



Election Plan

March 5, 2024, Consolidated
Presidential Primary Election

Friday, January 12, 2024

Election Plan – March 5, 2024, Consolidated Presidential Primary Election

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I. Introduction

The mission of the Department of Elections (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. In upholding its mission, the Department must comply with all applicable federal, state, and local laws, including the minority language provisions of the Voting Rights Act of 1965, the accessible voting provisions of the Americans with Disabilities Act of 1990, and the general provisions of the Uniformed and Overseas Citizens Absentee Voting Act of 1986, the Help America Vote Act of 2002, the California Elections Code, the San Francisco Municipal Elections Code, and Chapter XIII of the City Charter.

The Department continuously works to ensure that every eligible San Franciscan has access to safe, barrier-free registration and voting options and to improve both its internal and public-facing programs with the goals of making them ever more efficient and responsive to the needs of San Francisco's communities. The Department strives to cultivate a workplace environment in which employees of all racial and ethnic backgrounds feel respected, valued, and supported in providing the fairest and most inclusive services possible to San Francisco residents.

Serving a registered voter base of approximately 500,000 residents, the Department:

- Facilitates the filing of local candidate nomination papers, ballot measures, and ballot arguments;
- Produces official ballots and voter information pamphlets in multiple languages and formats;
- Provides voter education and outreach to voters and potential registrants throughout the City;
- Administers a universal (automatic) vote-by-mail program for all locally registered voters;
- Secures and operates accessible neighborhood polling places for each election;
- Recruits, trains, and assigns poll workers to administer in-person voting on Election Day;
- Offers early in-person voting opportunities beginning 29 days before each election;
- Organizes the collection of ballots and election results data from polling places on Election Night;
- Provides vote count tabulation and election results reports to the public after Election Day; and
- Conducts a canvass (audit) of all votes cast to verify the validity of election results before certification.

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. Following is the Election Plan for the March 5, 2024, Consolidated Presidential Primary Election.

II. Organizational Structure and Responsibilities

The Department's mission, 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, helps guide all decision-making, focus resources, and align employee responsibilities with the Department's duties to local voters. This rule of guidance applies to all eight divisions: Administration, Ballot Distribution, Campaign Services, Election Day Support, Polling Place Operations, Information Technology, Voter Records, and Voter Information.

Of the Department's eight divisions, three are primarily external-facing, meaning that their personnel work directly with voters, campaigns, and members of the public: Campaign Services, Election Day Support, and Voter Information. Campaign Services facilitates the legally-compliant filing of candidate nomination papers, ballot measures, and ballot measure arguments. Election Day Support manages the recruitment and training of poll workers and procurement of voting sites. Voter Information develops and implements local voter education programs; creates, translates, and publishes San Francisco's ballots and voter guides; responds to public email and telephone communications; and facilitates meetings of the Ballot Simplification Committee.

The other five divisions, whose staff work mostly on an internal basis, are: Administration, Ballot Distribution, Information Technology, Polling Place Operations, and Voter Records. Administration manages financial, personnel, and organizational operations. Ballot Distribution orders, distributes, and processes returned ballots in every election. Information Technology develops and maintains most of the Department's internal technology. Polling Place Operations tests and stores equipment and manages the preparation of voting supplies. Finally, Voter Records maintains the accuracy of San Francisco's voter roll, facilitates early voting, and conducts signature verification for vote-by-mail ballots as well as for local and state petitions.

Successfully organizing and carrying out all necessary election processes and programs likely constitutes one of the most complex set of responsibilities for any city department. The areas of expertise necessary to complete this set of tasks are many, ranging from understanding of applicable election laws and regulations, to project management and public relations skills, to technical knowledge of systems and security standards, to familiarity with human resources and city labor practices.

In addition to the many tasks associated with regularly conducting elections for the city's 500,000 registered voters, the Department completes many other on-going and mandatory tasks. These include managing its facilities and equipment; data entry; processing inquiries and mail; updating training and operational guides; accounting, payroll, and personnel functions, etc. As required by the Mayor's office, every fall the Department also prepares its budget proposals for the following two fiscal years. This last project can present a significant challenge when the schedule for preparing and submitting a budget proposal overlaps with an election cycle (as it does for the March 5 election), thereby contributing to the Department's already increased workload and long list of time-sensitive tasks.

