the Department creates a production plan for all work associated with the project, and organizes 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 meets all USPS requirements.

For the June 7 election, the Department commenced transmitting the updated content for the general information pages to the typesetting/translation contractor in mid-February. As candidate statements and local ballot measure information becomes available following submission deadlines in late February and March, the Department compiles and formats the material, proofreads it against the official submissions, and sends the files to the contractor, who lays out, typesets, and translates the material. The contractor returns typeset English-language material on a flow basis, as sections are complete, to Department staff for review, any corrections, and final approval.

Once the Official Ballot is finalized, 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. Every voter receives an English-language pamphlet, and accordingly, each voter's Sample Ballot, corresponding to his or her residential address, is inserted into his or her English-language VIP. In addition, each voter's English-language VIP includes candidate statements only for the contests for which the voter is eligible to vote. To guide the contractor with assembling an appropriate VIP for each ballot type, the Department provides a matrix showing pagination of the entire VIP, including content that varies by ballot type (the Sample Ballot and candidate statements). Once all VIP material is finalized, the contractor assembles the pages according to this matrix, and, after Department review and approval, sends the final files to the printer. The printer, in turn, shares proofs of what they intend to print for each ballot type, to ensure there were no transmission or communication errors. Upon approval, printing, trimming, and binding of the English-language VIP begins.

The translated versions of the VIP follow a similar process to the English version, with the additional step of translation and approval of the translations. Referencing the glossary of election terms in each language that the Department and vendor

have developed and agreed upon over multiple elections, the typesetting/translation contractor translates the content into Chinese, Spanish, and Filipino, and, upon Department approval of the translations, typesets the translated content. The translated versions of the VIP include all candidate statements for contests throughout San Francisco and refer the voters to their Sample Ballot to see what contests appear on their ballot. The contractor also works with the Department to produce large-print versions of the pamphlet in English, Chinese, Spanish, and Filipino, and audio, HTML, and XML formats.

Approximately 48 days before the election, April 20, 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, polling place information, and party preference, only for the Presidential Primary Election. The printing vendor provides labeling proofs and requests written approval from the Department before continuing with labeling and mailing. The contractor also sorts the VIPs by postal carrier route and delivers them to the postal facility for mailing. During the mailing period, Department staff act as a point of contact for both the printing vendor and the US Postal Service Business Mail Entry Unit to facilitate delivery.

The Voter Information Pamphlets will be mailed to voters no later than 29 days before the election, May 9, as required by the [San Francisco Municipal Elections Code, section 502](#). 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 voter file is sent to the mailing vendor in late April.

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

Voters who wish to stop mail delivery of the pamphlet, and instead view it online, can make their requests by submitting an [online form](#) or by calling (415) 554-4375. Those who requested to stop mail delivery of the VIP receive an email approximately 40 days before the election, April 28, with a link to the pamphlet on [sfelections.org](#).

X. BALLOT DELIVERY TO VOTERS

A. MILITARY AND OVERSEAS VOTERS

As authorized by the [California Elections Code, sections 3105\(b\)\(1\) and 3114\(a\)](#), the Department may begin sending ballots to military and overseas voters 60 days before the election, April 8, and must complete the mailing no later than 45 days before the election, April 23.

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](#) page on [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.

B. 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 application](#), via telephone, in person, and by mail. For this election, mailed or hand-delivered applications must be

received by the Department no later than 5 p.m. on Tuesday, May 31; online vote-by-mail applications must be submitted no later than 11:59 p.m. on that day.

Approximately one month before the election, the Department mails ballots to permanent vote-by-mail voters and those registered as one-time vote-by-mail voters.

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, in accordance with the [California Elections Code, section 3017\(a\)\(2\)](#).

For the June election, the Department will again organize 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.

During the last seven days before the election, the Department facilitates an emergency vote-by-mail ballot pick up option, which allows voters to complete a [ballot pick-up authorization form](#) authorizing any person to pick up and return their ballot, in accordance with the [California Elections Code, section 3021](#).

[Vote by Mail](#) page on *sfelections.org* features information about voting by mail that may interest voters. It includes a page that 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, and an image of the vote-by-mail ballot return envelope with [explanations of the return envelope components](#), including the type of information contained in the bar codes printed on each envelope. This section also features a [Vote-by-Mail Ballot Lookup and Replacement Ballot Tool](#) that enables 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 counting of the vote. The tool also allows the user to request a replacement ballot in case he or she lost or damaged the original ballot, prefers to receive the ballot in a different language or a different NPP version of the ballot. 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.

