



Election Plan

November 5, 2019, Consolidated
Municipal Election

Friday, August 30, 2019

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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, and provides access to voting and election-related services.

The Department must conduct elections in compliance with all applicable federal, state, and local laws, including the Voting Rights Act, the Help America Vote Act, the Americans with Disabilities Act, and the City's Language Access Ordinance. The Department is responsible for maintaining open processes that inspire public confidence in the election system; providing and expanding upon public outreach and education plans designed to engage voters and potential registrants in San Francisco; and continually improving voter services by streamlining procedures and anticipating the future needs of City voters. Serving a registered voter base of over 500,000 residents, the Department:

- Facilitates the filing of candidate nomination papers and ballot measures;
- Produces San Francisco's official and sample ballots and Voter Information Pamphlet;
- Provides educational services, programs and materials to registered voters and potential registrants;
- Administers a vote-by-mail program for nearly 340,000 voters who permanently vote by mail and 8,000 voters who serve in the military or reside overseas;
- Secures and prepares polling places throughout the City for each election;
- Recruits and trains poll workers to serve a linguistically and culturally diverse voter population;
- Administers early voting beginning 29 days before each election;
- Organizes the collection of ballots and election results data on Election Night;
- Provides vote count tabulation and election results reporting; and
- Conducts an Official Canvass of all votes cast to verify the accuracy and validity of election results.

San Francisco Charter §13.103.5 requires the Department to develop an Election Plan for every election. The Election Plan provides detailed information about the Department's plans to conduct the upcoming election in a manner that is free, fair, and functional as well as highlights new practices the Department will put in place for that election. Following is the Election Plan for the November 5, 2019, Consolidated Municipal Election.

II. Organizational Structure

The Department is comprised of eight divisions — Administration, Ballot Distribution, Campaign Services, Election Day Support, Polling Place Operations, Information Technology, Voter Services, and Voter Information — each focusing on processes and programs required to administer an election.

In the months leading up to each election, the Department hires many temporary employees to assist with election projects. Statutory deadlines require that numerous tasks be completed by specific dates prior to, during, and after an election. These ongoing deadlines necessitate the Department to hire personnel on a staggered basis.

For the November 5 election, the Department plans to hire and onboard approximately 250 temporary employees. These employees will aid the full-time staff with candidate filings, maintenance of voter records, signature comparison on vote-by-mail ballot envelopes, poll worker training, preparation of polling places, processing and counting of voted ballots, and various canvass processes.

For each election, the Department hires many bilingual temporary employees to help provide services to voters who prefer to receive election information in languages other than English. Bilingual employees assist with conducting voter outreach as well as proofing the Department's translated materials, including all versions and formats of the official ballot and the Voter Information Pamphlet.

Many temporary employees continue working with the Department for several weeks after Election Day to assist with various canvass processes that must be completed before election results can be certified.

Employee Orientation Program

The Department provides an Employee Orientation Program (EOP) for new temporary employees and those with prior working history with the Department to facilitate learning opportunities and information sharing about working in the Department.

During a three-hour onboarding session, employees review the Department's mission and goals, including the Department's commitment to providing the best services possible with the highest regards for accuracy, timeliness, and professionalism. Employees also learn about City and departmental policies and procedures, emergency and evacuation protocols, services and resources available to employees, workplace protections and responsibilities, benefits, and more. The onboarding session is supplemented by two videos, one that addresses human resource-related topics and one that is meant to increase awareness of the main components of excellent customer service — being professional, inclusive, culturally appropriate, and respectful — and equip staff with some techniques to achieve such a level of service. During onboarding, employees learn about cybersecurity, including internal and external security threats that they may encounter on the job. Employees learn how to detect a phishing scam, safeguard City laptops, mobile devices, and other hardware, and protect confidential voter data.

After the conclusion of onboarding session, employees take a tour of the Department and are introduced to their colleagues from other divisions.

III. New and Enhanced Practices

For the November 5 election, the Department has put in place several new practices and has enhanced several existing programs to further improve services provided to voters and prospective registrants.

A. ***Make a Note. Plan to Vote.*** Theme

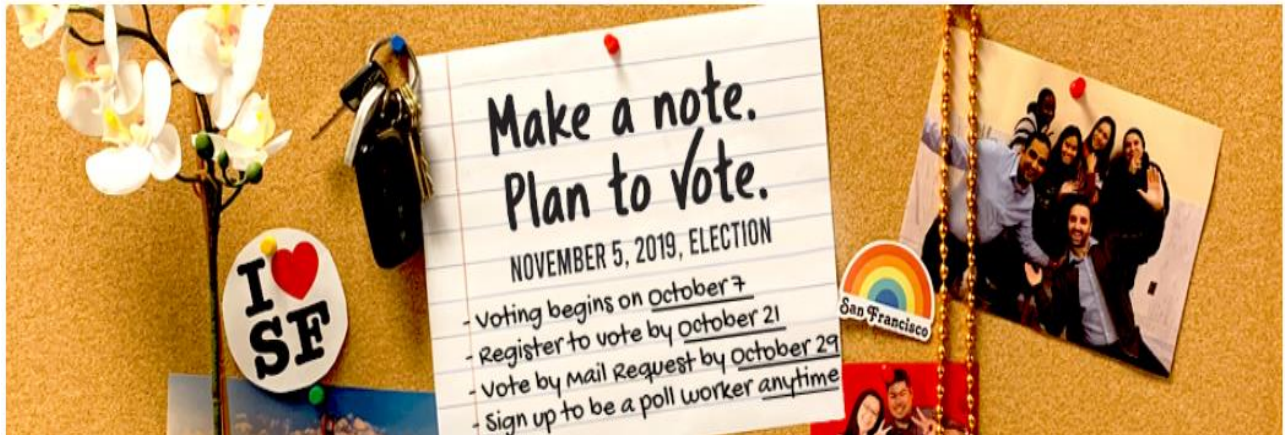
The Department is engaged in an ongoing effort to motivate people to participate in elections through its outreach strategies. For the November 5 election, the Department has debuted a new outreach theme *Make a Note. Plan to Vote.*

The *Make a Note. Plan to Vote.* theme is designed to prompt City residents to integrate the action of voting into an everyday, personal to-do list. The theme is intended to cultivate a sense of civic-mindedness by encouraging San Franciscans to think through the steps for participating in an election (i.e. register to vote, apply for a ballot by mail) in the context of their other life goals. The slogan is supplemented by graphics intended to present the act of voting in a psychologically accessible and individualized manner – with images of personal possessions such as desk supplies, coffee, headphones, keys, and San Francisco memorabilia. While the slogan remains consistent across the Department's different outreach materials, the images used to support the slogan vary in order to underscore the personal nature of the theme.

To maximize the *Make a Note. Plan to Vote.* theme's impact through consistent and frequent messaging, the Department has incorporated the theme into a wide variety of advertisements and materials including Muni and BART ads, the citywide mailer sent to all households, the cover of the Voter Information Pamphlet (VIP) sent to all voters, and the Voting Instructions enclosed with the vote-by-mail ballot packets. The new theme is also featured prominently in the Department's website banner, outreach presentations, and other print and digital materials.

The *Make a Note. Plan to Vote.* theme also paves the way to remind voters about the elections to be held in 2020, providing a natural pivot from outreach about the November 2019 election to outreach on the March 2020 election. Several outreach materials featuring the theme remind voters not only to plan to vote in the next election, but to vote in all three upcoming elections.

Following are images of the Department's homepage banner and the VIP cover bearing the new theme:



City and County of San Francisco
**Voter Information Pamphlet &
Sample Ballot**



Las boletas y otros materiales electorales están disponibles en español.
Vea la parte interna de la portada para más información.

選務處提供中文版選票和其他選舉資料。詳情請查閱封面內頁。

Makakukuha ng mga balota at iba pang materyales para sa eleksyon sa Filipino.
Tingnan ang loob ng pabalat para sa karagdagang impormasyon.



**SAN FRANCISCO
ELECTIONS**

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City and County of San Francisco
sfelections.org

B. Outreach on the New Voting System and Ranked-Choice Voting

For the November 5 election, the Department's outreach objectives include educating voters about the City's new voting system, with the focus on a new way of marking the ballot (filling in ovals rather than connecting arrows), and equipping voters with the knowledge of the increased number of rankings in ranked-choice voting (RCV) contests.

To meet these goals, the Department sought to establish various outreach strategies that include a wide variety of direct communications via print and digital media, demonstrations, radio and video broadcasts, as well as collaboration with community partners.

Collaboration with Local Organizations

To supplement its outreach efforts to current and prospective voters, the Department secured and disbursed \$250,000 in grant funding to local organizations who had expressed interest and demonstrated ability in assisting to disseminate information about the new RCV ballot format and the new voting system.

In May, the Department issued a Request for Proposals (RFP) for 2019 Ranked-Choice Voting Outreach. After review of responses to the RFP, the Department selected six grant recipients, each of which showed the capacity to reach one or more of City populations who are likely to benefit from focused outreach. Such populations include, but are not limited to, residents of neighborhoods with turnout below the City average, seniors and voters with disabilities, members of the City's main language minorities, and first-time voters.

Over the course of nearly two months, the Department worked with various city agencies to execute Grant Agreements with the selected organizations. Then, in August, the Department conducted training sessions to help grantees develop knowledge of the new voting equipment and new ballot format as well as messaging and materials to be distributed to San Francisco residents. Additionally, the Department provided grantees with a variety of ready-to-use, multilingual, multi-format outreach materials for dissemination to the public.

Under grant terms, Monday, August 19, marked the beginning of grantees' outreach activities, which will continue through Election Day, November 5.

PowerPoint Presentation on RCV

With the intent of standardizing educational information provided to the public by organizations engaged in collaborative outreach activities and by the Department's outreach team, the Department developed a new PowerPoint presentation on RCV. The presentation touches on five main topics: the history of RCV in the City, key RCV points specific to the upcoming election, an explanation of how to mark an RCV contest, an explanation of how an RCV contest is counted, and RCV resources available to voters. The presentation is intended to anticipate and answer some frequently asked questions, including which contests in the upcoming election will be RCV contests, and how the new RCV ballot format differs from the previous format.

Make a Note. Plan to Vote.

5. Voter Tools And Resources

- How can voters practice marking a ranked-choice ballot?
- What voter resources are available?
- How can I find out more?

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New Webpages and Online RCV Practice Ballot Tool

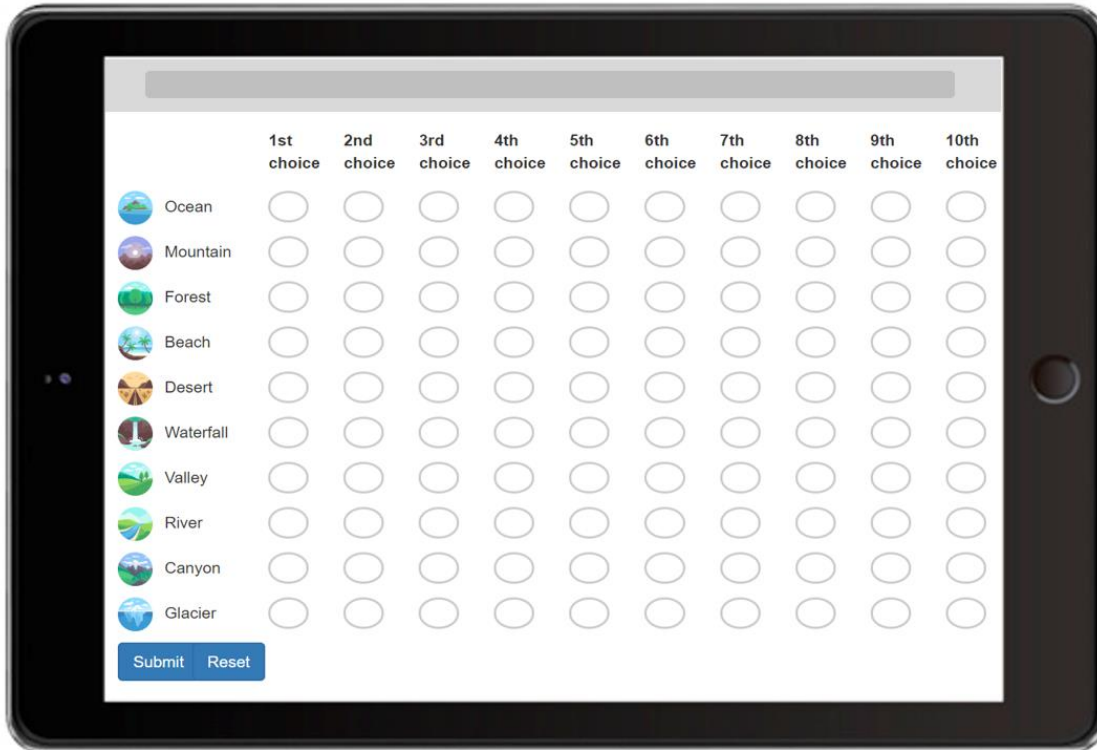
The Department developed several new pages with information about the new voting system and the new RCV ballot format on its website, sfelections.org. A hyperlink under the banner on the homepage leads website visitors to a page, sfelections.org/new-voting-system, that provides information about the new voting system, highlights the system's features and components, and introduces voters to the new way of marking the ballot.



Another new page, sfelections.org/RCV, provides information about ranked-choice voting, instructions for marking a contest that uses ranked-choice voting, key points to remember, frequently asked questions, and more.

The Department also developed an interactive, online RCV Practice Ballot tool that allows voters to practice marking a ballot with 10 rankings. The tool identifies and explains common ballot marking errors in real time. For example, if a voter submits a practice ballot with two first choices, the voter is alerted to the fact that such a choice is invalid and cannot be counted. All marking error warning messages include an invitation to the voter to try again marking the ballot.

The practice tool is available at sfelections.org/practiceRCV, and featured on the homepage under “Topics in Focus”. During outreach events, department staff open a link to the tool on a tablet so that voters can practice marking the online ballot at the event.



The image shows a tablet displaying a web-based ranked-choice voting practice tool. The interface features a grid of 10 categories (Ocean, Mountain, Forest, Beach, Desert, Waterfall, Valley, River, Canyon, Glacier) listed on the left. Each category has a corresponding icon. To the right of each category is a column of 10 radio buttons, labeled '1st choice' through '10th choice'. At the bottom of the grid are two buttons: 'Submit' and 'Reset'.

	1st choice	2nd choice	3rd choice	4th choice	5th choice	6th choice	7th choice	8th choice	9th choice	10th choice
Ocean	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mountain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Forest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Beach	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Desert	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Waterfall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Valley	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
River	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Canyon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Glacier	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

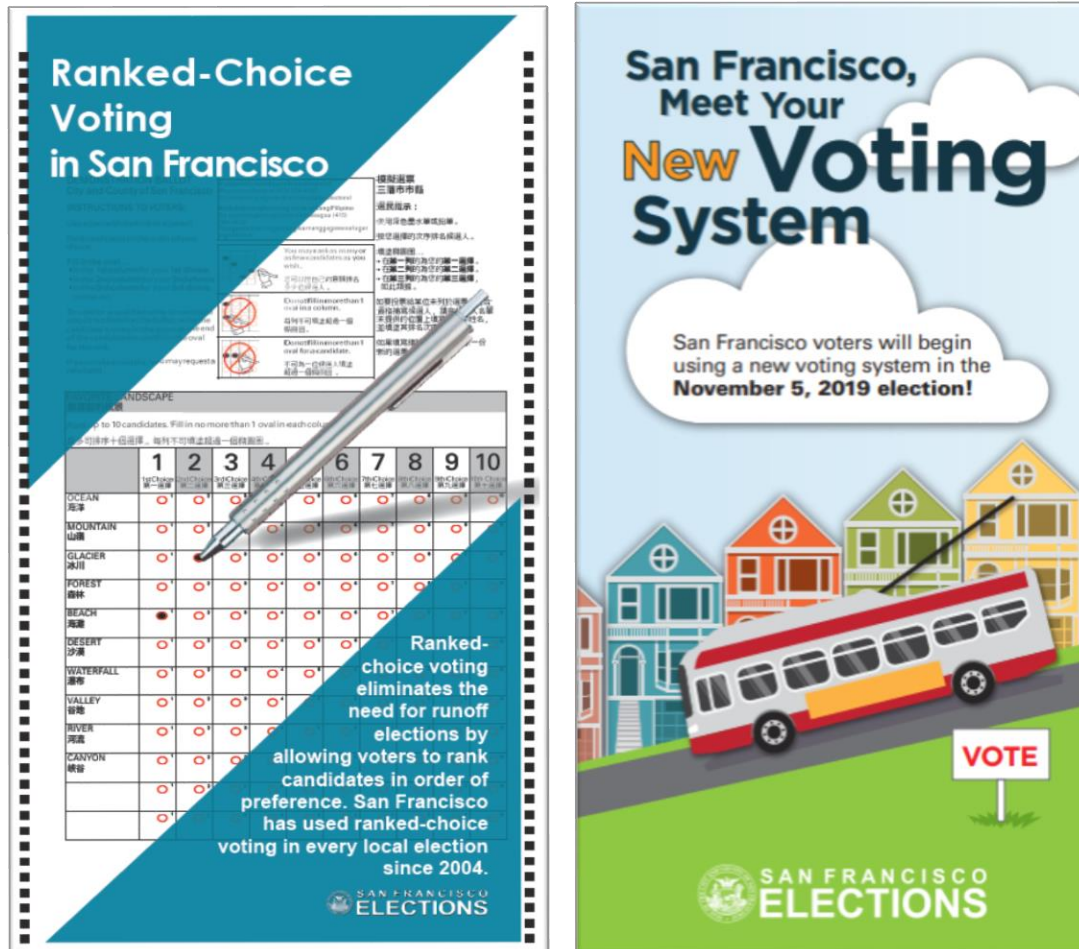
Submit Reset

In an attempt to further extend outreach about RCV, those completing a practice ballot are encouraged to share the following digital sticker on social media.