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Meeting this unique combination of responsibilities, often in the context of numerous moving logistical and legal parts, requires the Department to attract and retain a dependable mix of full-time, part-time, seasonal staff, and poll workers. In fact, given the large shifts in workload and scheduling brought about by the election cycle, all Department employees must be more than simply dependable – they must be fully committed to public service and be willing to dedicate their time to work that is rarely a traditional 8 to 5 undertaking.

To effectively incorporate the hundreds of seasonal employees joining the Department in every election cycle, the Department makes a concerted effort to ensure that all new employees 1) understand their responsibilities as official representatives of the City and County of San Francisco and, 2) are given all the resources and support necessary for them to successfully contribute to the Department's mission.

To this end, the Department works to provide comprehensive orientation and training programs to all new employees. These programs focus on: 1) understanding voter rights, tools, and options, 2) safeguarding voter data and maintaining the integrity of the voting system and sensitive materials, 3) staying professional, 4) remaining politically neutral, 5) providing responsive service, 6) being mindful of equity and inclusion, and 7) using plain and simple language in all communications. More information on the Department's hiring and onboarding practices is included in Section III. New and Modified Practices Section of this Plan.

III. New and Modified Practices

When planning and preparing for any election, the Department strives to enhance its existing programs and to adopt more effective ways to serve city voters, all while implementing cost-saving strategies and efficiencies whenever possible. This section highlights several new practices and enhancements to existing programs and processes in effect for the March 5 election.

A. Outreach Themes

Since last year, the Department has been actively engaged in a comprehensive, multifaceted outreach campaign for the March 5, 2024 election. The primary objective of this campaign is to engage eligible but unregistered San Franciscans in participating in the upcoming election and to connect with residents who are registered but do not consistently exercise their right to vote.

To create a slogan that motivates and resonates with both types of potential voters, the Department conducted research into the reasons behind nonregistration and infrequent voting among those who are registered. Among the resources considered was a report from the Pew Charitable Trust Foundation.¹ In early 2016, Pew attempted to understand gaps in registration and civic engagement by conducting a nationally representative survey that included a large population of eligible but unregistered citizens. This survey revealed that *a lack of interest in voting* was the most common reason citizens choose not to register.

¹ https://www.pewtrusts.org/-/media/assets/2017/06/ei_why_are_millions_of_citizens_not_registered_to_vote.pdf

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Furthermore, those who were not registered or rarely voted were, on average, much less engaged in civic activities compared to those who regularly voted – mainly due to skepticism about their ability to make a difference. Pew suggested that public education campaigns emphasizing the impact of individual voter participation on election outcomes could help bridge this gap.

As Pew had done for the presidential cycle of 2016, NPR and the Medill School of Journalism conducted their own survey about voter behavior in the 2020 election cycle.² Echoing Pew’s findings, the results of this 2020 survey showed that many non-voters felt disengaged and disaffected, and did not believe voting could make difference in their lives.

Drawing from these insights, the Department set a goal to develop an outreach theme that conveys the message that every vote matters and can have an impact on voters’ lives and communities.

The chosen theme – *Your Vote Goes a Long Way! Cast Your Ballot by Election Day*. – stood out as the most impactful among other considered themes, aligning with the Department’s outreach objective to motivate local voters and eligible residents to participate in the upcoming election.

This theme also stood out because it earned the lowest/simplest reading level score possible with the Hemingway Editor, which Department staff use as part of the Department’s ongoing effort to use plain language in its print and digital voter correspondence and outreach materials.

The first part of the theme, *Your Vote Goes a Long Way*, suggests to voters, first and foremost, that each and every vote cast in the upcoming March election will matter. This part of the theme emphasizes the power and significance of each vote in determining the outcomes of contests on the ballot – not just locally but also nationally.

