

2021-2023 STRATEGIC PLAN FOR THE DEPARTMENT OF ELECTIONS

INTRODUCTION

This Strategic Plan (Plan) provides a foundation for the Department of Elections' planning occurring in the next three fiscal years. The Plan informs both on-going and future activities and projects, directs the prioritization of Department programs and services, and constitutes the basis upon which operating budgets for the next three fiscal years will be formed. The goals set forth in the Plan are intended to manifest the Department's on-going commitment to delivering accessible and equitable voting related services and programs to all San Francisco residents eligible to participate in elections, while cultivating a safe, inclusive, and thriving work environment for employees.

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, and all applicable regulations issued by the California Secretary of State. The Department engages in all election activities with the following goals in mind: inspire public confidence in elections; maximize the impact of public outreach and education programs for local voters and potential registrants; and improve the efficiency of services while anticipating the future needs of City voters.

This Plan is intended to help guide decision-making, focus resources, and align the Department's work with its commitment to San Francisco residents. Accordingly, all Department employees are expected to integrate strategic goals of this Plan into Department programs and services and utilize the goals to guide human resources decisions within Department divisions. Although this Plan identifies specific goals to be completed over the next three fiscal years, it nevertheless remains a flexible document and may be revised as necessary to respond to changes in legal and technological landscapes.

MISSION STATEMENT

The mission of the Department is to provide equitable access to voting and election-related services and to conduct free, fair, and functional elections for the City and County of San Francisco.

STRATEGIC GOALS

1

Continue providing equitable access to voting and election-related services to all City residents eligible to participate in elections. The Department will continue to facilitate equitable participation in electoral processes by offering a wide range of tools and resources; expanding strategies for soliciting feedback from City communities on the accessibility of the Department's programs and services; and utilizing feedback to develop new programs and services that are intuitive, equitable, and accessible.

2

Strengthen collaboration with the local community-based organizations and City agencies in delivering voter outreach and education programs. The Department will optimize voter education strategies developed to reach the City's most vulnerable voters and potential registrants, including members of communities of color, voters who are elderly, voters living in neighborhoods with turnout below the City average, voters who prefer to speak languages other than English, voters with disabilities, and voters who are unhoused or housing insecure by continuing to leverage connections with governmental partners, non-profit organizations, and advisory committees.

3

Incorporate the impact of racial equity and vulnerable population issues into the Department's voter service, human resources, and budget decisions. The Department will work to expand the inclusivity and accessibility of electoral processes and provide economic opportunities to the City's most vulnerable communities by ensuring that new announcements for Elections jobs are broadcast via diverse and multilingual channels; organizing a comprehensive Training and Professional Development Program that assists current and future Department employees in career development and professional growth; and seeking funding to develop equity-focused outreach and education strategies.

4

Evaluate and report on the potential implementation of the Voter's Choice Act (VCA) elections model in future San Francisco elections. The Department will solicit public feedback on the adoption of the VCA elections model in San Francisco by conducting a community survey and incorporate the results of that survey into a report describing how adoption of the VCA elections model in San Francisco might affect 1) voter outreach, education, and services; 2) staffing and staff training; 3) location and operation of potential vote centers; 4) voting equipment and capacity; 5) ballot collection and processing; 6) budgetary projections; and 7) election preparation timelines. (Per local law, a report addressing these topics was submitted to the Board of Supervisors on February 26, 2021.)

5

Support the City's Redistricting Task Force in completing their work; adjust precinct lines, update voter rolls and precinct maps following the completion of redistricting. Following the release of data from the 2020 federal decennial census, the Department will support the City's redistricting efforts by identifying a redistricting consultant to assist the City's Redistricting Task Force; redraw San Francisco's precinct lines within all newly established federal, state, and local voting district lines once they have been established; and incorporate information about 2021-22 redistricting and reprecincting in outreach materials and presentations as part of an effort to ensure San Francisco residents understand how these projects affect them.