Print Materials

The Department developed new print materials for distribution to participants at outreach events, including a brochure with ranked-choice voting information and a brochure with information about the new voting system.



In addition to these new brochures, the Department is also leveraging existing print strategies to disseminate information about RCV and the new voting system. For example, RCV information will be the focus of the citywide mailer arriving to every household in early September and will also be included in the Voter Information Pamphlet sent to every registered voter.

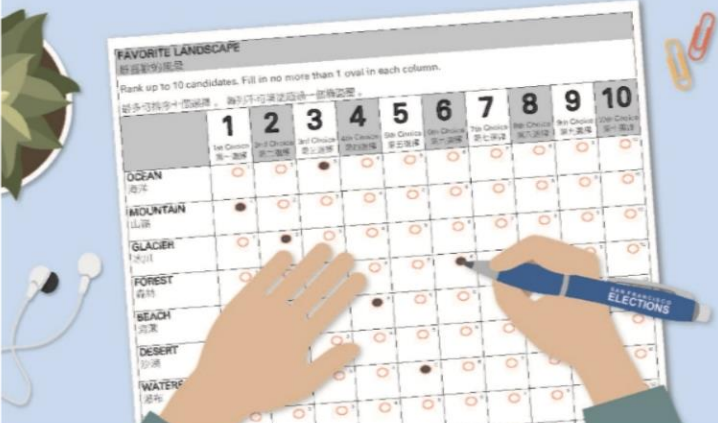


**CITY AND COUNTY OF SAN FRANCISCO
DEPARTMENT OF ELECTIONS**

San Francisco voters will use a **NEW** voting system in the NOVEMBER 5, 2019, ELECTION!

Voters can now rank **more candidates** in local contests with **ranked-choice voting**. Learn more at sfelections.org/RCV

San Francisco utilizará un nuevo sistema de votación en las elecciones del 5 de noviembre. Inscribase para votar a más tardar el 21 de octubre. Obtenga más información sobre la votación por orden de preferencia: llame al (415) 554-4366 o visite sfelections.org.



三藩市將於11月5日的選舉使用新投票系統。登記投票截止日期為10月21日。要了解更多關於優先選擇投票：請致電 (415) 554-4367 或瀏覽 sfelections.org。

Make a note. Plan to vote.


Register to vote by October 21
Vote in person or by mail: October 7 – November 5
Vote at your polling place:
Election Day, November 5, 7 a.m. – 8 p.m.

When marking ballots, voters will fill in ovals and can rank more candidates in local contests.

Voters have many resources to learn more:

- Try a practice ballot at sfelections.org/practiceRCV
- Attend a voting equipment demonstration [see sfelections.org/outreach/calendar]
- Review your Voter Information Pamphlet arriving in early October
- Read the voting instructions in vote-by-mail ballot packets and at all voting locations
- Contact the Department of Elections

(415) 554-4375 sfvote@sfgov.org
www.sfelections.org



NONPROFIT ORG.
U.S. POSTAGE
PAID
SAN FRANCISCO, CA
PERMIT NO. 2750

Detailed, illustrated RCV instructions will appear on all versions of the ballot, will be enclosed with the instructions sent out in vote-by-mail ballot packets, and will be featured in voting booth posters at polling places and vote centers throughout the City.

**CITY AND COUNTY OF SAN FRANCISCO
DEPARTMENT OF ELECTIONS**

Voting Instructions

November 5, 2019, Consolidated Municipal Election

- Before marking the official ballot, you may practice marking your sample ballot or an online practice ballot at sfelections.org/practiceRCV.
- Learn about contests on the ballot in your Voter Information Pamphlet or at sfelections.org.
- When marking your official ballot, fill in ovals and follow the instructions on each card. Use a pen with dark ink. Do not write personal information, such as your name, anywhere on the ballot.
- Remove receipts, fold each card, and place cards in the return envelope. Seal the envelope.
- Write your name and address, and sign on the back of the return envelope.
- Return your ballot:
 - By mail – must be postmarked by Election Day, November 5, and received by November 8. Check pick up hours if using a USPS collection box on Election Day. Late ballots cannot be counted.
 - or
 - Drop off your ballot at a voting center (for locations and hours, go to sfelections.org/votingcenters) or at any polling place in California on Election Day, November 5, 7 a.m. – 8 p.m.
- Track your ballot at sfelections.org/myballot to find out if you need to take any further action.

What's **NEW** for this election?

New way to mark the ballot

Fill in ovals next to your selections, instead of connecting arrows.

More rankings in ranked-choice voting contests

Rank the candidates in the order of your choice by filling in one oval in each column.

New Voting Center at San Francisco State University

The San Francisco State University Voting Center, located at 798 State Drive, will be open November 2 – November 5.

As in past elections, the City Hall Voting Center opens October 7.

	1 1st Choice 第一選擇	2 2nd Choice 第二選擇	3 3rd Choice 第三選擇	4 4th Choice 第四選擇	5 5th Choice 第五選擇	6 6th Choice 第六選擇	7 7th Choice 第七選擇
CANDIDATE A 候選人A	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
CANDIDATE B 候選人B	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CANDIDATE C 候選人C	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CANDIDATE D 候選人D	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CANDIDATE E 候選人E	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CANDIDATE F 候選人F	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
CANDIDATE G 候選人G	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Need a replacement ballot?

Call (415) 554-4375 or go to sfelections.org/myballot

Si desea recibir una boleta en **español**, llame al (415) 554-4366 o visite sfelections.org/language



Need an accessible ballot?

Voters with disabilities can go to sfelections.org/access to mark and print a screen-readable ballot or request a large-print ballot by calling (415) 554-4375.

Kung gusto ninyo ng balota sa wikang **Filipino**, tumawag sa (415) 554-4310 o bumisita sa sfelections.org/language

Nếu quý vị muốn có bản sao lá phiếu tham chiếu bằng **tiếng Việt**, vui lòng gọi số (415) 554-4375 hay truy cập trang mạng sfelections.org/language

한국어로 된 참조용 투표용지가 필요 한 경우 (415) 554-4375 코 전화주시거나 sfelections.org/language 를 방문하시기 바랍니다.

Save the Dates!

March 3, 2020, Presidential Primary Election
November 3, 2020, General Election

Questions? Need Assistance?



(415) 554-4375
TTY: (415) 554-4386



@ SFVote@sfgov.org

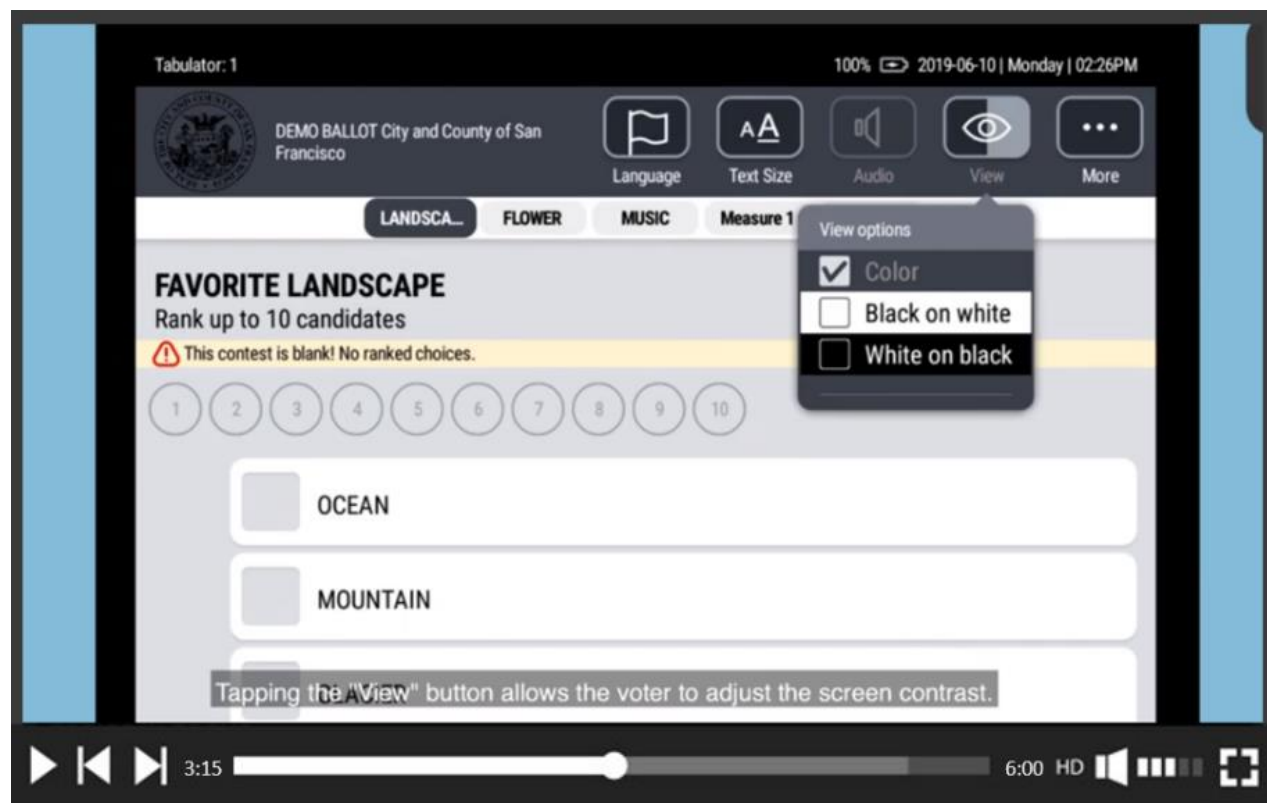


City Hall, Room 48

Educational Videos

The Department created two sets of educational videos, each describing in detail how to use the new voting machines: the accessible Ballot-Marking Device and the Ballot-Scanning Machine.

The video on the Ballot-Marking Device provides step-by-step instructions for initializing, marking, reviewing, and printing ballots; the video on the Ballot-Scanning Machine provides step-by-step instructions for casting ballots. These videos are presented as a series of animated slides, each accompanied by a voiceover and closed captioning describing the shown action.



These instructional videos are designed with multiple audiences in mind and will be presented to voters at outreach events, poll workers, interested members of the media, observers, community partners, etc. Both videos are posted on the homepage of the Department's website.

Media Programming

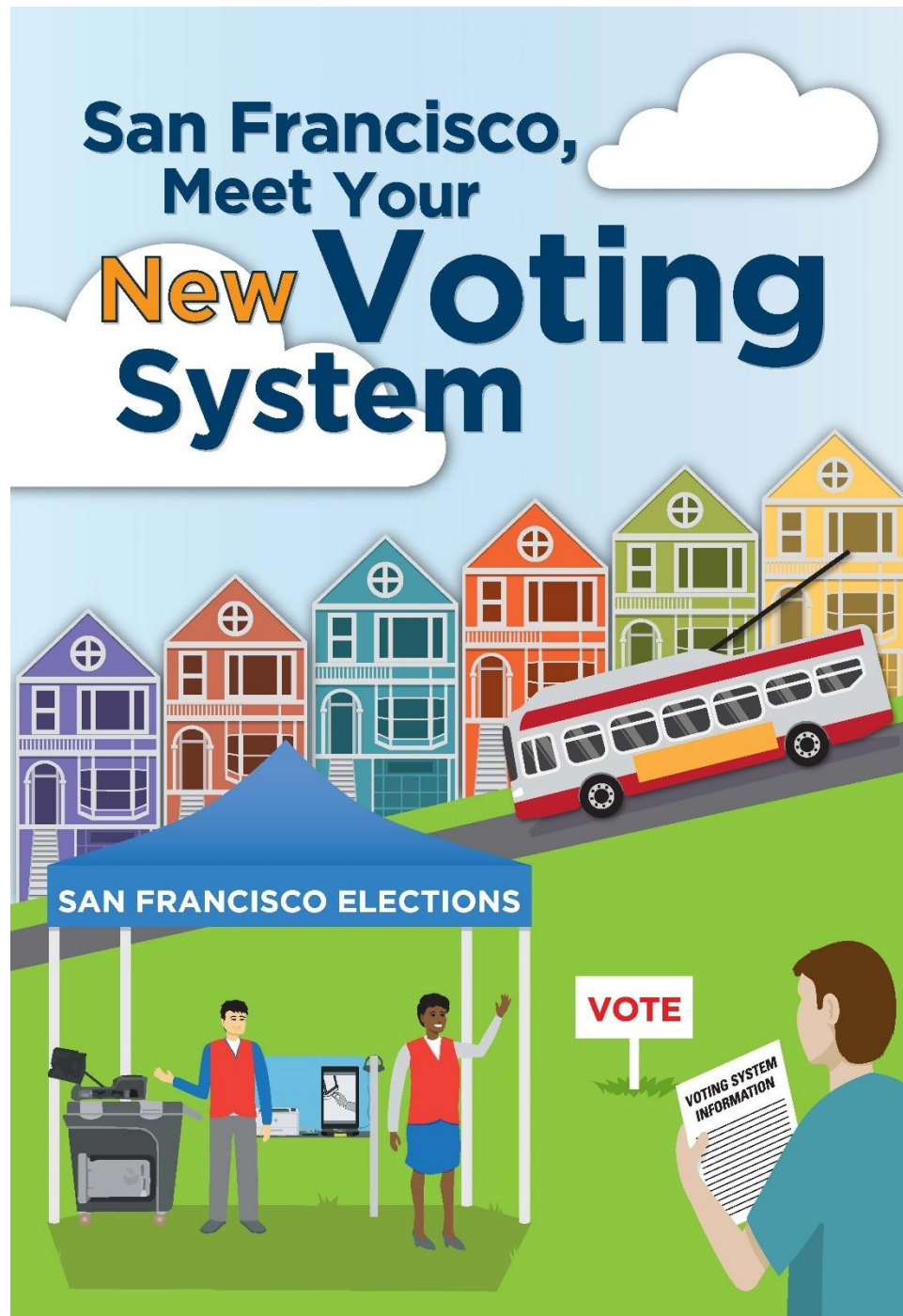
The Department has produced a public service announcement (PSA) to alert San Francisco residents to the new voting system. The PSA, translated into Spanish, Chinese (Mandarin and Cantonese), and Filipino, highlights key aspects of the new system, including the increased number of rankings in RCV contests, and has been airing on local television channels and radio stations.



In addition to broadcasting the PSA, the Department's outreach team is coordinating with local media organizations, with a focus on those serving audiences who speak a language other than English, to broadcast interviews with Department staff on the topics related to the new voting system and increased number of rankings in RCV contests. These interviews will be conducted in English, Spanish, Chinese (Mandarin and Cantonese), and Filipino; similar newspaper articles will be printed in English, Spanish, Chinese and Filipino.

Voting Equipment Demonstrations

In early May, the Department's outreach team began conducting public demonstrations of the new voting equipment throughout the City. During these demonstration events, the Outreach team distributes informational materials and facilitates hands-on practice sessions using the new voting equipment.







**San Francisco,
Meet Your
New Voting
System**

SAN FRANCISCO ELECTIONS

VOTE

**VOTING SYSTEM
INFORMATION**

 **CITY AND COUNTY OF SAN FRANCISCO
DEPARTMENT OF ELECTIONS**

www.sfelections.org
(415) 554-4375
   /sfelections

One of the primary focuses of the voting system demonstration events is to familiarize voters with the new RCV ballot format. To that end, the Department produced demonstration ballots that voters can practice marking, either using a paper ballot or the Ballot-Marking Device, and casting using the Ballot-Scanning Machine. After inserting the demonstration ballot into a Ballot-Scanning Machine, the machine will notify the voter of any marking errors and provide the option to cast or return the ballot, simulating the experience that voters will experience at the polling place, and helping to educate voters how to avoid the same mistake on the official ballot. Additionally, the Department produced oversized, dry-erase demonstration ballots, designed to draw attention to the new format and the event itself, and also provide a photo opportunity for members of the community to share on social media.

Demonstrations have been held and are scheduled in neighborhoods throughout the City with outreach staff being able to present information and answer questions in English, Spanish, Chinese and Filipino.

C. New Poll Worker Training Manual and Class Format

The introduction of the new voting system for the upcoming election will significantly affect a large proportion of poll worker tasks on Election Day. Accordingly, it was necessary for the Department to redesign its poll worker training program and materials to prepare poll workers for the rollout of the new system. For the November 5 election, the Department will introduce a New Poll Worker Training Manual and expanded practice opportunities with the new voting equipment.

Poll Worker Training Manual

The new manual includes step-by-step directions on how to set up the components of the new voting system, guidelines for interacting with voters who are using the new system, and instructions for how to properly secure ballots and results, and transfer custody of these secured materials after the close of polls. In light of the new ballot format, the manual also includes scripts for poll workers to recite, notifying voters about the new way to mark the ballot and the expanded rankings in ranked-choice voting contests.