The second part of the election theme, *Cast Your Ballot by Election Day*, serves three main functions. The first is to call attention to the fact that all registered voters will once again automatically receive vote-by-mail ballot packets a few weeks before Election Day. This phrase serves that function through the personal pronoun “your” – which implies that voters already have ballots, they just have to cast them! The second function subtly reminds voters that although there is now a voting period rather than a single voting day, it is still very important to vote on time. Finally, the use of the phrase, *Cast Your Ballot by Election Day*, as used in conjunction with the theme’s graphics, quietly prompts the voter to take note of the fact that, if they vote, they will be able to proudly wear our City’s new “I Voted!” sticker.

The new “I Voted!” sticker, chosen to serve as the graphical element of the Department’s March election theme, celebrates the City and local talent. This new design, the winning result of San Francisco’s first-ever “I Voted!” sticker design contest, features iconic references to the City such as the Golden Gate Bridge, Sutro Tower, California poppies, a sea lion, and the wild parrots. The new sticker and theme, and the process which

² <https://dc.medill.northwestern.edu/nonvoters2020/#sthash.vGhivHTS.dpbs>

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brought it to us, not only celebrates local artists and local engagement, but also the natural beauty of the City and the impact an individual choice has on our community.

The new theme, along with the sticker design, will be featured on the cover of the *March Voter Information Pamphlet* (VIP) and the mailer sent to every City household, as well as many other voter outreach materials, including the banner on the Department's website homepage, outreach flyers, and presentations.

To supplement its efforts to reach potential voters who might be less engaged with making a plan to vote, or who simply feel too busy to take the time to read the Department's materials, the Department created a supplemental outreach theme to show the impact that voting this March will have on peoples' day-to-day lives. This theme, to be featured on public transit, billboards across the City, and on the filler pages of the Voter Information Pamphlet, simplifies an important message into three empowering variations: 1) *I vote for my community.* 2) *I vote for my family.* and 3) *I vote for my future.*

These three statements aim to motivate eligible but unregistered and/or disengaged residents by connecting voting in the March election to practical matters affecting their family, future, and community. In other words, these messages are meant to convey the personal nature of voting and to obliquely answer the question, "What's in it for me and the people I care about?"

As illustrated on the next page, these ads feature people engaged in work, school, or family activities, emphasizing the idea that casting a ballot aligns with their current career or personal goals. The emotional appeal of these messages intends to evoke a sense of empowerment among viewers.



**I vote for
my family.**
Register now.
sfelections.org/register



**Voto por mi
comunidad.**
Regístrate ahora.



sfelections.org/register



**I vote for
my future.**
Register now.



sfelections.org/register



In conclusion, the Department’s outreach for the March 5 election, encompassing the main election theme, the new “I Voted!” sticker design contest, the supplemental election theme, and all other outreach strategies described in this Plan, centers on raising awareness of the March 5 election and empowering residents to cast their vote.

B. Strategies to Inform Voters How to Obtain Their Preferred Ballots

The March 5, 2024 election will be the first presidential primary conducted after California’s universal vote-by-mail requirements were signed into law in 2021. Local vote-by-mail turnout in presidential primaries had