C. VOTERS WHO RESIDE IN MAIL BALLOT PRECINCTS

For this election, there are 15 mail ballot precincts, 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 approximately one month 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 instructional inserts.

D. VOTING AT THE CITY HALL VOTING CENTER

Beginning May 9, 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 May 30 holiday. Weekend voting is available from 10 a.m. to 4 p.m. on the two weekends before the election, May 28–29 and June 4–5, 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).

XI. POLLING PLACES

For the June 7 election, the Department will support 576 polling places to serve the voters of San Francisco.

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.

[California Elections Code, section 12286](#), 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 locations using the [Polling Place and Sample Ballot Lookup Tool](#), 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.

A. TIMELY OPENING OF POLLING PLACES ON ELECTION DAY

Voting begins 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.

XII. POLL WORKERS

For the June 7 election, the Department will assign approximately 2,500 poll workers to 576 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.

Those interested in applying may submit a [poll worker application](#) or apply in person at the recruitment office. The Department will open its recruitment office in City Hall to conduct testing and process new applicants for poll worker positions in April.

In addition to hiring new adult poll workers, the Department plans to recruit 800 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 June election, student recruitment will begin in early March 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. 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 April 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-, Spanish- and Filipino- bilingual poll workers to precincts that 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, as required by the [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 the June election, the Department will recruit and assign bilingual poll workers as follows:

- 455 Chinese-speaking poll workers to 455 precincts (78% of precincts)
- 265 Spanish-speaking poll workers to 265 precincts (46% of precincts)
- 130 Filipino-speaking poll workers to 130 precincts (23% 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.

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](#) 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 100 training classes in the month preceding the election. Specialized classes will also be held for approximately 72 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, April 29,

and inspector training will begin on Sunday, May 29. 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 issuing of ballots based on voters' party and language preferences; 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.

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 is posted online.

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, Poll Worker Manual and interactive review materials with a quiz, all of which are available on the [Poll Worker Resources](#) section.

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.

D. 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.

Supply bag distribution will take place Sunday, May 29, Tuesday May 31, Friday, June 3, and Saturday, June 4. 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.

XIII. FIELD SUPPORT PERSONNEL

For this election, the Department will employ and train approximately 72 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 7-8 polling places and is provided with a van for 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. During the day, this team also gathers information related to polling place operations and takes photographs of specific elements of polling places for future planning.

XIV. 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.

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 June 7 election.

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

The Optech 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 Optech 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 Optech 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 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 Optech 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.

XV. DELIVERY OF VOTING EQUIPMENT AND SUPPLIES TO POLLING PLACES

On polling place availability request letters, the Department offers polling place owners morning and afternoon delivery windows beginning seven days before the election and ending the day before the election, and invites polling place owners to select all days and times they are available to accept polling place equipment. When the responses are received, the Department assigns delivery dates and time windows to each polling place, starting with the sites that indicated the fewest availability options and ending with the sites that indicated the most availability. Routes are then established with the goal of having the same number of routes and deliveries each day. Daily delivery routes are constructed by importing site addresses, delivery dates and times into StreetSync, a mapping program that uses algorithms to determine the most efficient delivery routes.

Beginning 11 days prior to the election, seasonal staff and movers employed by a drayage vendor report to the Department's warehouse at Pier 48 and are trained in polling place equipment delivery procedures, and how to use the RFID asset tracking database scanners to capture delivery info and custody transfer of voting equipment. Starting seven days prior, and continuing to the day before the election, 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 Department 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.

XVI. 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\(b\)](#), the Department can begin opening accepted envelopes and removing ballots ten business days before an election – May 23. 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.

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. 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 serial numbers 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 the number of cards requiring remake, the number of cards that were remade, the number of remade ballots that were processed, the number of cards that remain to be remade, and the number of cards that remain to be processed.

XVII. 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:

- Incoming (Poll Worker) phone bank, comprised of coordinators knowledgeable of Election Day procedures, receives toll-free calls from poll workers and answers their questions, provides guidance, or, in some cases, dispatches 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 addresses questions related to accessibility of polling places.
- Dominion Voting Systems phone bank, comprised of voting equipment specialists, responds to voting equipment-related questions and dispatches 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, 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, who then 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 throughout the day 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.