In addition to developing new procedures relevant to the new voting equipment and ballot format, the Department took the opportunity to improve several other aspects of the manual.

First, the Department focused on improving the comprehensibility and clarity of the instructions. Instructions in the manual were edited to follow the recommendations of the Center for Civic Design, with step-by-step directions appearing in short, simple sentences that explain how to complete specific tasks. Many illustrations, with the specific focus on the features of the new voting equipment, are included in the manual to supplement written directions.

In the process of developing new instructions, the Department performed several usability tests, both with Department staff and members of the Poll Worker Network. Through testing and observation, the Department refined both the language and images used in the manual.

Second, the Department focused on improving the layout and organization of the information so that poll workers can locate relevant information in an expeditious manner on Election Day. The table of contents at the beginning of the manual is structured to help poll workers quickly locate desired information, and an index at the end provides a convenient way to locate key information.

All chapters in the manual are color-coded, with banners, headings, and page numbers printed in the color associated with that chapter. Additionally, the content in the manual is published using Clearview ADA font, a typeface developed and recommended by researchers with the specific goal of being easy to read.

The first chapter provides an overview of the fundamentals of serving as a poll worker on Election Day, including the Poll Worker mission, standards for assisting voters, and pre-election day duties. Remaining chapters walk poll workers through specific procedures: setting up an accessible and efficient polling place; processing voters during voting hours; and securing and transferring ballots and results after the polls close.

The tear-out job cards at the end of Chapters 2-4 detail tasks that must be completed in each period of the day and the order in which those tasks should be done.

A new *What if?* section included in each chapter explains how to resolve common challenges in each part of the day. For example, the *What if?* section in the chapter on opening procedures explains what to do if a poll worker is late in getting to a polling place, while the *What if?* section in the chapter on processing voters explains what to do if the power goes out during the day.

Practice Makes Perfect Workshops

While a written manual is indispensable on Election Day, hands-on training remains an integral part of poll worker preparations.

This year, traditional lectures in the training classes for both inspectors and clerks will be followed by one hour of equipment practice, *Practice Makes Perfect* workshops. Following a multimedia presentation lasting 1.5 hours, poll workers will spend the next hour practicing setting up and operating the new voting equipment. Participants will be able to set up voting machines, print zero reports, practice casting touchscreen or audio ballots, run end-of-day results tapes, and close the polls on voting machines. Training classes for clerks will be 2.5 hours, while classes for inspectors, which cover a few more procedures, will be 3 hours.

In addition to practicing using the new voting equipment in the *Practice Makes Perfect* workshops, poll workers will be given a second practice opportunity at separately scheduled practice labs. During these self-paced learning sessions, poll workers will independently complete any or all of the voting equipment-related procedural steps outlined in the manual, just as they will do on Election Day. This supplemental practice will allow poll workers to hone their skills on the new voting equipment, increasing their confidence and preparedness for Election Day.

D. Expansion of Voting Centers

The Department has responded to a steady increase in voters who took advantage of early voting in recent elections with a correspondingly steady expansion in layout, staffing, and equipment of the City Hall Voting Center. In anticipation of growing demand for early voting, and conditional voter registration after the registration deadline, the Department will continue to expand its services at the City Hall Voting Center as well as add a second Voting Center location at the San Francisco State University.

City Hall Voting Center Layout

In 2016, the Department expanded the layout of the City Hall Voting Center so that the Center would occupy most of the area outside the Department's office. The expanded floor plan took a new shape, with ballot-issuing stations set up in a U-shape in front of Room 48 near the west-side elevators, and voting booths set up in the area near the east-side elevators.

Having made this additional space available, the Department doubled 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. For elections conducted in 2018, the Voting Center was further expanded to 40 stations and approximately 100 voting booths.

For the November 5 election, the Department will further increase the capacity, providing 63 stations: 46 stations will be set up in the main area of the Voting Center and 17 will be set up in the public area near the front counter. To accommodate peak turnout on the weekend before and on Election Day, the Department will set up approximately 250 voting booths near the main area of the Voting Center.

Staffing Resources

For the November 2018 election, the Department hired 40 temporary employees to staff the Voting Center, an increase of 11 staff compared to the June 2018 election. With the increase in the number of positions, the Department also began staggering the hiring of temporary personnel so that staffing levels coincided with the steady increase of voter activity that occurs in the weeks preceding Election Day.

In 2019, hiring will again take a staggered approach, with 15 processors stationed at the City Hall Voting Center at the start of early voting 29 days before Election Day, October 7; 15 additional processors joining two weeks later, October 21; and 25 more processors added four days before Election Day, November 1.

In keeping with its duty to serve voters, the Department is looking to hire 60 temporary employees to staff the City Hall Voting Center. Individual job interviews conducted in this busiest part of the election cycle would typically require Department managers to devote approximately one hour to interviewing and onboarding each temporary employee. To address this challenge, the Department has developed and adopted a method of interviewing prospective Voting Center employees in groups.

Group interviews for the November 2019 election will be conducted via scripted and organized 1.5 hour sessions, with groups of approximately 15 prospective employees in each session. When the Department

piloted the group hiring approach in 2018, in two such sessions, 40 people were interviewed and 20 were selected and onboarded. The Department estimates that this would have required at least 14 hours of human resources work, or about ten times as much time, to accomplish via traditional individual interviews.

In filling temporary positions, the Department continues to partner with local organizations and advisory committees, such as the Language Access Advisory Committee, in advertising employment opportunities to members of various communities.

New Web Application

For the November 5 election, the Department will utilize a streamlined voter assistance web application developed by DFM Associates and SOS VoteCal. The voter assistance web application will replace the traditional Election Management Information System (EIMS) database that has been used at the Voting Center for the past several years. The application streamlines the process for issuing ballots by presenting the processor's actions in a more simple and user-friendly way.

Another advantage of the new application is that it interfaces with the statewide voter database, VoteCal, allowing staff to quickly process a voter's online registration and confirm whether or not the voter has been issued a ballot in a different county prior to issuing a ballot at the Voting Center. This streamlines the process for assisting those who wish to register to vote conditionally. The application also helps to ensure the security of election processes by significantly limiting user access to various functionalities and information that a processor at the Voting Center does not need to use in order to provide adequate service.

In addition to creating efficiencies at the Voting Center, the new application allows for a simpler, more effective training of temporary staff who will be onboarded at various times in the cycle.

San Francisco State University Voting Center

In November 2019, the Department will open a second Voting Center, which will be located in the San Francisco State University (SFSU) Towers Conference Center, at 798 State Drive.

The SFSU Voting Center will be open to voters on Saturday and Sunday, November 2-3, 10 a.m. to 4 p.m.; Monday, November 4, 8 a.m. to 5 p.m.; and Tuesday, November 5, 7 a.m. to 8 p.m. The SFSU Voting Center will serve all San Francisco residents—including eligible non-citizens—who wish to vote, pick up or drop off a ballot, or obtain a replacement ballot. This Voting Center will also will serve residents who have missed the October 21 voter registration deadline and wish to register to vote conditionally.

The Department will also set up a ballot drop-off station outside the SFSU Voting Center, which will be available and staffed with two employees during all hours of operation.

The SFSU Voting Center will offer 25 processing stations, nearly 100 voting booths, and several accessible Ballot-Marking Devices.

Since having located the site, the Department has been engaged in planning and preparations for opening this new Voting Center. Among other activities, the Department made several trips to the facility to take measurements and conduct an accessibility review, considered the best layout of the voting area and corresponding line management techniques, and planned for the storage and security of ballots and other essential materials. In the next month, the Department will work with the Sheriff's Department to schedule the daily pick up of voted ballots from the facility and arrange for security at the site during non-voting hours.

The Department will inform voters about the opening of SFSU Voting Center in the Voter Information Pamphlet, vote-by-mail ballot inserts, outreach brochures and events, the Department's website, press releases, and social media.

E. Improved Services to People Who Are Incarcerated

One of the outreach functions of the Department is to provide education to populations whose members may be unaware or unsure of their right to vote. To that end, the Department facilitates an Incarcerated-Person Voting Program (IPV) to provide election services, such as tailored outreach and materials, registration forms, and ballot delivery, to those in county jail or otherwise involved in the justice system who are eligible to participate in elections.

Various rules at jail facilities designed to protect, facility staff, visitors, as well as those who are incarcerated, impact how voters in these facilities may receive mail and materials. Providing services and information to voters in jail is consequently a collaborative effort that involves working closely with the Sheriff's Department Prisoner Legal Services Unit (PLS). In every election, PLS acts as a vital liaison between the Department and voters who are serving jail sentences. For the upcoming election, the Department anticipates delivering ballots to approximately 500 voters through the IPV program.

While the Department's IPV program and partnership with PLS has been in place for years, the Department continually looks for ways to improve and expand its services to those who are now, or who were recently, incarcerated.

Maintenance of Voter Records

Approximately two weeks before the start of the vote-by-mail period, the Department will send PLS a list of voters who registered via the IPV program during the previous election cycle, and who have not updated their registration since. PLS then uses this list to identify voters still in custody and voters recently released; the Department then performs list maintenance operations and prepares and delivers appropriate materials for voters in different circumstances.

Providing election-related services to voters in custody during the election cycle is a continuous process; voters who are part of the IPV program two months before Election Day may no longer be incarcerated by the time vote-by-mail ballots are delivered one month later. By contrast, some voters may become involved with the justice system nearer to Election Day. Given this variability, the Department keeps in nearly constant

contact with PLS throughout the election cycle to provide information and services to those who become involved with the justice system at various points throughout the cycle.

Voter Notification Process

In every election, the Department deploys a robust voter notification process, sending notices by mail, email, and phone to those vote-by-mail voters who need to take additional actions for their ballots to be counted. However, due to the sometimes lengthy communications processing rules at corrections facilities, these standard outreach channels may not successfully reach IPV voters in time to meet the applicable deadlines.

To compensate for this issue, for the November 5 election, the Department developed a tool that queries information from the registration database to specifically flag IPV voters who require additional assistance, such as those with incomplete registration or challenged ballots. The tool allows the Department to expeditiously provide PLS with the appropriate forms and information specific to those voters.

Deliveries of Ballots and Voter Information Pamphlets

In recent elections, the Department has arranged for PLS to pick up ballots for IPV voters directly from the Department's office rather than mailing these ballots to the jailhouse. Department staff have also sometimes delivered these ballots to PLS staff who, in turn, delivered these ballots directly to incarcerated voters. This latter process streamlined the delivery of ballots to voters in custody, some of whom may not otherwise be able to receive their ballots in an expeditious manner through the standard mail process.

For the upcoming election, the Department intends to expand on this practice further by arranging for PLS to pick up Voter Information Pamphlets and sample ballots for IPV voters directly from the Department's office instead of mailing these out, as has been the done in past elections. Additionally, the Department will arrange for PLS to deliver copies of the Voter Information Booklet, with information about non-citizen voting in the Board of Education contest.

F. Ballot Processing

Implementation of the new voting system required the Department to modify some of its ballot processing procedures and allowed for an increased transparency through posting of images of voted ballot cards.

Ballot Adjudication

State law requires the Department to count all valid votes, even in cases in which a ballot has been irregularly marked, provided the intent of the voter is clear. In the past, Department staff manually reviewed and remade ballots that were flagged, or "out-stacked", by the optical scanning machines due to the machines detecting irregular marking conditions. Such conditions include blank ballots, over-voted contests, contests with write-in candidates, and contests containing vote marks that are unreadable by the ImageCast Central (ICC) Scanners.

Starting in the November 5 election, images of irregularly marked ballots and ballots with write-in votes will be automatically diverted to the adjudication application, a component of Dominion's Democracy Suite voting system. Ballot adjudication teams will work in pairs to interpret voter intent using standardized, illustrated materials provided by the Department, which were developed based on the California Secretary of State's *Uniform Vote Counting Standards*. Any irregular marks, or combinations of marks, not specifically contemplated in these materials will be referred to a supervising administrator for review and resolution. Once the voter's intent has been determined, processors will use the application to adjudicate the vote marking.

The Department will use a multi-stage process for adjudicating ballots. First stage adjudication teams will see a full ballot image with contests needing review marked in red. As adjudication teams interpret vote marks to resolve issues on ballots, batches of adjudicated ballots are saved to a file for review by quality control teams.

Quality control teams will also work in pairs, auditing original ballot images in randomly selected batches and evaluating any changes or corrections made by the first stage teams. If a quality control team determines that a voter mark must be re-adjudicated, the ballot, batch, and tabulation numbers will be recorded. In such instances, the re-adjudicated vote mark will also be reviewed a third time by a different quality control team.

All interpretations of vote marks on adjudicated ballots, including the original interpretations made by the voting equipment, as well as any subsequent changes or corrections made by adjudication teams, will be recorded in an "AuditMark" log appended to each ballot image file.

Imprints and AuditMark Logs

All vote-by-mail ballots, accepted provisional ballots, ballots deposited in auxiliary bins (used when immediate scanning and tabulation at the polls is not possible), remade ballots (such as those returned via fax by Military and Overseas voters), and ballots with write-in votes, all of which require adjudication, will be processed on ICC Scanners and will all bear imprints.

Each imprint will be composed of the date (MM/DD/YY), military time, tabulator number, batch number, and ballot number. Ballot cards that were scanned more than once, for technical reasons, will have more than one imprint.

101
BT1 VBM _ _ _ _

DEMONSTRATION BALLOT
City and County of San Francisco

INSTRUCTIONS TO VOTERS:

Use a pen with dark ink or a pencil.

Rank candidates in the order of your choice.

Fill in the oval...

- In the 1st column for your 1st choice.
- In the 2nd column for your 2nd choice.
- In the 3rd column for your 3rd choice, and so on.

To vote for a qualified write-in candidate who is not listed on the ballot, write the candidate's name in the space at the end of the candidate list and fill in the oval for the rank.

If you make a mistake, you may request a new ballot.

模範選票
三藩市市縣
選民指示：
使用深色墨水筆或鉛筆。
按您選擇的次序排名候選人。
填塗圈圖...
• 在第一列的為您的第一選擇。
• 在第二列的為您的第二選擇。
• 在第三列的為您的第三選擇，如此類推。
如要投票給某位未列於選票上的合資格補寫候選人，請在候選人名單末提供的位置上填寫此人的姓名，並填塗其排名次序的圈圖。
如果填寫錯誤，您可以要求一份新的選票。

Rank up to 10 candidates. Fill in no more than 1 oval in each column.
最多可排序十個選擇。每列不可填塗超過一個圈圖。

	1 1st Choice 第一選擇	3 3rd Choice 第三選擇	5 5th Choice 第五選擇	7 7th Choice 第七選擇	9 9th Choice 第九選擇
OCEAN 海洋	1	2	3	4	5
MOUNTAIN 山嶺	1	2	3	4	5
GLACIER 冰川	1	2	3	4	5
FOREST 森林	1	2	3	4	5

Imprinting allows for individual cards to be selected for auditing purposes. While the one percent manual tally requires the auditing of all cards in specific precincts, the risk-limiting auditing (RLA) process, which the Department is currently evaluating, requires the selection of individual ballot cards.

For the November 5 election, the Department will implement RLA either on a trial basis using small sample sizes or as a supplemental audit incorporated into standard official canvass processes. The Department is currently researching methods that will allow for the inclusion of ranked-choice voting contests in RLA.

All tabulated ballots will be accompanied by AuditMark logs showing the original machine interpretation of vote marks and any actions taken during the adjudication process.

Election Plan – November 5, 2019, Consolidated Municipal Election

For example, below is a demonstration ballot on which the voter has clearly corrected a first choice ranking:

Rank up to 10 candidates. Fill in no more than 1 oval in each column.
最多可排序十個選擇。每列不可填塗超過一個橢圓圈。

	1 1st Choice 第一選擇	3 3rd Choice 第三選擇	5 5th Choice 第五選擇	7 7th Choice 第七選擇	9 9th Choice 第九選擇
OCEAN 海洋	<input checked="" type="radio"/>				
MOUNTAIN 山嶺	<input type="radio"/>				
GLACIER 冰川		<input type="radio"/>			
FOREST 森林					
BEACH 海灘			<input type="radio"/>		

Adjudication teams would interpret the voter's intent on such a ballot by accepting the vote for Mountain and removing the vote for Ocean. This adjudication action is recorded on the AuditMark as shown below:

00006 00002 000001.tif scanned at: 14:06:37 on 08/16/19.
Scanned on: ICC Tabulator: 6 Batch: 2
Poll ID: 1 Ballot ID: 2

FAVORITE LANDSCAPE
Rank 1: OVER-VOTED Rank
Rank 2: GLACIER
Rank 3: BEACH
Rank 4: UNUSED Rank
Rank 5: UNUSED Rank
Rank 6: UNUSED Rank
Rank 7: UNUSED Rank
Rank 8: UNUSED Rank
Rank 9: UNUSED Rank
Rank 10: UNUSED Rank

FAVORITE FLOWER
OVER-VOTE
DAISY (NOT COUNTED)
ROSE (NOT COUNTED)

FAVORITE MUSIC
FUNK
LATIN
RAP
ANIMAL MEASURE
YES
BIRD MEASURE
YES

Adjudicated at 2:12 PM on 8/16/2019 by emsadmin12

FAVORITE LANDSCAPE
Rank 1: *Adjudicated* Mark removed for OCEAN
Rank 1: MOUNTAIN (65%)
Rank 2: GLACIER (53%)
Rank 3: BEACH (77%)
Rank 4: UNUSED Rank
Rank 5: UNUSED Rank
Rank 6: UNUSED Rank
Rank 7: UNUSED Rank
Rank 8: UNUSED Rank
Rank 9: UNUSED Rank
Rank 10: UNUSED Rank

FAVORITE FLOWER
DAISY (76%)
Adjudicated Mark removed for ROSE

FAVORITE MUSIC
FUNK (51%)
LATIN (59%)
RAP (71%)
ANIMAL MEASURE
YES (55%)
BIRD MEASURE
YES (42%)

Ballot Remake

Although the new adjudication process will eliminate the need to remake many types of ballots, several situations will still require Department staff to duplicate, or “remake” ballots so votes can be read and tabulated properly by ICC Scanners. These will include provisional ballots with invalid votes (e.g., cast by voters using ballot types containing contests in which they are not eligible to vote), faxed ballots submitted by military or overseas voters, and physically damaged vote-by-mail ballots.