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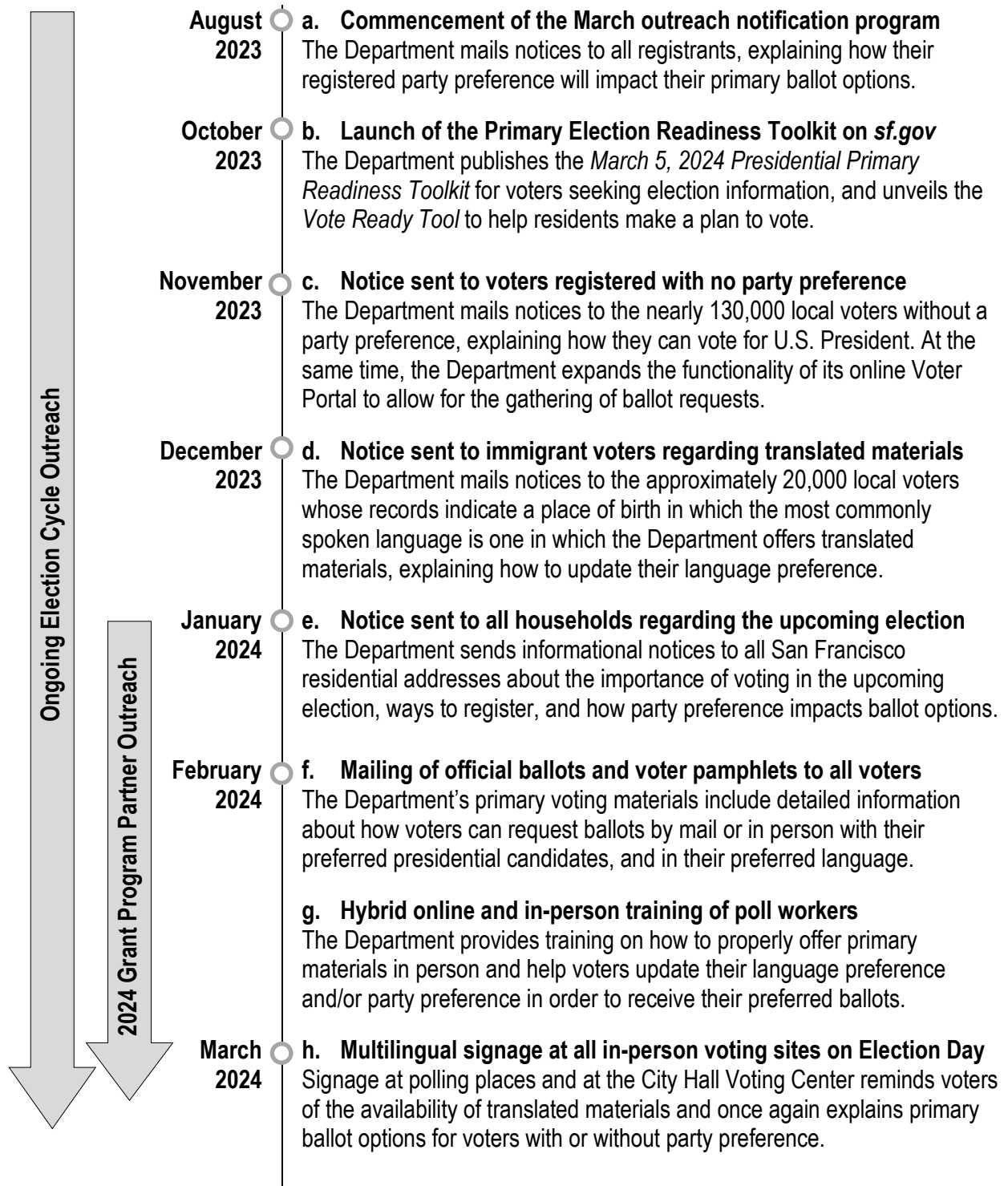
steadily increased over the last two decades even before this major shift in how elections are conducted in California occurred.

Given the likelihood that local vote-by-mail turnout in the March 5 election will surpass that of any prior presidential primary election, the Department undertook a thorough planning of its returned ballot processing operations, timelines, and staffing. Specifically, the Department focused on: 1) identifying processing space and creating workflow diagrams for vote-by-mail ballots returned by voters; 2) conducting testing of ballot processing equipment; 3) reviewing ballot custody and security protocols; and 4) forecasting the staffing and resources necessary to timely process ballots returned via mail or in person.

While the Department's ballot processing operations are mainly determined by the number of cards in a ballot and turnout numbers, the outreach related to voting by mail is informed by the different types of elections (i.e., primary, general, RCV). While voters in every type of election can choose from an array of translated ballots, in primary elections such as the March 5 election, they can also choose from an array of ballots with different party contests. Given the complexities of primary election ballot rules, planning for the March 5 election therefore included designing strategies to clarify this information to all city residents so every potential new registrant and existing voter has the opportunity to vote for their preferred presidential candidate. Considering the benefit of informing voters in time for them to indicate their ballot preferences before vote-by-mail ballot assembly begins, the Department has organized several of these strategies across the early part of the March election cycle. The Department has also developed plans to fortify those early reminders by saturating many election materials with information on how party preference affects ballot options. In addition to mail and digital notifications, these materials include online tools, the Voter Information Pamphlet, voting instructions, and the ballots themselves. (Numerous studies on this type of outreach saturation indicate that a heavy pattern of repeated election reminders leads to increased participation and turnout³.)