XVIII. 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.

XIX. ELECTION RESULTS

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

The Department will release the first preliminary summary report of election results at approximately 8:45 p.m. This report will provide the results from the vote-by-mail ballots that the Department receives and processes before Election Day.

With this first summary report, the Department will also release a preliminary Statement of the Vote, a precinct turnout report, and a neighborhood turnout report.

At approximately 9:45 p.m., the Department will release a second summary report of results that includes votes cast at the polling places. At approximately 10:45 p.m. the Department intends to issue a third summary report of results.

After all polling places have reported, the Department will release a final summary report, as well as a second preliminary Statement of the Vote, a precinct turnout report, and a neighborhood turnout report.

Election results will be available from the following sources:

- San Francisco Government Television – SFGTV, Channel 26, will report San Francisco summary results throughout the night as a banner during SFGTV programming
- [Election Results Summary](#) page on *sfelections.org* – all results reports, including the preliminary Statement of the Vote, the precinct turnout, and the neighborhood turnout, will be posted on the Department's website
- City Hall, North Light Court – a large screen will display SFGTV programming that will show San Francisco summary results; printed copies of the summary results report will be available at approximately 8:45 p.m., with updates available 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 reports will be available at the Department's front counter (the preliminary Statement of the Vote will not be printed due to its length)

The Department will post a sample “zero” summary report on the [Election Results Summary](#) on May 9. This zero report will include a navigation path to the webpages that will display the preliminary results posted on Election Night and after Election Day.

B. REPORTING PRELIMINARY RESULTS AFTER ELECTION DAY

Ballot processing continues after Election Day until the Department has counted the votes on all ballots. At 4 p.m. every day on which the ballots are counted, the Department will release updated results reports. On any days during which no ballots are counted, the Department will post a notice on [sfelections.org](#) stating that no update will be issued for a specified day or days.

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 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 Report
- Precinct Turnout Map

C. REPORTING FINAL ELECTION RESULTS

The Department will release final election results no later than July 7 as required by the [California Elections Code, section 15372](#).

After certifying the election results, the Department will deliver the certified statement of the results and associated attachments to the Clerk of the Board of Supervisors and the Secretary of State, and will post the documents on [sfelections.org](#).

Additionally, the Department will post the final results outside the Department’s office, City Hall, Room 48, as well as issue a press release and Twitter and Facebook notifications that the election results are certified.

D. CRYPTOGRAPHIC HASHING OF RESULTS FILES

SHA512 cryptographic hashes will be available for results files posted on [sfelections.org](#). “SHA” is an acronym for “Secure Hash Algorithm”; SHA512 is the strongest cryptographic hash in the SHA2 family. After a file has been downloaded, SHA512 can help verify that the received file is exactly the file that was sent. If the file downloaded from [sfelections.org](#) has the same SHA512 hash value as the SHA512 hash value provided for that file, then the file is complete and the election results did not change during the download. More information about SHA512 is available on [sfelections.org](#) in the [SHA512FAQs](#).

XX. BALLOT COUNTING AND TABULATION AFTER ELECTION DAY

Ballot processing continues until all ballots have been counted and the results can be certified. Ballots that the Department processes after Election Day include vote-by-mail ballots that voters dropped off at the polling places or the City Hall drop-off stations, or that the Department received in the mail within three days of Election Day; unsigned vote-by-mail ballots that

were remedied by voters within eight days of the election; provisional ballots; ballots with write-in votes; and votes cast on the Edge accessible voting machines, which the Department must transfer onto paper ballots and tabulate on the equipment used for counting vote-by-mail ballots.

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 and 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 use the [Provisional Ballot Status Lookup Tool](#). If the provisional ballot could not be counted, the tool 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. 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.

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

Beginning June 8 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.

XXII. 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. The [California Elections Code, section 15372](#), allows 30 days following an election for the Department to complete the Canvass and certify the 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. The 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 567 precincts participating in the June 7 election will correspond to the numbers in the range 001 and 567.

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.

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

No later than July 7, 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 Results of the Election is sent to the Secretary of State no later than July 8, as required by the [California Elections Code, section 15375](#). 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 Results of the Election is sent electronically
- Statement of the Results of the Election 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 Results of the Election is also sent to the Board of Supervisors.

E. RECORD RETENTION

Upon certification of election results, the 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 OF KEY DATES AND DEADLINES

C. CALENDAR FOR CANDIDATES AND CAMPAIGNS