Beginning with the November 5 election, Department staff will begin using the ICX Ballot-Marking Devices to remake ballots; this process is anticipated to be more efficient than the manual remake process. As before, remake staff will work in teams to duplicate all valid votes, including undervotes and write-ins. However, because the ICX does not allow users to mark overvotes, overvoted contests will now be copied as blank contests. Since neither overvotes nor blank contests can be counted by the ICC Scanner, the end result will be the same.

Original ballots and their corresponding duplicate copies will continue to include matching serial numbers affixed to both cards during the remake process, as required by [CAEC §15210](#).

Batches of remade ballots will be transferred to the computer room for processing on the ICC Scanners on a daily basis. Batches of original ballots will be transferred to Room 59 for temporary archival. After processing, both original and remade ballots will be stored at the Department’s warehouse.

Ballot Images

Beginning with the November 5 election, the Department will begin publicly posting images of voted ballot cards on its website. Each image will be accompanied by an AuditMark log showing how the system counted the vote marks and any changes made during the adjudication process. These ballot images will be published along with the final election results at sfelections.sfgov.org/results.

The Department is currently identifying best practices for the posting of ballot images; file size and security considerations will largely inform the Department’s process for posting images, which will be finalized and published prior to the election. Assuming a two-card ballot and 50% turnout, the Department anticipates a need to upload approximately 500,000 ballot images, which would translate into 100-150 gigabytes (GB). Such large files might require long periods of time to download, and such time will vary significantly depending on the user’s internet service. Those interested in viewing ballot images and AuditMark logs will also be able to request a USB copy with such a data in person or via mail.

Ballot images will be organized by supervisorial district, precinct, and type of ballot (vote-by-mail ballots and ballots cast at the polls).

Transaction Logs

Also beginning with the November 5 election, the Department will begin publicly posting transaction logs from polling place and City Hall scanning equipment. As with ballot images, transaction logs will be posted

alongside final election results on the Department's website. The following is an example of part of a transaction log from an ICX Ballot-Marking Device:

```
2019-06-20 08:11:52 - Application ICX version 5.2.6415.22930 started
2019-06-20 08:14:13 - Application ICX version 5.2.6415.22930 started
2019-06-20 08:16:31 - Smart Card inserted
2019-06-20 08:16:36 - Log in: Poll Worker with ID: Admin Admin
2019-06-20 08:16:53 - Open/close poll confirmation dialog is shown.
2019-06-20 08:16:54 - The Poll has been opened with tabulator ID: 38
2019-06-20 08:17:01 - Admin Manual Session Activation Dialog is shown
2019-06-20 08:17:09 - Administrator Log In selected.
2019-06-20 08:17:10 - Log in: Poll Worker with ID: Admin Admin
2019-06-20 08:17:12 - Info dialog displayed (Warning Printer error:
2019-06-20 08:17:16 - Open/close poll confirmation dialog is shown.
2019-06-20 08:17:17 - The Poll is closed
2019-06-20 08:17:23 - Open/close poll confirmation dialog is shown.
2019-06-20 08:17:23 - The Poll has been opened with tabulator ID: 38
2019-06-20 08:18:22 - Admin Manual Session Activation Dialog is shown
2019-06-20 08:18:28 - Manually Activate Voting Session selected.
2019-06-20 08:18:43 - Admin Manual Session Activation Dialog is shown
2019-06-20 08:18:48 - Manually Activate Voting Session selected.
2019-06-20 08:18:49 - Starting new voting session.
2019-06-20 08:18:49 - Voting in AVS mode
2019-06-20 08:18:51 - Language 'en' selected.
```

The Department will continue to apply SHA-512 cryptographic hashing to all results reports, and will also apply hashes to transaction logs for the November 5 election.

G. Preparing to Administer Two Elections in Quick Succession

The March 3, 2020, Consolidated Presidential Primary election will be the first election conducted under a new schedule resulting from the passage of Senate Bill (SB) 568. SB 568 moved California primaries, both statewide direct primaries, which occur every two years, and presidential primaries, which occur every four years, from the month of June to the month of March. In years in which both statewide and presidential primaries fall, these elections will continue to be consolidated into one election.

Administering two elections, November 2019 and March 2020, in quick succession requires the Department to develop plans and schedules to address a number of processes and deadlines associated with the March 2020 election that will overlap with the cycle of the November 2019 election.

Almost all election-specific planning, as well as the production and translation of election materials (i.e. official ballot, Voter Information Pamphlet) for the March election, will take place during the November election cycle. Schedules for logistical tasks related to the procurement of polling places, filing deadlines, and hiring timelines for temporary election staff will all overlap to some degree due to an earlier primary election date. Some of the most significant process overlaps follow:

1. Work on ballot templates, ballot production plans, election-related public notices, and the Voter Information Pamphlet for the March election will occur in October and November
2. Ballot Simplification Committee meetings for the March election will be held during the period set for the Official Canvass of the November election
3. Recruitment and training of poll workers, and preparation of election-specific materials for the March election will be organized in the November election cycle
4. Several nomination periods and filing periods for the March election will be facilitated from late September and through December, with the submission deadline for local initiative petitions for the March election falling on November 4, the day before Election Day.
5. Identifying polling places for the March election must conclude by January 14, in time for printing the address of polling places on the cover of the Voter Information Pamphlet
6. Voter education and outreach about primary election rules and the importance of party preference will occur concurrently with the November election outreach

As part of its preparations for these two upcoming elections, the Department is closely watching AB 681. If this bill passes, it would take effect immediately and require the Department to send three notices between E-120 (November 4) and E-30 (February 2) to all registered voters, informing them about their current party preference and information on the type of ballot they would be able to cast based on their party preference. Voters would also have the opportunity to update their party preference, and those with no party preference would have the opportunity to request a cross-over ballot. In anticipation of this change, the Department is working with its mailing vendor to send a first round of postcards to voters shortly after the November election. The Department is also planning the staffing resources necessary to process returned postcards.

The Department is also revising its staffing resources and plans because some personnel who typically move from one assignment to another during an election cycle may not be able to do so during the November election cycle. For example, in the past, staff assigned to work in the Campaign Services division have often been assigned to help with Canvass after Election Day but now will need to assist with facilitating filings for the March election in City Hall. In light of the many overlapping activities caused by an earlier primary election date, the Department is currently organizing additional resources to fill staffing gaps in order to keep March election preparations in all divisions continuing as necessary.

The Department is also considering a number of possible solutions to challenges with workspace due to overlapping processes. For example, some staff usually assigned to work at the warehouse to conduct the Official Canvass after the election may need to share space with other staff assigned to complete tasks for the March election that would typically take place in City Hall.

Voter Education and Outreach for March 2020 election

As previously stated, many deadlines for the March election will fall in the busiest period of the November election cycle.

For example, no more than 135 days before the day of a presidential primary election, participating qualified political parties must notify the Secretary of State regarding whether the party will hold a closed presidential primary, in which only voters registered with that party may vote in its primary, or a modified-closed presidential primary, in which voters who have not registered with any qualified party may choose to vote in its primary by specifically requesting the party's ballot.

On October 20, 2019, the Secretary of State will publish a list of qualified political parties who have chosen to conduct modified-closed presidential primaries and who will permit voters who are not registered with a qualified party to request modified partisan ballots also known as cross-over ballots. With October 20 falling within the November 5 election cycle, informing the public about requesting cross-over ballots will therefore need to occur concurrently with the November election outreach.

Preliminary outreach for the March election has already begun. In the next several months, the Department will deploy a variety of strategies to advise voters about primary rules, explain why party preference matters, how to update the party preference and to request cross-over ballots. These strategies will include public transit, radio, and newspaper advertisements, press releases, postcard notices to voters, and direct outreach to voters at events. The Department will also highlight the availability of relevant online tools, which allow voters to check their party preference. The Voter Information Pamphlet for the November 5 election will also include a section featuring information about the March election and primary rules.

The Department has already published a new page on its website that can be accessed from the homepage and at sfelections.org/primaryelection. This page addresses a number of key topics, such as the new schedule for primary elections, why party preference matters, which contests will appear on the ballot depending on a voter's party preference, and how and when a voter with no party preference can request a cross-over party ballot.

IV. Public Observations

The Department welcomes public observation of election processes to the fullest extent possible with consideration of the legal and logistical requirements necessary to preserve voting system security and voter privacy.

Every election, the Department sends an invitation to representatives from political party central committees, the League of Women Voters, the Civil Grand Jury, and the media to encourage observation of election processes and to serve on the Official Observer Panel. The Department also issues a press release and posts information on its website and social media sites to publicize the opportunity for members of the public to observe election activities and serve on the Panel.

Once the Panel is formed, the Department hosts an introductory meeting to provide a forum for panelists to learn about the observation schedule and to ask questions about election processes. During this meeting,

panelists are provided with an Observer Guide, which provides a schedule of observable activities (see *Appendix A*), and a feedback form. Panelists are also welcome to take copies of the current Poll Worker Manual, and various outreach and education materials.

Observers are invited to observe all election tasks, such as the Logic and Accuracy testing of voting equipment, the processing of vote-by-mail ballots, poll worker training classes, voter outreach presentations, Election Night ballot tabulation and reporting, and the post-election Canvass.

To expand observation opportunities, the Department hosts an Open House inviting the public to tour the Department's office and learn about the many processes that take place before, on, and after Election Day. The Open House allows the opportunity to observe the processing of voters at the City Hall Voting Center, the poll worker recruitment office, the public phone bank, and the vote-by-mail ballot processing rooms. Open House attendees may visit a simulated polling place to view the signage, voting equipment, multilingual materials, and accessible tools that the Department provides to each polling place on Election Day. All attendees also receive a copy of the Observer Guide.

In addition to facilitating public observation in person at the Department's office in City Hall and its warehouse, the Department streams election processes online at sfelections.org/observe.

As in previous elections, the Department will publish a schedule of observation opportunities on sfelections.org, including those occurring in the weeks and months leading up to Election Day, those on Election Day, and those that occur after Election Day.

V. Outreach Programs

The Department's outreach team conducts two main types of outreach: the year-round dissemination of essential registration and voting information, and the strategically timed dissemination of election-specific information.

During the year, the outreach team provides general messages about voter resources, voting options, registration, language and accessibility services and tools. Election-specific messages highlight key dates such as the last day to register to vote, the first day to vote early, the last day to request a vote-by-mail ballot, dates and locations in which conditional voter registration is available, and the date of the upcoming election.

Election-specific outreach also introduces City residents to new resources and technology. With the introduction of the new voting system, the Department's 2019 outreach gained two major objectives: 1) to provide City residents with information about the system, with a focus on how to mark the ballot, and 2) to equip residents with an understanding of the expanded rankings in ranked-choice voting (RCV) contests and a new grid-like ballot.

Strategies

To meet these goals, for the November 5 election, the Department has rolled out a voter education program that utilizes a wide variety of media as well as collaboration with community partners. As part of its commitment to serving all voters in the City, the Department considers tailored outreach methods to reach voters with limited-English proficiency, young and first-time voters, voters with disabilities and seniors, and residents of neighborhoods with turnout below the City's average.

Official Mailings

Traditional mailings remain an essential part of Department communications. To that end, the Department is in the process of producing and distributing postcards, voting instructions and the Voter Information Pamphlet for the upcoming election, highlighting essential features of the new voting system and the expanded RCV ballot format.

In September, the Department will mail a postcard to every residential household in San Francisco to provide information about the new RCV ballot.

The November 2019 Voter Information Pamphlet will be sent to all registered voters in early October, and will include detailed information about the new voting system and the new way of marking the ballot.

Over 340,000 vote-by-mail (VBM) voters will receive a VBM packet in the mail with a ballot, a postage-paid return envelope, and voting instructions. These instructions will illustrate proper marking of the ballot and provide voters with a link to the Department's RCV page, which will in turn link to an interactive practice RCV ballot.

Print Mailings

In addition to mailings, the Department develops various flyers, brochures, and posters highlighting both ongoing and election-specific outreach topics. All print materials produced and distributed by the Department are translated into Chinese, Spanish and Filipino, to serve LEP voters and those who prefer to receive information in languages other than English.

Some print materials are available in large-print formats to meet the needs of voters with visual impairments.

Copies of print materials are also made available for distribution to community organizations, with downloadable versions available on the Department's website.

In an effort to reach City commuters, the Department will provide ads with key election information in local public transit stations and on public transit vehicles.

Local Media

The Department continues to maintain relationships with many local news organizations, most of which disseminate information in both print and online formats. For the November 5 election, the primary focus of

newspaper ads in all languages will be on educating voters about the new voting system and expanded RCV ballot format.

The Department's PSA for the upcoming election, which will highlight key aspects of the new voting system, will be broadcast in English, Chinese, Spanish and Filipino on local television stations and SFGovTV.

The Department will continue to leverage its relationships with local radio stations, including non-English, independent and college stations, to air announcements about the new voting system and new ballot format. The Department will also participate in various radio interviews, answering any voting-related questions the interviewer or listeners may have.

Digital and Social Media

The Department maintains an extensive, multilingual library of elections- and voting-related resources on [sfelections.org](https://www.sfelections.org). The Department's website is published in English, Chinese, Spanish and Filipino, and includes a number of accessibility features, such as screen-reader compatibility, high contrast functionality, adjustable font size, and Alt text for images.

The website includes several dedicated pages that were created to provide information related to the new voting system and the new RCV ballot format. These pages host a practice RCV ballot tool as well as answers to frequently asked questions on marking the ballot.

The Department regularly posts outreach messages on Twitter, Facebook, and Next Door to announce public events and voting system demonstrations and to share updates with other City departments and community partners.

Events

In early 2019, the Department has begun conducting a series of voting system demonstrations and educational presentations at a variety of City locations, including public libraries, community centers, senior centers, schools, and entertainment, charity, and meeting halls.

Voting system demonstrations offer San Franciscans the opportunity to practice using the new technology in advance of the November 5 election and allow Department staff to observe voter interactions with the new equipment, which help inform the development of voting instructions and poll worker training materials. The Department plans to conduct approximately 150 voting system demonstrations prior to the November 5 election.

Outreach Partnerships

The Department's community partners include non-profit organizations, community-based and private sector organizations, and members of the civic family, such as other City departments and other government agencies. As with its direct outreach programs, in liaising with its outreach partners, the Department considers

the needs of LEP voters, young and first-time voters, voters with disabilities and seniors, and residents of neighborhoods with turnout below the City's average.

With the changes to the RCV ballot format due to the introduction of the new voting system, the Department secured funding to develop a grant program for community organizations interested in working on RCV outreach projects. These grants now support programs for delivery of RCV educational content to communities likely to benefit from supplemental outreach programs.

The Department also continues its collaboration with other City Departments. For example, in past elections, the Department has worked together with the Office of Civic Engagement and Immigrant Affairs (OCEIA) to engage San Francisco residents, particularly immigrants and newcomers, in participating in elections. The Department will maintain this partnership in 2019, leveraging the wide reach of the OCEIA Community Ambassador Street Team. OCEIA Community Ambassadors distribute multilingual election information and print materials provided by the Department.

As part of its ongoing effort to attract and engage young voters, this year's High School Voter Education Program will focus on communicating information about essential registration and voting processes as well as information about the new voting system. This program will be offered to high school juniors and seniors, as it has been in years past, throughout San Francisco as part of California's High School Voter Education Weeks.

In conjunction with the High School Voter Education Program, the Department will continue to offer the High School Student Ambassador Program. The Ambassador Program encourages high school students to participate in civic work by enlisting their peers to pre-register 16- and 17-year-olds, register parents, teachers, and other adults, and recruit high school student poll workers.

The Department also collaborates with colleges, universities, and community-based organizations that serve new residents of the City. Channeling official election information through such entities allows first-time voters to receive election-related information through a trusted source with whom they already interact.

Outreach to Eligible Non-Citizen Residents about Voting in San Francisco School Board Elections

In 2018, the Department launched a voter education and outreach program to inform eligible non-citizen residents about registration and voting in San Francisco School Board elections. The outreach program for the November 5 School Board election will continue to build upon last year's outreach efforts, focusing on four key areas: eligibility requirements for non-citizens to register and vote in School Board elections; advisory of the public nature of data provided by non-citizens who participate in School Board elections; general voting process instructions, and information regarding the City's new voting system and ballot format.