Following the chronological timeline on the next page, which shows the Department's outreach on this topic in visual form, this section describes each of outreach strategies related to primary ballot options in detail.

³ <https://www.journals.uchicago.edu/doi/10.1086/723807>



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a. Commencement of the March outreach notification program

In August, the Department sent notices to approximately 500,000 registered voters. The main goals of this mailer were to increase public awareness of the upcoming election, encourage those who want to add or change their party preference to do so before ballots are assembled, and, in so doing, to allow as many local voters as possible to timely receive ballots with their preferred presidential candidate. The mailer also intended to aid in the Department's ongoing efforts to maintain an accurate and complete voter roll by expediting the receipt and processing of any responsive USPS address correction information.

Each notice (shown below) confirmed the recipient's party preference and provided information on how the voter's political party preference, or lack thereof, will impact the contests on their March ballot. The notice also explained the various ways voters can change party preference ahead of the voting period. Finally, these notices explained that the Department would send a follow-up notice about ballot options to voters registered with no party preference (NPP) once the political parties notified the California Secretary of State (SOS) whether or not they would allow NPP voters to vote for their presidential candidates.

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

**Looking ahead to the
March 5, 2024
Presidential Primary Election!**
期待 2024年3月5日 總統初選

**In this election, the party preference
in your voter record will impact
the presidential candidates on your ballot.**
這次選舉，您選民記錄中的政黨偏好
將影響您選票上出現的總統候選人。

**Open to learn more!
瞭解更多!**

(415) 554-4375 | sfvote@sfgov.org | [sfelections.org](https://www.sfelections.org) | City Hall, Room 48

Dear San Francisco Voter,

We are contacting you to provide information about the March 5, 2024, Presidential Primary Election.

In this election, the party preference you stated when last registering to vote determines which presidential candidates will be listed on your ballot. Since you stated a preference for the **American Independent Party**, the ballot you receive in February 2024 will list the **American Independent Party's** presidential candidates.

If you want to vote for a different party's presidential candidates, you must re-register to change your party preference:

- To re-register online, go to registertovote.ca.gov.
- To get a paper registration form, call us at (415) 554-4375, email SFVote@sfgov.org, or visit City Hall, Room 48.

If you have any questions about registration or voting in the upcoming election, feel free to contact us.

We look forward to serving you in the upcoming election!

Sincerely,
The San Francisco Department of Elections

September 19, 2023 is National Voter Registration Day! Join our efforts to encourage every eligible San Franciscan to participate in elections. Tell your family, friends, and neighbors to register to vote, and help us get the word out! Make sure your voter registration is up to date at [sfelections.org/voterportal](https://www.sfelections.org/voterportal).

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b. Launch of the Primary Election Readiness Toolkit on *sf.gov*

Recognizing that some voters will be seeking information about the upcoming election online, the Department launched its March 5, 2024 Presidential Primary Election Readiness Toolkit, which both serves as a starting point for voters seeking information about the primary election and provides a convenient path for them to check their registration, submit updates to their registration, request a different or replacement ballot, read the online *Voter Information Pamphlet*, or review frequently asked questions about the upcoming election. This toolkit and other digital initiatives are described in more detail on pages 28-33 of this Plan.

c. Notice sent to voters registered with no party preference

In early November, shortly after each of the qualified political parties selected either closed or modified-closed presidential primary system, the Department sent a follow-up mailer to approximately 130,000 local NPP voters. The notice (shown below), explained how NPP voters can request a ballot with the American Independent, Democratic, or Libertarian presidential primary contest. The notice also explained how any voter can re-register with a qualified political party preference to get a ballot with the Green, Peace and Freedom, or Republican presidential primary contest - or any central county committee contest.