Last year, the Department partnered with the Office of Civic Engagement and Immigrant Affairs (OCEIA) to identify community-based organizations with established ties to immigrant communities in the City with whom

the Department could partner in providing information about non-citizen voting. As a result of those efforts, in the November 2018 election, the Department collaborated with the following organizations to provide non-citizen voting outreach throughout the City:

- a. Chinese for Affirmative Action (presentation, collateral materials)
- b. La Raza Community Resource Center (presentations, tabling, collateral materials)
- c. Mission Economic Development Agency (presentation, collateral materials)
- d. Central American Resource Center (collateral materials)
- e. Causa Justa :: Just Cause (collateral materials)
- f. San Francisco Unified School District (presentation, collateral materials)
- g. Tenderloin Community School (presentation, collateral materials)
- h. Office of Civic Engagement and Immigrant Affairs (presentation, collateral materials)
- i. Livable City (Sunday Streets) (tabling, collateral materials)
- j. Arab Cultural and Community Center (presentation, collateral materials)
- k. The Women's Building (tabling, collateral materials)
- l. Department of Children, Youth and Their Families (collateral materials)
- m. KIPP Bayview Academy (tabling)

For the upcoming election, the Department intends to continue collaborating with the organizations listed above in providing outreach. In addition, the Department has partnered with the League of Women Voters to identify organizations that serve those who might benefit from focused outreach on non-citizen voting.

This year, the Department will again invite LAAC members to partner with the Department to distribute non-citizen voting materials to immigrant communities throughout San Francisco.

The Department will again collaborate with local media to request airtime for interviews on Telemundo 48, Univision, KIQI 1010 AM, and KTSF.

In addition to leveraging its community partnerships, the Department will employ a number of other strategies to increase awareness among potential non-citizen voters, including messages in local newspapers, radios, and print and digital resources.

VI. Online, Telephone, and In-Person Services

The Department is committed to providing clear and up-to-date information to San Francisco residents who prefer to obtain information digitally, and those who prefer to interact with the Department online or via telephone.

The Department provides an array of online tools and informational pages on its website, sfelections.org. When visiting the website, voters can access their registration information, view their Voter Information

Pamphlets and sample ballots, apply to vote by mail, track the journey of their vote-by-mail ballots from printing to counting, find the location of their polling places, or request translated election materials.

The Department's website features nearly 60 pages translated into Chinese, Spanish, and Filipino. To ensure easy access for people who prefer to receive election information in languages other than English, the site displays language options prominently and consistently, allowing for easy toggling between languages. The website ensures usability across different devices, browsers, and operating systems, and is designed to meet web accessibility standards.

To assist those with additional questions, the Department encourages voters to take advantage of the Department's public email response mechanism: SFVote@sfgov.org. Voters living overseas who have questions are encouraged to communicate with Department staff via SFVoteAbroad@sfgov.org.

The Department uses [Facebook](#) and [Twitter](#) to provide updates and educate the public about what happens "behind the scenes" and publishes press releases on sfelections.org with election news and important information. The Department maintains a list of "interested persons", which includes organizations, interested members of the public, and media representatives, who automatically receive press releases by email. Those who have subscribed to the Department's [email list](#) or [RSS feed](#) also receive regular updates from the Department.

For voters who prefer to call for information, the Department staffs public telephone lines during business hours, with dedicated lines for Cantonese, Mandarin, Spanish, and Filipino speakers. The Department also contracts with LanguageLine Solutions to provide year-round over-the-phone interpretation in many languages.

Two months prior to every election, the Department will expand its phone and email assistance staff, with a ten-member team tasked specifically with answering telephone inquiries through Election Day and managing email correspondence. All phone bank staff are trained for several days prior to beginning work, are provided a binder with a comprehensive set of materials related to commonly-asked questions, and are supported by one or more leads.

The Department always welcomes visitors to its office in City Hall, Room 48. As in prior elections, the Department will extend its hours on the registration deadline, October 21, and will also be open during the two weekends prior to Election Day, November 5 to provide in-person services.

VII. Candidate and Ballot Measure Filings

To facilitate candidate and ballot argument filing for the November 5 election, the Department prepared a Mayor and Board of Supervisors Candidate Guide, a Candidate Guide for City Attorney, District Attorney, Public Defender, Sheriff, Board of Education, and Community College Board, a Guide to Qualifying Initiative

Measures, and a Guide to Submitting Ballot Arguments. 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 B*).

For the November 5 election, candidate filing activities commenced on March 18, when the submission period opened for signatures in lieu of filing fee for candidates running for Mayor and the San Francisco Board of Supervisors, District 5. The nomination period for Mayor and the Board of Supervisors offices began on May 17 and ran until June 11. The submission period for signatures in lieu of filing fee for candidates running for other local offices began on May 16 and ran through July 10. The nomination period for local offices other than Mayor or Board of Supervisors began on July 16 and ended on August 9, with extended filing periods through August 14 for Sheriff and District Attorney.

When the nomination periods close for local offices, the Department posts final candidate lists in HTML and open data formats on *sfelections.org*.

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; certain other agencies may also submit ballot measures, such as the San Francisco Board of Education or the Ethics Commission. The submission deadlines vary depending on the type of measure, and submitter, with most falling in July and early August.

On August 12, the Department selected and assigned letters to identify each local measure that will appear on the ballot for the November 5 election. The Department assigns letters to measures according to [CAEC §13109](#) and [MEC §505](#). The Department webcast the selection of the letters and posted a recording of the selection process on its website.

In August, the Department facilitated the intake of the ballot arguments (proponents', opponents', rebuttal, and paid) for inclusion in the Voter Information Pamphlet, in accordance with [MEC §530](#). To encourage complete and efficient submissions, the Department posted a Guide to Submitting Ballot Arguments in addition to the ballot argument forms.

All candidate materials and ballot arguments are subject to a 10-day public examination period following the filing deadline. These public examination periods allow an opportunity to review and possibly challenge candidate materials or a proposed ballot argument before it is published on the ballot or in the Voter Information Pamphlet. As authorized by state election law, during each 10-day public examination period, registered voters may seek a court order requiring changes to or removal of materials related to a ballot measure on which they are eligible to vote.

Filing activities for the November election will draw to a close on October 22, which is the deadline for any write-in candidates to file their Declarations of Write-in Candidacy and nomination paperwork.

VIII. Official Ballot

For the November 5 election, the following contests will appear on the ballot:

- Mayor
- Board of Supervisors, District 5
- City Attorney
- District Attorney
- Public Defender
- Sheriff
- Treasurer
- Board of Education (one seat)
- Community College Board (one seat)
- Six local Propositions, A-F

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

A 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. For the November 5 election, there are 11 ballot types, aligning with the City's 11 supervisorial districts.

Starting in August, the Department began transmitting the names and ballot designations (occupations) of nominated candidates and related translations to the voting system vendor to populate ballot drafts.

Ballot translations can come from a variety of sources: the Secretary of State (for candidates for state or federal office and state ballot measures), local candidates who request a particular Chinese name, or 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. With the introduction of the new voting system, there were several layout decisions to consider. Drawing upon best

practices for ranked-choice voting and feedback from voting system demonstrations, the ballot layout was refined to draw attention to the increased number of rankings available for ranked-choice voting contests. There are also more graphic instructions, in addition to text.

The November 5 ballot will feature oval voting targets outlined in red rather than black. Using red ovals allows the Department to set a ballot-scanner threshold to enable reading of a broader range of vote mark densities; more light vote marks will be readable without manual review and adjudication. (However, review and adjudication will address any light stray marks that could be interpreted as overvotes.) The colored ovals will not affect voters' experience; voters will not need to distinguish colors to navigate the ballot or fill in the ovals. The Department is also moving primarily from ballot-type-encoded ballots to precinct-encoded ballots to streamline ballot processing. However, certain processes will still require ballot-type-encoded ballots, so processes are being refined to reflect this mix.

After the Department sends the final ballot image files to the printer, the printer sends proofs for each ballot 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 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 Voting Centers 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 Centers are then transported to the Voting Centers 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 Ballot-Marking Devices. The Department also produces ballots for use with the remote accessible vote-by-mail system, serving voters with disabilities and those serving in the military or residing overseas.

IX. Ballot Simplification Committee

[Section 600](#) of the San Francisco Municipal Elections Code requires that for each election, a Ballot Simplification Committee ("Committee") create plain-language summaries, or digests, of proposed City measures that will appear on the ballot. The Committee consists of two voting members appointed by the

Mayor, three voting members appointed by the Board of Supervisors, and a representative of the City Attorney serving in an *ex officio* capacity.

In accordance with public meeting laws, the Department facilitates Committee meetings by scheduling hearing rooms and publishing meeting times, locations, and agendas, and by compiling, posting, and sharing with Committee members various materials before and after the meetings. Interested members of the public may view this information on sfelections.org/bsc or at the Department's office, and may attend meetings in person or listen to audio recordings. The Department also requests analyses on the Committee's behalf from City departments likely to be affected by passage of proposed initiative measures and responds to inquiries from City agencies and the public about meeting logistics and procedures.

Before the meetings, Committee members review the legal text of City measures, which can range from a few paragraphs to many pages, as well as draft digests written by the Deputy City Attorney. They then collaborate in a public forum to distill the main ideas of the text into simple and neutral summaries for inclusion in the Voter Information Pamphlet. Interested representatives of City departments and members of the public often provide real-time or written comments and clarifications, which the Committee may incorporate into its final digests. During each meeting, a representative from the Department provides the Committee and the public with a projected display of the draft digests as they are edited in real time.

For the November 5 election, the Committee commenced its public meetings on Monday, August 5, and completed its work on Friday, August 9.

X. Voter Information Pamphlet and Sample Ballot

For every election, the Department develops a Voter Information Pamphlet (VIP), which contains information about local contests and candidates, voting in San Francisco, and a sample ballot.

The VIP is produced in English, Chinese, Filipino, and Spanish in PDF, HTML, XML, and large-print formats; it is also available in English in MP3 and other audio formats, including USB flash drive, CD, and National Library Service (NLS) cartridge.

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 typesetting/translation contractor, the printer/mailing contractor, and USPS representatives.

For the November 5 election, the Department began transmitting content for the covers and candidate statements for certain local contests to the typesetting/translation contractor in mid-June. As additional candidate statements and local ballot measure information becomes available following all submission deadlines, 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 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 many versions of the Sample Ballot images to the typesetting/translation contractor to reformat for inclusion in the VIP. Every voter receives an English-language pamphlet, and accordingly, each voter's bilingual Sample Ballot, corresponding to the voter's residential address and language preference, if any, is inserted into the voter's 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 the Department's 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 and bilingual Sample Ballot version. Upon approval, printing, trimming, and binding of the English-language VIP begins.

The translated versions of the VIP are compiled concurrently with the English versions and follow a similar process, with the additional step of translation and approval of the translations. Referencing the collaborative Department/contractor glossary of election terms in each language, the typesetting/translation contractor translates the content into Chinese, Spanish, and Filipino, and, upon the Department's approval, typesets the translated content. In addition to voting information and material related to local ballot measures, 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.

Approximately 48 days before the election, September 18, the Department sends the voter file extract to the printing vendor. The vendor uses the file to label the back cover of each VIP with the voter's name, address, and polling place information. 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 deliveries.

For the November 5 election, the Voter Information Pamphlets will be mailed to voters no later than October 7, 29 days before the election, as required by [MEC §502](#). Chinese, Spanish, Filipino, and alternate-format VIPs will also be mailed to those who have requested them. There will also be several supplemental mailings to voters who register after the initial mailing.

Voters who wish to stop mail delivery of the pamphlet and view it online instead can submit an online request at sfelections.org/viponline or call (415) 554-4375. Those who stopped mail delivery receive an email approximately 40 days before the election with a link to the pamphlet on sfelections.org.

In addition to mailing and emailing the VIPs, the Department distributes copies to public libraries and makes them available at its office in City Hall and all Voting Centers and polling places.

Voter Information Booklet

For the upcoming election, the Department will again produce a separate Voter Information Booklet (VIB) with information specific to non-citizen voting in the Board of Education contest. This VIB will include a Sample Ballot, information about Board of Education candidates and the voting process. The back cover of the VIB will feature each voter's polling place address, based on the voter's home address, and indicate whether the polling place has an accessible entrance and voting area.

Each copy of the VIB will include information in four languages: English, Chinese, Spanish, and Filipino. The VIB will be mailed to each non-citizen registrant and posted on sfelections.org.

XI. Polling Places

For the November 5 election, the Department will support 453 polling places to serve San Francisco voters. In local elections, [CAEC §12241](#) allows for the consolidation (combining) of voting precincts. The Department considered many factors for consolidation: to combine no more than two precincts; avoid consolidating precincts with historically low, or high voter turnout; avoid consolidating precincts in a way that would require voters to cross major thoroughfares or geographical barriers to reach their polling place; avoid consolidating polling sites located at institutions that figure prominently in the local community; and to ensure that polling sites serving two precincts have at least 350 square feet of space to accommodate additional voters. These factors resulted in 135 precinct consolidations, for a total of 453 polling place precincts for the November 5 election.

For the March 3, 2020, Election the Department will support 588 polling places to serve San Francisco voters. Due to the close proximity of the November 5, 2019, Election to the March 3, 2020 Election, the Department will locate polling places for both elections simultaneously. During these poll locating efforts, the Department will also attempt to secure a commitment for the November 3, 2020, Election.

Securing polling places is a multi-step process. First, the Department contacts the providers of facilities used in the previous election to determine which facilities are available 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 poll locator is trained on how to use surveying tools, such as a digital slope level, laser distance measure, door pressure gauge, and a voltage tester for checking power outlets. Locators are also instructed on the types of temporary solutions (i.e. threshold ramps) that the Department may use to mitigate accessibility obstacles.

[CAEC §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 49 days prior to each 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.

By September 17, the Department will finalize the list of 453 polling sites that will be used for the November 5 election so that the information can be printed on the VIPs that voters will receive for that election. On January 14, 2020, the Department will finalize the list of 588 polling sites that will be used for the March 3 election so that the information can be printed on the VIPs voters will receive for that election. Prior to the March 3 election, the Department will mail “Change of Polling Place” notification cards to all voters whose polling place will change between November 5, 2019 and March 3, 2020 as a result of the increase from 453 to 588 polling places and any changes in facility availability.

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 that 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.

XII. Facilitating Voting in Person

Voting at the City Hall Voting Center

Between Monday, October 7 and Monday, November 4, the Voting Center on the ground floor of City Hall will be open weekdays, 8 a.m. to 5 p.m. The Voting Center will also be open on the two weekends before the election, from 10 a.m. to 4 p.m., and on Election Day, from 7 a.m. to 8 p.m.

The Voting Center is well-equipped to meet the diverse needs of San Francisco voters. Voters may choose to vote a ballot in English, Chinese, Spanish, or Filipino, each available in paper, accessible touchscreen, and audio formats. The Department also provides ballot facsimiles in Vietnamese and Korean for voters to use as a reference, as well as a number of accessibility tools to help voters cast ballots privately and independently.

Voting at the San Francisco State University Voting Center

For the November 5 election, the Department will open a second Voting Center, which will be located in the San Francisco State University (SFSU) Towers Conference Center, at 798 State Drive.

The SFSU Voting Center will serve voters on Saturday and Sunday, November 2-3, 10 a.m. to 4 p.m.; Monday, November 4, 8 a.m. to 5 p.m.; and Tuesday, November 5, 7 a.m. to 8 p.m. The SFSU Voting Center will provide the same level of services as the City Hall Voting Center. San Francisco residents, including eligible non-citizen voters, who wish to vote, pick up or drop off a ballot, obtain a replacement ballot, or conditionally register and vote, may do so at the SFSU Voting Center.

Polling Places

For the November 5 election, the Department will support 453 polling places to serve voters of San Francisco. As in the past elections, the Department will make available a Polling Place and Sample Ballot Lookup Tool, which interfaces with Google Maps for easy door-to-door walking, driving, public transit, or bicycling directions to voters' polling places. The Department also prints polling place information on the back cover of the Voter Information Pamphlet (VIP). If a polling place becomes unavailable after a 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 Election Day, the Department will encourage voters to confirm the location of their polling places through announcements posted on social media sites, press releases issued to the media, and at outreach events throughout San Francisco.

Every San Francisco polling place is provided with official ballots in English, Chinese, Spanish, and Filipino, and reference ballots in Vietnamese and Korean. (A reference ballot is a translated replica of the official ballot that a voter can use when voting the official ballot.) Official ballots are available in paper, touchscreen, and audio formats.

XIII. Facilitating Voting by Mail

Approximately one month before Election Day, the Department will begin mailing vote-by-mail packets, with ballots, instructions, and return envelopes, to voters who requested to vote by mail. Voted ballots can be returned by voters to the Department using the official postage paid envelope, in person to a drop-off station at early voting locations, to any polling place, or to the Department's office in Room 48 of City Hall. Ballots may also be returned by an authorized person in accordance with [CAEC §3017\(a\)\(2\)](#).

Voters who wish to receive ballots for *all* future elections can make this request by re-registering to vote and selecting that option, or by returning a vote-by-mail application, in person, via fax, postal mail, or email. Voters who wish to receive a ballot in the mail for the upcoming election *only* can make this request on the Department's website, over the phone, or by using any of aforementioned methods. For the November 5 election, requests to vote by mail must be received by the Department no later than one week before Election Day, or Tuesday, October 29.

Voters with disabilities and those serving in the military or residing overseas may access their ballots online via the Department's accessible vote-by-mail system. Such voters can mark their ballots in a screen-readable format before printing and returning the ballot in a vote-by-mail envelope, just as traditional vote-by-mail voters do. The accessible vote-by-mail system will be available through a portal on the Department's website

beginning October 7. To access the portal, each voter will need to affirm eligibility and then enter the house number, ZIP code, and birth date.

In the week immediately preceding Election Day, voters unable to visit the polls due illness or disability may authorize an authorized representative to pick up and return their ballots in accordance with [CAEC §3021](#).

Voters may track their ballots by calling the Department or by using the Department's Ballot Status Lookup Tool. This tool provides an updated status of each ballot as it moves through the following nine steps of the election process:

1. The voter's request for a vote-by-mail ballot is processed
2. The ballot is printed
3. The ballot cards and voting instructions are placed into an envelope for mailing
4. The ballot packet is delivered to the post office en route to the voter
5. The Department receives the ballot from the voter
6. The voter's signature on the return envelope is verified
7. The envelope is readied for opening
8. The ballot is removed from the envelope, and
9. The Department counts the ballot

If a voter's ballot is challenged for any reason (e.g., no signature on envelope, signature does not compare to the signature on file), the tool will notify the voter of the reason for the challenge as well as options the voter has to resolve the challenge.

Voters Serving in the Military or Residing Overseas

Military and Overseas voters can choose to receive a ballot via email, or fax as well as postal mail. By law, the Department may begin sending ballots to military and overseas voters via their selected method of delivery 60 days before the election and must complete such deliveries no later than 45 days before the election.

All Military and Overseas voters can access their ballots via the accessible vote-by-mail portal. Those with email ballot preference will be sent a link to the portal, concurrent with the sending of ballots to those with preference for fax or mail.

While most voters can only return their ballots in person, by mail, or via an authorized representative, military and overseas voters residing outside the territorial limits of United States may also return their voted ballots to the Department by fax. Voters who return a ballot by fax must also sign and transmit the Oath of Voter, which waives the right to cast a secret ballot. Department staff nevertheless take procedural precautions, such as covering the voter's selections during the review of the voter's signature and eligibility, to protect the secrecy of these ballots.

The Military and Overseas page on sfelections.org provides detailed information on how such voters can register and vote in a variety of specific circumstances. This section also provides a link to the Federal Voting Assistance Program, which can provide voters who do not receive a San Francisco ballot on time with a Federal Write-In Absentee Ballot (backup ballot) instead.

Voters Residing in Mail Ballot Precincts

As authorized by state elections law, precincts with fewer than 250 registered voters do not have assigned polling places. For the November 5 election, there are 15 mail ballot precincts with registered voters and 6 precincts with no voters. The Department mails vote-by-mail packets to all registered voters in mail ballot precincts approximately one month before the election. Special instructions include the addresses of the two nearest polling places, for voters in these precincts who wish to drop off their ballots at polling places nearby.

XIV. Poll Workers

For the November 5 election, the Department will recruit and train approximately 2,400 high school student and adult poll workers to staff 453 polling places on Election Day, and 50 standby poll workers to be stationed at City Hall for dispatch to precincts that may require additional assistance.

Recruitment

The Department recruits new poll workers through various means such as participating in recruitment events, distributing flyers and applications, sending mail or email messages targeting voters in specific precincts, creating ads for local radio and newspaper, posting on social media sites, and advertising the opportunity in the Voter Information Pamphlet.

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 September.

In addition to hiring new adult poll workers, the Department plans to recruit 900 high school students through its High School Student Poll Worker Program. [CAEC §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.

As in previous elections, the Department will mail poll worker applications and outreach materials to local high schools so that teachers and administrators can hang the posters, distribute applications, and advertise the position in their school newspapers. Additionally, Department staff will schedule outreach presentations in social studies, civics, and history classes, and circulate information and applications at high school assemblies, fairs, and job fair events.

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. When determining the bilingual requirement for Filipino-speaking bilingual poll workers, the Department plans to place a Filipino speaker where 25 or more voters were born in the Philippines, but gives primary consideration to the requests made by voters for materials in Filipino due to the predominance of the English language in the Philippines.

Further, the Department makes effort to recruit and assign additional bilingual poll workers who speak Chinese, Spanish, Filipino, Vietnamese, and Korean to the polling places identified by the California Secretary of State in accordance with [CAEC §14201\(c\)\(d\)](#).

Assignment

Each polling place will be staffed with at least four poll workers: one inspector, one adult clerk, and two additional adult or student clerks. When determining precinct assignments, the Department considers several factors, such as where the poll worker lives, how the poll worker will travel to the facility, the bilingual staffing requirements required at the facility, and the poll worker's requested preference.

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

Poll workers can also use an online 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.

Training

Poll worker training is conducted prior to each election to prepare poll workers of various experience levels for Election Day service. For this election, one of the major focuses of poll worker training will be to familiarize

poll workers with the new voting system. This includes training both new and returning poll workers on how to set up the new equipment as well as provide assistance to voters with questions about the new way to mark the ballot. To help prepare poll workers for the changes introduced with the new voting system, the Department redesigned its poll worker manual and training program for the November 5 election.

For this election, the Department will conduct approximately 120 poll worker training classes and Practice Makes Perfect Labs in the month preceding the election. Specialized classes will also be conducted for approximately 55 Field Support personnel, 22 District Support Team members, and 150 law enforcement officers tasked with collecting memory devices and ballots.

For this election, all clerks and high school students will be required to attend a 2.5 hour training class, and all inspectors will be required to attend a 3 hour training class. Each training class will include a lecture-style presentation and a Practice Makes Perfect workshop, allowing attendees to practice operating the new voting equipment.

As in previous election, the Department will train poll workers to administer voting for non-citizen voters who are registered to vote in the School Board Election. Procedures for non-citizen voters will mirror those for standard voters. Upon arrival at the polling places, non-citizen voters will confirm their names and addresses to a poll worker, who will find the voters' records in the polling place roster, and offer either a paper ballot or accessible voting using the accessible Ballot-Marking Device.

Each polling place roster will consist of two sections — one with records of standard voters and another with records of non-citizen voters. No materials at the polling places references voters' citizenship status.

The redesigned poll worker manual and training curriculum provide comprehensive procedures for administering non-citizen voting. For any precincts without non-citizen voters, the roster will include a statement indicating that there are no "School Board-only" voters registered in the precinct so that poll workers are aware whether or not specific procedures in their training will apply to their polling place.

The Department will again offer practice labs to all poll workers so that poll workers can gain additional skills and confidence working with the new voting equipment prior to Election Day. During these labs, 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 on the Ballot-Scanning Machine, perform hardware tests on Ballot-Marking Device, activate a touchscreen or audio ballot, run the end-of-day results tapes, and close the polls.

In addition to in-person training, the Department offers a variety of online resources, including videos, bilingual poll worker information, and a Poll Worker Manual.

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.

Distribution of Ballots to Inspectors

Inspectors are responsible for picking up supply bags containing unvoted ballots and other materials prior to Election Day and transporting them to their assigned polling places on Election morning.

The Department distributes supply bags to inspectors immediately after every inspector training class. Upon picking up the bags, inspectors and Department staff conduct a careful inventory of ballots and supplies to make sure all required items are included, and then sign a Custody Transfer Form to document the transfer of ballot custody.

XV. Election Day Field Support Personnel

For the upcoming election, the Department will hire and train approximately 55 roving Field Election Deputies (FEDs) to provide support to poll workers and deliver supplies on an as-needed basis, and to serve as liaisons between poll workers and staff in the Election Center. The Department will also hire and train approximately 22 roving District Support Team personnel (DSTs) to monitor accessibility at polling places.

FEDs serve from 4 a.m. to approximately midnight, first confirming polling places are set up and opened on time, then monitoring procedural compliance and ensuring poll workers are carrying out their tasks properly. Each FED is responsible for a territory of approximately 7 to 10 polling places and is provided with a van and a smartphone.

FED smartphones are equipped with a custom-built application created for managing FED-specific tasks. These tasks include confirming that bilingual staffing requirements for each precinct are satisfied, that ballots have been dropped off, that signage is adequate, etc. Throughout the day, FEDs use the application to mark tasks as complete for each precinct, allowing Election Center personnel to monitor the status of FED's tasks in real time.

To prepare for Election Day, FEDs attend several training sessions conducted by Department staff. The primary training consists of a five-hour course addressing a variety of common and less common Election Day situations. FED training also includes a half-day route driving session, in which FEDs familiarize themselves with assigned territories. Finally, FEDs must attend a poll worker training class and voting equipment practice lab, to gain a thorough understanding of voting procedures and poll worker duties.

The DST team is comprised of 22 equipment delivery and retrieval staff, all of whom receive comprehensive training on how to properly set up an accessible polling place. Each DST is responsible for a territory of approximately 20-25 polling places and is provided with a van and a smartphone. DST vans are stocked with a variety of Americans with Disabilities Act (ADA) compliance items, such as additional signage, cones, clamp lights, tree lights, electrical adapters, extension cords, caution tape, and extra voting booths and chairs.

DSTs serve from 5 a.m. to approximately 11:30 p.m. and complete a priority sheet for every polling place in their territory. Priority sheets detail tasks for each site, such as installing any necessary ADA improvements before the polls open at 7 a.m., confirming polling places have opened on time, and verifying that poll workers maintain polling place operations in full compliance with the ADA.

Both FEDs and DSTs conclude their assignments around midnight and then report to the Department's warehouse to return their vans and supplies.

XVI. Logic and Accuracy Testing 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 ImageCast Evolution Ballot-Scanning Machine, ImageCast X Ballot-Marking Device, and ImageCast Central (ICC) Scanner, 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 and marking 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 [CAEC §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.

Testing of Equipment Used at Polling Places

The Ballot-Scanning Machines and Ballot-Marking Devices are stored in the Department's warehouse at Pier 31, where the testing takes place. Throughout the testing and the duration of the election cycle, all voting equipment is labeled with unique asset tags that allow tracking of each item by location.

There are two phases to the testing of the Ballot-Scanning Machines. The first phase begins with a predetermined set of test ballots being run through each machine to generate a tabulation results report. Once the test ballots have been processed, the report is 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 card is uploaded into the election database system to test the transmission and tabulation of the test ballot results. A second review team proofs the combined tabulation results report for accuracy.

When the testing of the Ballot-Scanning Machines is complete, staff return the memory cards to the machines and attach serialized tamper-evident seals to the memory card covers.

Next, the machines are closed and 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.

The testing of the Ballot-Marking Devices involves three steps. The first step involves manually marking a predetermined set of ballots using the touchscreen interface, and confirming that the selections match those recorded on the ballot printouts. Secondly, the printouts are tabulated using either a Ballot-Scanning Machine or an ICC Scanner to confirm that the ballot is accurately tabulated. The last step involves testing of other components including audio and the connectivity of the audio-tactile interface (ATI) controller, to ensure that all components are working properly.

After the results have been verified by a team of proofers, the Ballot-Marking Devices and their components are sealed, packed in transport bags, and transferred to a secured staging area at the warehouse where the machines are staged for polling place and Voting Center delivery.

In addition to testing all voting machines and associated components that will be deployed to polling places and Voting Centers, the Department tests any machines that will serve as back up in case a replacement machine is needed on Election Day.

Testing of Equipment Used to Tabulate Vote-By-Mail, Provisional, and Remake Ballots

The 16 ICC Scanners are located in the Department's Computer Room in City Hall, where testing takes place.

The testing of the Scanners is similar to the testing of the Ballot-Scanning Machines. A predetermined set of test ballots that cover all ballot types are run on each Scanner. Then, a results report is generated and compared for accuracy with the expected results.

During the election cycle, on each day before the Department processes ballots, the Scanners are re-tested before any cards are processed. This daily testing is performed to ensure that the equipment are functioning properly and accurately throughout the duration of ballot processing.

XVII. Delivery of Voting Equipment and Supplies to Polling Places

Beginning with the November 5 election, the Department will employ a new Asset Tracking Database provided by PollChief, and will organize the polling place equipment delivery and retrieval processes from a new warehouse facility at Pier 31.

When confirming polling place availability, 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. 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 and delivery dates and times into StreetSync, a mapping program that uses algorithms to determine the most efficient delivery routes.

The Department employs PollChief, a web-based asset tracking database system, to account for voting equipment at all times. All voting machines are affixed with asset tags containing a bar code that indicates the precinct number to which each piece of equipment is configured and assigned. Voting equipment is scanned whenever it changes custody.

Beginning 11 days prior to the election, seasonal staff and movers employed by a drayage vendor report to the Department's warehouse at Pier 31 to receive training on polling place equipment delivery procedures and instructions on how to use the PollChief application to capture delivery 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 voting equipment, red supply boxes, and additional supplies to polling places throughout San Francisco.

When the equipment is loaded for delivery, the bar code for each piece of equipment is scanned, and the machines are placed on rolling racks according to predetermined delivery routes. As they are loaded onto delivery trucks, Department and delivery vendor staff cross-check the voting equipment precinct numbers and the polling place addresses using a route sheet.

When equipment is delivered to a polling place, the equipment is scanned again, to ensure delivery to the correct precinct and also to record the transfer of custody to the polling place owner. Delivery staff photograph

the voting equipment to provide photographic record of delivery as well as to assist poll workers in identifying the location of the equipment on Election Day, if necessary.

The voting machines are also affixed with tamper-evident seals to ensure they remain secure prior to Election Day. Upon delivery, the serial numbers are recorded on the precinct route sheet. The recipients of the equipment sign the route sheets, confirming their receipt of the machines and other election materials. The security seals are verified again by poll workers on Election Day morning to confirm that none of the equipment has been tampered with between delivery and Election Day.

During the seven days following Election Day, Department staff in conjunction with Dominion Voting Systems and the drayage vendor, retrieve the voting equipment from every polling place. On retrieval, voting equipment is scanned again by retrieval staff to record the transfer of custody back to the Department. When the equipment is unloaded at Pier 31, it is scanned one final time to capture the final transfer of custody back to the warehouse.

XVIII. Pre-Election Day Ballot Processing

Beginning 29 days before Election Day, voters can visit the City Hall Voting Center to vote or pick up a vote-by-mail ballot. On the same day, the Department's mailing vendor, working with the United States Postal Service (USPS), begins mailing vote-by-mail ballots packets to voters throughout the City.

The USPS delivers voted vote-by-mail ballots to the Department on a daily basis as soon as the first such ballots have made their way to and from voters. The Department can begin scanning envelopes and conducting signature verification as soon as ballots are returned by voters. By law, the Department can begin opening the ballot envelopes 10 business day before Election Day.

Scanning Envelopes

The first step in processing a vote-by-mail ballot is to scan the outside of the envelope. The Department's ballot envelope sorting system (Agilis) counts returned ballot envelopes, separates unreadable envelopes from those which can be readily processed, captures a digital image of the signature on each envelope, batches the signature images, and sorts the envelopes by precinct.

Voter data files that are uploaded to the Agilis include voter IDs from the Department's Election Information Management System (EIMS) which correspond to barcodes on vote-by-mail envelopes. The Agilis matches returned envelopes to voter ID numbers in EIMS and uses this information to confirm that each vote-by-mail voter has returned only one ballot.

Signature Verification

Next, Department staff compare batches of signatures images captured by the Agilis with voter signatures on file in accordance with the rules described in [CAEC §3019](#). The Department utilizes a multi-stage

signature comparison process, one which ensures that no ballot is challenged for a signature-related reason unless the signature in question has been reviewed by three different staff members and that the signature has been compared to all signatures present in the voter's file. For each stage, staff are trained to perform complete visual comparisons, identifying both broad commonalities between signature specimens and analyzing the specific parts of individual letters.

In the first stage, Department staff compare the signature on a return envelope to the signature image from the voter's affidavit of registration, and determine whether the signatures compare by looking for common characteristics. If the signatures clearly compare, the envelope is accepted and is transferred to the ballot extraction team for opening and tabulation. If the signatures do not compare, the ballot is placed on pending status and proceeds to the second stage.

In the second stage, a different staff member compares the voter's signature on the return envelope to other signatures in the voter's file, keeping in mind that voter signatures may change from time to time. In cases in which the signature does not compare to *any* signature on file, the ballot remains on pending status and proceeds to the third stage.

In the final stage, another staff member again compares the signature to all signatures in the voter's records.

Notification Program for Those Whose Ballots Are Challenged

If none of the signature reviewers are able to find a comparable signature in a voter's file, the ballot must be challenged. The Department notifies voters whose signatures cannot be matched to any on file in several ways, providing step-by-step directions about how to cure, or resolve the issue.

The Department mails a bilingual notice to every voter whose ballot is challenged; the notice explains the reason for the challenge and remediable actions.

Second, the Department provides notification to voters with challenged ballots via the Department's online Ballot Status Lookup tool, which also details the actions a voter must take before the Department can count the ballot in question. Instructions enclosed with vote-by-mail packets advise voters to use this tool to track the status of their ballots.

Finally, if the voter has an email address or telephone number on file, the Department attempts to contact the voter by email and/or telephone, generally within one working day of challenging the ballot.