CITY AND COUNTY OF SAN FRANCISCO
DEPARTMENT OF ELECTIONS

IMPORTANT NOTICE:**Your March 5, 2024 ballot will not list any presidential primary candidates unless you take action.**

Our records indicate you are registered to vote as a No Party Preference voter.

In the March 5, 2024 Election, six political parties will hold presidential primaries: American Independent, Democratic, Green, Libertarian, Peace and Freedom, and Republican.

All parties will allow voters registered with a preference for their party to vote in their presidential primary. **Three** parties will also allow voters with no party preference to participate in their primaries: **American Independent, Democratic, and Libertarian.**

If you do not act by January 5, 2024, we will automatically mail you a ballot with no presidential candidates. Although you can request a different ballot after that date, we encourage you to act early to receive your preferred ballot timely.

A. To remain registered to vote with no party preference and receive a ballot with the presidential candidates of the American Independent, Democratic, or Libertarian parties, you can do any of the following:

1. Complete the detachable section of this postcard and return it:
 - By mail (postage is pre-paid)
 - By fax to (415) 554-7344
 - In person to City Hall, Rm 48
 - As a scanned email attachment to svote@sfgov.org
2. Submit your ballot request at sfelections.org/voterportal or by calling (415) 554-4375, or
3. Text "START" to (415) 941-5495 followed by your name, date of birth, address, and ballot request

B. To re-register to vote with a party preference and receive a ballot with presidential candidates of that party, you can:

1. Complete the online registration form at registertovote.ca.gov, or
2. Complete a paper registration form (contact us to request one)

To vote for a party's County Central Committee members, you must re-register with the party.

For more information about primary election rules, call the Department of Elections at (415) 554-4375, visit sfelections.org/primary, or call the California Secretary of State's toll-free Voter Hotline at (800) 345-VOTE (8683).

Sincerely,

The San Francisco Department of Elections

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To make the process of submitting ballot requests as convenient as possible, the Department offered several options, including a new texting service.

In December, the Department sent an email follow-up to approximately 60,000 NPP voters with email addresses on file who have not yet submitted ballot requests, inviting them to do so and explaining the benefit of submitting the requests by early January. The Department then continued sending similar notices and emails to NPP voters who were added to the voter rolls after the original notices had been sent.

d. Notice sent to immigrant voters regarding translated materials

In the March 5 election, as in all elections, the Department will comply with a myriad of local, state and federal laws relating to language access. In particular, the Department must produce and distribute official bilingual ballots in English and Chinese and Spanish (per §203 of the Voting Rights Act), official ballots in Filipino (per San Francisco's Language Access Ordinance), and facsimile (reference) ballots in Burmese, Japanese, Korean, Thai, and Vietnamese (per §14201 of the California Elections Code). In compliance with these laws, the Department also maintains a year-round language access program, involving all of the following:

- Advertisement of official translated resources, including ballots, guides, forms, and online tools,
- Bilingual communications for registrants and voters, including in-person, telephone, and email,
- Bilingual assistance at the City Hall Voting Center and at polling places on Election Day, and
- Partnerships with local organizations focused on language access.

Any local voter may indicate their language preference when first registering to vote or when updating their registration. When such a request is received, a staff member will make note of that preference in the Election Information Management System (EIMS) database, which is used to process information for the mailing of official materials, including vote-by-mail ballot packets and voter guides, in all elections.

For the March 5 election, the Department supplemented its year-round language outreach by mailing a notice (shown on the following page) to approximately 18,000 local voters born in a Chinese, Filipino, Spanish, Burmese, Hindi, Japanese, Khmer, Korean, Thai, or Vietnamese-speaking country without a language preference on file. This notice advises each recipient voter that their ballot and election materials are available in multiple languages and formats and explains how to submit a language preference to the Department. The notice also highlights the opportunity to serve as a bilingual poll worker in the March 5 election, a beneficial arrangement for recipient bilingual voters and other local bilingual voters alike.