The ballots of voters who successfully cure the challenges are accepted and forwarded on for opening and tabulation.

All returned notices are scanned and attached to voter records in EIMS for future reference. After the election, the Department re-notifies all voters who failed to cure their challenged ballots in a timely manner to help voters avoid making similar mistakes in future elections.

Opening Envelopes and Tabulating Ballots

Per [CAEC §15101\(b\)](#), the Department begins opening accepted ballot envelopes 10 business days before an election. Staff members manually remove and flatten ballot cards from envelopes opened by the Opex high speed envelope extractor. Throughout this process, ballot secrecy is protected by keeping the side of each envelope containing voter information face down. After ballots have been removed, they are transferred to the computer room in boxes, to be scanned for tabulation on ImageCast Central (ICC) Scanners.

XIX. Election Center

For every election, the Department organizes personnel to work in the Election Center, an Election Day communication hub located in the area adjacent to the City Hall café. Election Center staff liaise with other Department staff in City Hall, poll workers, and field support personnel via a telephone and computer network. Election Center staff also dispatch in-person assistance and supplies to polling places as necessary.

The Election Center team is comprised of a combination of core Department employees from various divisions and temporary employees. Three monitors with extensive knowledge of the Department's processes provide guidance to phone bank staff (coordinators) throughout Election Day.

There are four phone banks in the Election Center:

1. Coordinators in the incoming phone bank answer procedural questions from poll workers and dispatch field support personnel as necessary.
2. Coordinators in the outgoing phone bank proactively monitor precinct activity and support field support personnel who, in turn, support polling places.
3. Coordinators in the precinct services phone bank assist district support team drivers tasked with monitoring accessibility of polling places.
4. Coordinators in the Dominion Voting Systems phone bank answer technical questions and dispatch technicians to polling places as necessary.

Phone bank coordinators use the custom-built Incident Reporting Information System (IRIS) database to log new issues, route issues to appropriate teams, update progress on open issues, and close issues as they are resolved. Open issues are displayed on a screen in the Election Center, which allows observers to monitor polling place activities.

Five teams based elsewhere in City Hall are connected with Election Center personnel via IRIS:

1. The campaign services team, stationed at the Department's front counter, receives and resolves calls from campaign representatives and questions related to electioneering.

2. The public phone bank, stationed in the Department's office, receives calls directly from voters.
3. The dispatch team, located in the South Light Court, receives and processes poll worker dispatch requests made by the incoming phone bank and routed via IRIS.
4. The ballot distribution team, also located in the South Light Court, works in tandem with the dispatch team to transport additional supplies and ballots to polling places.
5. The IT team, located in the Department's computer room, works in tandem with the dispatch team to transport additional voting equipment to polling places.

To prepare for Election Day, incoming and outgoing phone bank staff complete approximately 16 total hours of instruction, attending a poll worker training class and/or a field support personnel training class, completing at least two IRIS training sessions, and taking part in a Department-wide mock election. Phone bank coordinators also receive resource binders containing detailed instructions and procedures, copies of various forms, and essential reference information.

On Election Day, personnel in the incoming phone bank are tasked with responding to many calls in quick succession. Accordingly, incoming coordinators are instructed to log only issues that require the assistance of other teams. When answering simple procedural questions, coordinators simply clarify instructions over the phone and direct poll workers to relevant pages in the Poll Worker Manual.

All calls logged into IRIS become a part of the public record; as such, all coordinators are instructed to be mindful of how they describe issues in the database, particularly those involving personnel matters. Providing excellent customer service is also addressed in phone bank training. Coordinators are advised to be patient, friendly, and courteous with each caller. For issues requiring the assistance of field support personnel, coordinators are advised to make every effort to inform the caller of the Department's next steps as well as the estimated time of resolution.

An important component of providing efficient and accurate support as a phone bank coordinator is knowing when to rely on the monitors, who are available at all times to help answer less common or more difficult questions. To maintain a professional atmosphere in the Election Center, in which approximately 30 people may be handling calls simultaneously, coordinators and monitors use brightly colored paper flags to get one another's attention quickly and easily.

Finally, Election Center staff are taught to follow the guiding principle that voting must continue nonstop, 7 a.m. - 8 p.m. at each polling place. To this end, coordinators are instructed to confirm with all callers that voting is in fact continuing and, if necessary, to guide poll workers and field support personnel through emergency voting procedures using the relevant section(s) of their resource binders.

Election Center activities generally conclude shortly after midnight, when all polling places have reported the successful collection of memory devices and voted ballots by MTA and Deputy Sheriff Officers.

XX. Retrieval and Receipt of Memory Devices, Ballots, and Rosters of Voters on Election Night

On Election Day, poll workers issue ballots to voters at polling places throughout the City. Most ballots are scanned and tabulated at polling places when the ballots are inserted into the Ballot-Scanning Machine; the ballots that cannot be scanned immediately include provisional ballots and vote-by-mail ballots dropped off by voters. Each scanning machine contains two memory cards that record votes cast and store corresponding ballot images.

After the polls close on Election Night, poll workers print two copies of a report from the scanning machine listing all votes cast at that precinct. After posting one of these reports publicly and securing the other for Department records, the polling place Inspector breaks the machine's security seals and removes its memory cards.

In addition to preparing the memory cards for transfer, poll workers collect, count, and secure paper ballots from the scanning machine and the Red Box and place these ballots in closing bags. Poll workers also reconcile the number of roster signatures with the number of voted ballots and complete the Posted Ballot Statement (PBS), an itemized account of all of ballots at the polling place. A copy of the PBS is posted outside the polling place, as required by [SF Charter §13.107.5](#).

Before leaving, poll workers transfer memory cards from the scanning machine, ballots, and other vital election materials to Municipal Transportation Agency (MTA) Officers and Deputy Sheriffs. Custody Transfer Forms document all such transfers.

The Department organizes two collection points to facilitate the return of election materials from the polling places. The Data Collection Center, which receives memory cards, is located at City Hall's McAllister Street entrance. The Processing Center, which receives ballots, rosters, and other vital election materials, is located at the Department's warehouse at Pier 31. These two sites are staffed by approximately 100 workers who unload, log, and organize materials delivered by hundreds of MTA officers and Deputy Sheriffs.

At the Data Collection Center at City Hall, the Department employs an asset tracking system to account for memory cards received from MTA officers. Teams at the Processing Center also use an asset tracking system to scan the polling place materials delivered by Deputy Sheriffs. Teams extract rosters, 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 morning. Deputy Sheriffs provide security at all ballot locations from Election Night through the Official Canvass, until the day the election is certified.

XXI. Election Results

Reporting Preliminary Results after the Close of Polls on Election Night

The Department intends to 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 received and processed before Election Day.

With this first summary report, the Department will also release a preliminary Statement of the Vote, ranked-choice reports, and Cast Vote Record data.

At approximately 9:45 p.m., the Department intends to 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 release a third summary report of results.

After all polling places have reported results, the Department will release a fourth summary report, as well as a second preliminary Statement of the Vote, ranked-choice reports, and Cast Vote Record data.

Election results will be available from the following sources:

1. San Francisco Government Television – SFGTV, Channel 26, will report San Francisco summary results throughout the night in a news ticker during SFGTV programming
2. On the results page of the Department's website, sfelections.org/results – all results reports, including the preliminary Statement of the Vote, ranked-choice reports, and the Cast Vote Record data, will be posted.
3. City Hall, North Light Court – a large screen will display SFGTV programming that will show 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.
4. 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 Results page of the website in early October. 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.

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 the following reports:

1. 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:
 - i. PDF
 - ii. Excel
 - iii. CSV (comma-separated values)
2. Ranked-choice reports for all ranked-choice voting contests, including those contests for which there are majority leaders, showing elimination of candidates until only two candidates remain, in the following formats:
 - i. Round-by-round elimination reports in PDF and HTML table formats
 - ii. Detailed round-by-round elimination reports in PDF format
3. Cast Vote Record is the raw data of all votes cast in the election, available in the following format:
 - i. JSON
4. Precinct Turnout Map

Reporting Final Election Results

The Department will release final election results no later than December 3, as required by [CAEC §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.

SHA512 cryptographic hashes will be applied to results files, ballot card images, and transaction logs 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 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.

XXII. Post-Election Ballot Processing

Department staff continue to process ballots received before or on Election Day, including vote-by-mail and conditional ballots cast at Voting Centers, polling place ballots with write-in votes, and provisional ballots, until all such ballots have been counted. In addition, after Election Day, the Department will process vote-by-mail ballots postmarked on Election Day and received within 3 days, and challenged ballots timely cured by voters.

Provisional voting is available to any person claiming to be properly registered but whose eligibility to vote cannot be immediately established at a polling place. For example, a vote-by-mail voter who cannot surrender a vote-by-mail ballot may vote provisionally. Department staff review all provisional ballot envelopes using a multi-step process to verify the voter's registration and eligibility to vote in San Francisco.

If, following a review of the data on a provisional envelope, the voter is determined to be eligible to vote in the City, has not cast another ballot in the election, and voted the correct type of ballot based on the voter's residence, then the ballot envelope is opened and the ballot is scanned by the ICC Scanner.

If a provisional voter is found eligible to vote in the City but has voted in contests in which the voter is not eligible to vote (due to one or more jurisdictional discrepancies between the voter's residential precinct and the precinct in which the voter cast the ballot), Department staff must remake the provisional ballot, copying only votes on contests for which the voter was eligible to vote onto the correct ballot type. This process is conducted on ICX Ballot-Marking Devices, and all remade ballots are then scanned by the ICC Scanner.

If a review of the information written on a provisional envelope indicates that the voter is ineligible to vote in San Francisco, the ballot envelope will not be opened. Following the review of provisional envelopes, the Department sends notification to any voters whose ballots could not be counted, indicating the reason for the challenge.

XXIII. Canvass

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 random ballot samples.

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, and a one percent manual tally of precinct and vote-by-mail ballots. The Canvass is conducted primarily at the Department's warehouse at Pier 31. The Canvass area is secured by Deputy Sheriffs 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. [CAEC §15372](#) generally allows 30 days following an election for the Department to complete the Canvass and certify the results.

Inspection of Materials

Department staff account for all closing bags returned from the polls inside the inspector transport bags using a tablet-based 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 delivered to City Hall on Election Night, such as bags with vote-by-mail ballots, provisional ballots, or Rosters of Voters, are given to the supervisor for transfer to City Hall for processing. Other miscellaneous supplies are separated, collected, and turned over to warehouse staff.

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 starting 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 uploaded into EIMS to update the voters' voting history. For each precinct, the Roster signature count is compared with the number of ballots cast listed on the Posted Ballot Statement (PBS). If the number of Roster signatures does not match 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.

Ballots from Auxiliary Bins

During the Canvass process, Department staff review any ballot cards that were inserted into the auxiliary bin of the Ballot-Scanning Machine, and transferred to the warehouse on Election Night. Ballots that have not yet been counted are transported to the Computer Room in City Hall and processed using the ICC Scanners.

One Percent Manual Tally

As part of the Canvass, a one percent manual tally is conducted to verify the accuracy of the machine count of votes.

The manual tally for this election will consist of two parts:

1. A hand count of ballots cast in a random sample of one percent of the precincts in the election (i.e., polling places)
2. A hand count of not less than one percent of the vote by mail ballots canvassed in the semifinal official canvass.

The precincts and vote-by-mail batches to be tallied are randomly selected in a public process in the Department's office in City Hall, Room 48. If the initial precincts or batches that are selected do not include all contests in the election, additional precincts or batches will be randomly selected until all contests are included. For these additional precincts or batches, only the contests that were not included in the initial sample will be manually tallied.

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

For each precinct and batch, Department staff manually count the votes on the ballot cards for each contest and compare 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. For contests with ranked-choice voting, Department staff manually recreate the round-by-round process of eliminating candidates with the fewest votes and transferring voters' next-choice votes to continuing candidates until there is a winner within the sample being tallied.

Once all the precincts and batches 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.

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.

Appendix A: Calendar of Observable Activities

November 5, 2019, Consolidated Municipal Election

Before Election Day			
Activity	Details	Time	Location
Ballot Measure Letter Designation	The Department designates letters for local ballot measures (Streamed on sfelections.sfgov.org/observe-election-process)	August 12, 11 a.m.	City Hall, Rm 48
Selection of Proponents' and Opponents' Arguments	If the Department receives more than one proposed proponent or opponent argument for a measure, the Department will select one proponent and one opponent argument according to priority levels and, if necessary, by lottery (Streamed on sfelections.org/live)	August 15, 2 p.m.	City Hall, Rm 48
Voter Outreach Presentations	Contact Matthew Selby (415) 554-4376 for details, time, and location		
Logic and Accuracy Testing	ImageCast Central (ICC) Scanners	TBD	City Hall, Rm 48
	ImageCast Evolution Ballot-Scanning Machines	TBD	Warehouse, Pier 31
	ImageCast X Ballot-Marking Devices	TBD	Warehouse, Pier 31
Poll Worker & Field Support Training	Contact Matthew Selby (415) 554-4376 for details, time, and location		
Voting Center	Any voter may vote at the City Hall Voting Center beginning 29 days before the election	October 7 – November 5, Monday–Friday, 8 a.m. – 5 p.m. October 26 – 27 and November 2 – 3, 10 a.m. – 4 p.m.	City Hall, ground floor
Open House	During the Open House, attendees are invited to tour the Department's office and learn about processes that take place before, on, and after Election Day in support of the election	TBD	City Hall, Rm 48
Vote-by-Mail Ballot Processing	Sorting, scanning, and verifying signatures on the vote-by-mail ballot envelopes in preparation for ballot counting (Streamed on sfelections.org/live)	As early as September 23, after transmission of ballots to military and overseas voters, until complete	City Hall, Rm 48
	Opening of vote-by-mail ballot envelopes, ballot extraction, ballot counting in preparation for tabulation (Streamed on sfelections.sfgov.org/observe-election-process)	October 22 until complete	City Hall, Rm 48
	For activity on a specific day, contact Matthew Selby (415) 554-4376		
Ballot Adjudication & Remake	When ballots contain valid votes, even in cases in which a ballot has been irregularly marked, are torn, bent, or otherwise damaged and unreadable, the Department reviews and adjudicates these ballots. When necessary, ballot remake is conducted.	October 22 until complete	City Hall, Rm 48
Voting Center	Any voter may vote at the Voting Center, located at the San Francisco State University, beginning 3 days before the election	November 2 – 3, 10 a.m. – 4 p.m. November 4, 8 a.m. – 5 p.m. November 5, 7 a.m. – 8 p.m.	San Francisco State University (SFSU) Towers Conference Center, 798 State Drive
Mock Election Day Support Center	The practice of logging and resolving inquiries and issues in a simulated environment similar to Election Day (Streamed on sfelections.org/live)	November 3, 10:30 a.m. – 12:30 p.m.	Rm adjacent to the City Hall café

On Election Day			
Activity	Details	Time	Location
Voting Center/ Polling Places	Check sfelections.org for polling place locations	Voting Center and polls are open from 7 a.m. – 8 p.m. on Election Day	City-wide
Election Day Support Center	Provides support to poll workers and dispatches in-person assistance to polling places when needed (Streamed on sfelections.org/live)	5:30 a.m. to approximately midnight	Rm adjacent to City Hall café
Processing Center	Receives voted ballots, rosters and other materials from polling places	Begins after 8 p.m. and continues until all polling place materials have been received	Warehouse at Pier 31
Data Collection Center	Receives memory cards from polling places	Begins after 8 p.m. and continues until all polling place memory devices have been received	City Hall, McAllister St. entrance
Election Night Results Reporting	Results are displayed on a large monitor on Election Night. Results are also available at: sfelections.org , San Francisco Government Television – SFGTV, Channel 26, Department's Office	First preliminary results released at approximately 8:45 p.m. with updates released at approximately 9:45 p.m. and 10:45 p.m.	City Hall, North Light Court

After Election Day			
Activity	Details	Time	Location
Ballot Processing and Tabulation	Ballots 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; vote-by-mail ballots that were remedied by voters within eight days of the election; provisional ballots; and ballots with write-in votes. For activity on a specific day, contact Matthew Selby (415) 554-4376 (Streamed on sfelections.org/live)	Continues until all ballots have been counted and the results are certified	City Hall, Rm 48
Results Reporting after Election Night	The Department posts updated results online on any day ballots are tabulated	Daily at approximately 4 p.m.	sfelections.org
Canvass	An internal audit of the election to ensure the accuracy of results	November 6, 10 a.m. – 7 p.m. beginning November 7, 8 a.m. – 5 p.m. except Sundays and holidays	Warehouse at Pier 31
1% Manual Tally	Random selection of precincts for manual tally (Streamed on sfelections.org/live)	TBD	City Hall, Rm 48

Appendix B: Calendar for Candidates and Campaigns

November 5, 2019, Consolidated Municipal Election

ITEM #	DATES AND CODE REFERENCES	EVENT OR ACTION
1	March 18 – May 12 <i>(E-232 – E-177*)</i> CAEC §8106; SFMEC §§205, 230, 840	SIGNATURES IN LIEU OF FILING FEES <i>Mayor, Board of Supervisors, District 5</i> The period during which candidates can pick up and file in-lieu petitions in order to pay for all or part of their filing fees by obtaining signatures of qualified voters. These signatures are due before or upon filing of nomination documents, or the signatures-in-lieu deadline (E-177), whichever occurs first.
2	May 17 – June 11 <i>(E-172 – E-147)</i> CAEC §§10220, 10225; SFMEC §205(a)	NOMINATION PERIOD <i>Mayor, Board of Supervisors, District 5</i> The period during which candidates may obtain and must file nomination documents. Filing fees are due upon filing of nomination documents. All nomination documents must be filed no later than 5 p.m. on the last day of the nomination period. In the event an eligible incumbent does not file by the nomination period deadline, the filing period shall be extended by five calendar days for candidates other than the incumbent.
3	May 16 – July 10 <i>(E-173 – E-118)</i> CAEC §§8106; SFMEC §§205, 230, 840	SIGNATURES IN LIEU OF FILING FEES <i>City Attorney, District Attorney, Public Defender, Sheriff, Treasurer, Community College Board, Board of Education</i> The period during which candidates can pick up and file in-lieu petitions in order to pay for all or part of their filing fees by obtaining signatures of qualified voters. These signatures are due by the signatures-in-lieu deadline (E-118).
4	June 12 noon – June 22 noon <i>(E-146 – E-136)</i> SFMEC §590(a)	PUBLIC EXAMINATION PERIOD: CANDIDATE MATERIALS <i>Mayor, Board of Supervisors, District 5</i> Period of public review and possible legal challenge of candidate legal names, candidate qualification statements, ballot designations, and translated or transliterated Chinese names submitted by candidates.
5	June 18 <i>(E-140)</i> SFC §2.113; SFMEC §300(b)	NOTIFICATION OF ORDINANCES AND DECLARATIONS OF POLICY TO BE SUBMITTED BY THE MAYOR OR FOUR OR MORE BOARD MEMBERS <i>Ballot Measures</i> Deadline for the Mayor or four or more members of the Board of Supervisors to submit an original proposed ordinance or declaration of policy to the Clerk of the Board's office and provide a copy to the Department of Elections.
6	July 8 <i>(E-120)</i> SFC §14.101; SFMEC §§300(c), 370(c)	SUBMISSION OF INITIATIVE PETITIONS TO QUALIFY A LOCAL BALLOT MEASURE <i>Ballot Measures</i> Deadline to submit initiative petitions to the Department of Elections to qualify an Ordinance, Declaration of Policy, or Charter Amendment for the ballot. Once submitted, an initiative petition may not be withdrawn.

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7	<p>July 15 – August 9 (E-113 – E-88)</p> <p>CAEC §§10220-8; SFMEC § 205(b)</p>	<p>NOMINATION PERIOD <i>City Attorney, District Attorney, Public Defender, Sheriff, Treasurer, Community College Board, Board of Education</i></p> <p>The period during which candidates may obtain and must file nomination documents. Filing fees are due upon filing of nomination documents. All nomination documents must be filed no later than 5 p.m. on the last day of the nomination period. In the event an eligible incumbent does not file by the nomination period deadline, the filing period shall be extended by five calendar days for candidates other than the incumbent.</p>
8	<p>July 26 5 p.m. (E-102)</p> <p>SFMEC §300(a)</p>	<p>SUBMISSION OF CHARTER AMENDMENTS AND BOND MEASURES <i>Ballot Measures</i></p> <p>Deadline for the Board of Supervisors to submit Charter amendments and bond measures to the Department of Elections. The Board of Supervisors may submit, and the Director of Elections has the discretion to accept, one Charter amendment or bond measure after E-102 but no later than E-95.</p>
9	<p>July 29 – August 12 (E-99 – E-85)</p> <p>SFMEC §515, 610</p>	<p>BALLOT SIMPLIFICATION COMMITTEE MEETINGS <i>Ballot Measures</i></p> <p>The Ballot Simplification Committee prepares a digest of each local measure to be published in the Voter Information Pamphlet.</p>
10	<p>July 30 5 p.m. (E-98)</p> <p>SFMEC §370(b)(2)</p>	<p>WITHDRAWAL OF SUPPORT BY ONE OR MORE SUPERVISORS <i>Ballot Measures</i></p> <p>Measures proposed by four or more members of the Board of Supervisors shall be withdrawn if one or more of the Supervisors withdraw their support for the proposed measure, and following this withdrawal, fewer than four Supervisors continue to support the measure. A Supervisor may withdraw his or her support for a measure by filing with the Department of Elections a signed and sworn statement of withdrawal at any time up until 72 hours before the legal deadline for submission of the measure to the Department of Elections. Following such a withdrawal, additional members of the Board of Supervisors may join in support of the proposed measure, provided that they do so in writing before the legal deadline for submission of the measure to the Department of Elections. No Supervisor may withdraw his or her support for a proposed measure after this date, unless it is a unanimous withdrawal by the four or more Supervisors who supported the measure. Such a withdrawal must occur before the legal deadline for submission of the measure.</p>
11	<p>August 2 (E-95)</p> <p>SFMEC §300(b)</p>	<p>SUBMISSION OF ORDINANCES AND DECLARATIONS OF POLICY <i>Ballot Measures</i></p> <p>Deadline for the submission of ordinances or declarations of policy proposed by a majority of the Board of Supervisors, the Mayor, or four or more members of the Board of Supervisors.</p>
12	<p>August 9 (E-88)</p> <p>CAEC §§9401, 10403; CA Ed. Code §5322</p>	<p>SUBMISSION OF DISTRICT MEASURES <i>Ballot Measures</i></p> <p>Deadline for submission of a school, college, or special district measure. If a bond or tax measure is placed on the ballot, the tax rate statement is due by this date.</p>
13	<p>August 10 noon – August 20 noon (E-87 – E-77)</p> <p>SFMEC §590(a)</p>	<p>PUBLIC EXAMINATION PERIOD: CANDIDATE MATERIALS <i>BART Board, Assessor-Recorder, Public Defender, Board of Education, Community College Board</i></p> <p>Period of public review and possible legal challenge of candidate legal names, candidate qualification statements, ballot designations, and translated or transliterated Chinese names submitted by candidates.</p>

14	August 10 noon – August 20 noon (E-87 – E-77) CAEC §9509	PUBLIC EXAMINATION PERIOD: DISTRICT MEASURES <i>Ballot Measures</i> Period of public review and possible legal challenge of the district measures to be submitted to the voters.
15	August 12 (E-85) SFMEC §505	DESIGNATION OF LETTERS FOR BALLOT MEASURES <i>Ballot Measures</i> The Department of Elections designates letters for local ballot measures according to the procedures set forth in the SFMEC.
16	August 12 (E-85) SFMEC §515	BALLOT SIMPLIFICATION COMMITTEE DIGESTS <i>Ballot Measures</i> Deadline for the Ballot Simplification Committee to submit digests of each local measure to the Department of Elections for publication in the Voter Information Pamphlet.
17	August 12 (E-85) SFMEC §520	FINANCIAL ANALYSES <i>Ballot Measures</i> Deadline for the Controller to submit a financial analysis of each local measure, including an estimate of the increase or decrease in the cost of government and/or the effect of the measure on the tax rate, to the Department of Elections, for publication in the Voter Information Pamphlet.
18	August 12 (E-85) SFMEC §510(b)	BALLOT QUESTIONS <i>Ballot Measures</i> Deadline for the City Attorney to submit the ballot questions for local measures to the Department of Elections.
19	August 13 noon – August 23 noon (E-84 – E-74) SFMEC §590(b)(1)(2)(3)	PUBLIC EXAMINATION PERIOD: BALLOT DIGESTS, FINANCIAL ANALYSES, AND BALLOT QUESTIONS <i>Ballot Measures</i> Period of public review and possible legal challenge for the Ballot Simplification Committee digests, the Controller's financial analyses, and the City Attorney's ballot questions.
20	August 15 noon (E-82) CAEC §§9162-5, 9281-3, 9286, 9315-6, 9501-3; SFMEC §535(a),(b)	SUBMISSION OF PROPONENT AND OPPONENT BALLOT ARGUMENTS FOR LOCAL BALLOT MEASURES AND DISTRICT MEASURES <i>Ballot Measures</i> Deadline to submit proponent and opponent ballot arguments for local ballot measures and district measures to the Department of Elections. Prior to submitting an argument, the author must sign and submit a Declaration.
21	August 15 2 p.m. (E-82) CAEC §§9166, 9287, 9503; SFMEC §545	SELECTION OF PROPONENT AND OPPONENT ARGUMENTS <i>Ballot Measures</i> If the Department of Elections receives more than one proposed proponent or opponent argument for a measure, the Department will select one proponent and one opponent argument according to priority levels and, if necessary, by lottery.

22	August 16 noon (E-81) SFMEC §535(f)	DEADLINE TO CORRECT FACTUAL, GRAMMATICAL, OR SPELLING ERRORS IN PROPONENT AND OPPONENT BALLOT ARGUMENTS FOR LOCAL MEASURES ONLY <i>Ballot Measures</i> Deadline for the authors of proponent and opponent ballot arguments to correct any factual, grammatical, or spelling errors in the arguments for or against local measures.
23	August 16 noon – August 26 (E-81 – E-71) CAEC §§9380, 9509; SFMEC §590(b)(4)	PUBLIC EXAMINATION PERIOD: PROPONENT AND OPPONENT ARGUMENTS FOR LOCAL BALLOT MEASURES AND DISTRICT MEASURES <i>Ballot Measures</i> Period of public review and possible legal challenge of proponent and opponent arguments for publication in the Voter Information Pamphlet.
24	August 19 noon (E-78) CAEC §§9504, 9167, 9285; SFMEC §535(c)	SUBMISSION OF REBUTTAL ARGUMENTS FOR LOCAL BALLOT MEASURES AND DISTRICT MEASURES <i>Ballot Measures</i> Deadline to submit rebuttal arguments for local ballot measures and district measures to the Department of Elections.
25	August 19 noon (E-78) SFMEC §535(d)	SUBMISSION OF PAID BALLOT ARGUMENTS FOR LOCAL BALLOT MEASURES <i>Ballot Measures</i> Deadline to submit paid ballot arguments for or against local measures to the Department of Elections. Paid ballot argument fee and original hard copy must be submitted together.
26	August 20 noon (E-77) SFMEC §535(f)	DEADLINE TO CORRECT FACTUAL, GRAMMATICAL, OR SPELLING ERRORS IN REBUTTAL OR PAID ARGUMENTS FOR LOCAL MEASURES ONLY <i>Ballot Measures</i> Deadline for the authors of rebuttals or paid ballot arguments to correct any factual, grammatical, or spelling errors in their arguments for or against local measures.
27	August 20 noon – August 30 noon (E-77 – E-67) CAEC §9509; SFMEC §590(b)(5),(6)	PUBLIC EXAMINATION PERIOD: REBUTTAL ARGUMENTS (LOCAL AND DISTRICT MEASURES) AND PAID ARGUMENTS (LOCAL MEASURES ONLY) <i>Ballot Measures</i> Period of public review and possible legal challenge of rebuttals and paid ballot arguments submitted for publication in the Voter Information Pamphlet.
28	August 20 noon – August 30 noon (E-77 – E-67) SFMEC §590(c)	PUBLIC EXAMINATION PERIOD: CHINESE TRANSLITERATIONS PROVIDED FOR CANDIDATES <i>Mayor, Board of Supervisors, District 5</i> Period of public review and possible legal challenge of Chinese names transliterated by the Department of Elections' translation vendor.
29	August 20 noon – August 30 noon (E-77 – E-67) SFMEC §590(c)	PUBLIC EXAMINATION PERIOD: CHINESE TRANSLITERATIONS PROVIDED FOR CANDIDATES <i>City Attorney, District Attorney, Public Defender, Sheriff, Treasurer, Community College Board, Board of Education</i> Period of public review and possible legal challenge of Chinese names transliterated by the Department of Elections' translation vendor.

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30	<p>September 9 – October 22 (E-57 – E-14)</p> <p>CAEC §8601</p>	<p>STATEMENT OF WRITE-IN CANDIDACY AND NOMINATION PAPERS <i>City Attorney, District Attorney, Public Defender, Sheriff, Treasurer, Community College Board, Board of Education</i></p> <p>During this period, all write-in candidates for any office must file their Statements of Write-In Candidacy and Nomination Papers with the Department of Elections.</p>
31	<p>September 9 – October 22 (E-57 – E-14)</p> <p>CAEC §8601</p>	<p>STATEMENT OF WRITE-IN CANDIDACY AND NOMINATION PAPERS <i>Mayor, Board of Supervisors, District 5</i></p> <p>During this period, all write-in candidates for any office must file their Statements of Write-In Candidacy and Nomination Papers with the Department of Elections.</p>
32	<p>September 21 (E-45)</p> <p>CAEC §3114</p>	<p>MILITARY AND OVERSEAS BALLOT DELIVERY <i>Registration and Voting</i></p> <p>Last day for the Department of Elections to transmit ballots and ballot materials to absent military or overseas voters who have requested them by this date. If a military or overseas voter ballot application is received after this date, the Department of Elections shall transmit a ballot and ballot materials as soon as practicable.</p>
33	<p>October 7 – October 29 (E-29 – E-7)</p> <p>CAEC §§3001, 3003</p>	<p>VOTE-BY-MAIL BALLOT MAILING PERIOD <i>Registration and Voting</i></p> <p>Period in which any registered voter may apply to the Department of Elections for a vote-by-mail ballot. Applications received before this period shall be kept and processed during this application period.</p>
34	<p>October 7 – November 5 (E-28 – Election Day)</p> <p>CAEC §3018</p>	<p>CITY HALL VOTING CENTER OPENS <i>Registration and Voting</i></p> <p>Available 8 a.m. to 5 p.m., Monday - Friday, with extended Election Day hours, outside Room 48.</p>
35	<p>October 21 (E-15)</p> <p>CAEC §2102</p>	<p>LAST DAY TO REGISTER TO VOTE (OTHER THAN CONDITIONAL VOTER REGISTRATION) <i>Registration and Voting</i></p> <p>Last day to register to vote in this election by typical methods: Register online by 11:59 p.m., mail (postmarked by this date) or deliver a Voter Registration Form to the Department of Elections, submit a Voter Registration Form to the Department of Motor Vehicles or any National Voter Registration Act (NVRA) designated agency, or send a Federal Postcard Application (FPCA) for military or overseas voters to the Department of Elections to register to vote and request a vote-by-mail ballot.</p>
36	<p>October 22 – November 5 (E-14 – Election Day)</p> <p>CAEC §2170(a)</p>	<p>CONDITIONAL VOTER REGISTRATION AND VOTING <i>Registration and Voting</i></p> <p>Those who did not register to vote by the registration deadline may come to the City Hall Voting Center to conditionally register and vote a provisional ballot. Once the Department of Elections processes the Voter Registration Form and confirms the voter's eligibility, the registration becomes permanent and the provisional ballot will be counted.</p>
37	<p>October 22 – November 5 (E-14 - Election Day)</p> <p>CAEC §§3500-3502</p>	<p>NEW CITIZEN REGISTRATION AND VOTING PERIOD <i>Registration and Voting</i></p> <p>Extension of registration for new citizens who are sworn in after the registration deadline. New citizens must show proof of citizenship and declare that they have established residency in California in order to register and vote at the City Hall Voting Center during this period.</p>

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38	October 26 – October 27 (E-10 – E-9) CAEC §3018	WEEKEND VOTING AT THE CITY HALL VOTING CENTER <i>Registration and Voting</i> Available Saturday and Sunday, 10 a.m. to 4 p.m., outside Room 48. Enter on Grove Street.
39	October 29 (E-7) CAEC §3001	LAST DAY TO REQUEST VOTE-BY-MAIL BALLOT <i>Registration and Voting</i> Written or telephone requests must be submitted to the Department of Elections by 5 p.m. Online requests must be submitted by 11:59 p.m.
40	November 2 – November 3 (E-3 – E-2) CAEC §3018	WEEKEND VOTING AT THE CITY HALL VOTING CENTER <i>Registration and Voting</i> Available Saturday and Sunday, 10 a.m. to 4 p.m., outside Room 48. Enter on Grove Street.
41	November 5 CAEC §14212	ELECTION DAY <i>Registration and Voting</i> All polling places, including the City Hall Voting Center, open at 7 a.m. and close at 8 p.m.
42	November 8 (E+3) CAEC §3001	LAST DAY FOR DEPARTMENT OF ELECTIONS TO RECEIVE VOTE-BY-MAIL BALLOTS <i>Registration and Voting</i> Vote-by-Mail ballot must be postmarked no later than Election Day.
43	November 13 (E+8) CAEC §3019	LAST DAY FOR VOTERS TO CURE THEIR VOTE-BY-MAIL BALLOTS <i>Registration and Voting</i> Last day for a voter whose vote-by-mail ballot could not be counted to cure the issue on the return envelope by submitting the required information to the Department of Elections.
Code References		
CA Gov’t Code:	California Government Code	
SF Charter:	San Francisco Charter (Article XIII – Elections)	
SF C&GCC:	San Francisco Campaign and Governmental Conduct Code	
SFMEC:	San Francisco Municipal Elections Code	
CAEC:	California Elections Code	
EDC:	California Education Code	
*The legal deadline falls on a Saturday, Sunday or holiday; the deadline will not move forward to the next working day.		
**The legal deadline falls on a Saturday, Sunday or holiday; the deadline will move forward to the next working day. Cal. Gov’t Code § 6707		