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CITY AND COUNTY OF SAN FRANCISCO
DEPARTMENT OF ELECTIONS

Would you like to receive translated election materials for the March 5, 2024 Election?

Dear voter,

The *March 5, 2024 Presidential Primary Election* is just around the corner. In early February, you will receive your official ballot and other election materials for the upcoming election.

If you would like to receive a translated reference ballot that you can use when marking your official ballot, there are three easy ways to let us know:

1. Mail in the return section of this postcard (postage paid)
2. Submit your request online at sfelections.org/language
3. Call the Department of Elections at (415) 554-4375

If you do not want to receive a translated reference ballot, simply disregard this notice. Either way, we encourage you to vote in the upcoming election and make your voice heard!

If you have any questions or would like help with voting, please call (415) 554-4375, email sfvote@sfgov.org, or visit us at City Hall, Room 48. Our office is open Monday-Friday, 8am-5pm, and we are always happy to assist!

Sincerely,

The San Francisco Department of Elections

*Would you like to serve as a poll worker on March 5, 2024 and earn up to \$295?
 Go to sfelections.org/pwa or call (415) 554-4395.*

Voters who miss other outreach on language preference will have a chance to see a notice on the outside of their ballot packet envelope. This envelope notice - explaining how to request a translated ballot - will be printed in eight languages (Chinese, Filipino, Spanish, Burmese, Japanese, Korean, Thai, and Vietnamese).

e. Notice sent to all households regarding the upcoming election

In January, the Department sent a mailer to every household in San Francisco—over 370,000 in all. The notice (shown on the following page) is meant to encourage all recipients to help decide our future by participating in the upcoming election, provide a few important reminders that could help voters get ready for the election, and finally, to remind recipients that the Department remains available at all times to provide assistance.

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**Help decide the future of our city, state, and country
by participating in the March 5, 2024 election!**

- ✔ **Register or check your voter record in just a few minutes.** To register, visit registertovote.ca.gov or call (415) 554-4375 to ask for a paper form. If you are already registered, visit sfelections.org/voterportal to check your voter record.
- ✔ **Keep an eye out for your official voting materials.** We will automatically mail all registered voters ballot packets and voter pamphlets in early February. You can vote by mail or in person at the City Hall Voting Center or your neighborhood polling place.
- ✔ **Use your voter pamphlet to learn about contests on your ballot.** You can use a sample ballot in the pamphlet to mark your choices while doing research and then refer to it when marking the official ballot.
- ✔ **Make sure you receive a ballot with your preferred presidential candidate.** You may need to change party preference or request a ballot with your preferred presidential candidate. For more information, visit sfelections.org/primary or refer to your voter pamphlet.
- ✔ **Department of Elections staff are always here to help you.** If you have questions, please reach out! Our multilingual staff can assist by phone, email, or in person. Call (415) 554-4375, email sfvote@sfgov.org, or visit City Hall, Room 48.

Another way you can make a difference is by serving as a poll worker! Help your community on Election Day and earn up to \$295. Apply at sfelections.org/pwa.



f. Mailing of official ballots and voter pamphlets to all voters

To provide a series of reminders about March primary rules, the Department included information on this topic in the vote-by-mail ballot instructions, in the Voter Information Pamphlet, and on the ballot itself.

Vote-by-mail Instructions. To make mail packet voting instructions as informative, accessible, and relevant as possible, each recipient voter will see a tailored set of directions, depending on three factors: 1) current party preference, 2) current language preference, and 3) current special living arrangements, as follows:

The first factor is whether the voter has a) registered with a qualified political party preference, b) registered with no party preference and has made a ballot request for a ballot with presidential candidates of the American, Democratic, or Libertarian parties, or c) registered with no party preference and has not made a request for a ballot with presidential candidates. While instructions for the first two types of voters will highlight how to change party preference to receive a different ballot, instructions for the last type will highlight how to either request a party ballot or change party preference. (All instructions will cover all primary ballot options in this election.)

The second factor is whether the recipient voter has a) registered with a preference to receive the official ballot in Chinese, Spanish, or Filipino, b) registered with a preference to receive a facsimile ballot in Burmese, Japanese, Korean, Thai, or Vietnamese, or c) registered with no language preference (such voters receive

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default English/Chinese bilingual ballots). Each of these groups will see voting instructions in their preferred language, and if applicable, an explanation on how to use facsimile ballots.

The last factor is whether the recipient voter is a) registered as a military/overseas voter, or b) detained in a local jail. For each of these types of voters, instructions will include details relevant to some of the specific rules and logistics associated with voting under those circumstances. For example, many military and overseas voters can, by law, return their ballots by fax, an option not available to any other group of voters. Similarly, most voters detained in a local jail are not able to utilize the neighborhood ballot drop off boxes.

Voter Information Pamphlet. In every election, the Department provides a paper or digital copy of the *Voter Information Pamphlet & Sample Ballot (VIP)* to every San Francisco voter. For every election, the Department strives to make the VIP's subject matter and layout as user-friendly, accessible, and helpful as possible. As always, the March VIP will cover general topics such as voting options, key election dates, contests on the ballot, and the availability of translated and accessible voting resources. In addition, in order to help local voters understand their ballot options, the March VIP will also include several detailed pages on this topic.

In updating content for the March VIP, one of the Department's main goals was to make it as easy to read as possible. Accordingly, most editable pages were re-written to achieve a fifth-grade reading level (non-editable pages include, e.g., legal text). Another priority, similar to the one for the mail ballot packet instructions, was to tailor different versions of the March VIP to each recipient's party preference, language preference, and precinct ballot type. Consequently, which VIP a voter will receive will depend on a) the precinct in which the voter resides, b) the voter's language preference, and c) the voter's party preference or lack thereof.

While March VIPs for voters registered with qualified political party preferences will include their party's sample ballot, VIPs for NPP voters will instead include all three sample crossover ballots as well as the default non-partisan ballot (without any party/presidential contests). In addition, every March VIP will include one of two possible pages explaining ballot options, depending on the recipient voter's current registered party preference status (as determined at the time VIP mailing processes are initiated). Finally, the back cover of March VIPs for NPP voters will feature a detachable postage-paid request form for a ballot with presidential candidates.

In tandem with content changes, the Department's goals for revising the VIP's formatting focused on improved simplicity and utility. With this in mind, the Department implemented several voter guide design suggestions from experts such as The Center for Civic Design (civicdesign.org) and The Baymard Institute (baymard.com). These improvements include: a) increased white space, which has been shown to improve focus and comprehension, b) maintenance of large print font and transition to Trade Gothic font, which many formatting specialists believe to be the most accessible, and c) transition from single column to double column text, with lines limited to 50-70 characters/15 words across, which have been shown to improve readability.

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Ballot Instructions. In this election, the Department made a concerted effort to ensure that instructions on March ballots serve as yet another reminder of primary ballot options. In practice, this meant that the March 5 ballot for voters registered with a preference for a qualified political party will explain that their ballot includes the presidential contest of that party as well as how to get a different party's ballot if desired. It also meant that the ballot instructions for NPP voters who submitted their requests for a ballot with a presidential contest would advise that their ballots reflected their requests, and the instructions for NPP voters with no ballot request on file would explain why no presidential primary contest was listed on their (default nonpartisan) ballot – along with information regarding how the voter could still request and vote a different ballot.

To preemptively address any inquiries from voters registered with a preference for the American Independent, Green, Libertarian, or Peace and Freedom parties, ballot instructions for these voters will also include the following explanation as to why a county central committee/county council contest does not appear on the ballot: *This ballot does not include a county central committee or county council contest because the number of seats exceeds the number of candidates or because the party has chosen to hold meetings in lieu of using a public ballot.* Similarly, ballots for all voters will include information on where voters can obtain information about proponents and opponents of each local ballot measure.

g. Hybrid online and in-person training of poll workers

For the March 5 election, the Department's poll worker and Voting Center representative training curriculums will explain how to review all ballot options, including those related to language, format, and party contests, with all in-person voters. More specifically, all trainees will learn that NPP voters must be reminded of their four ballot options, and all in-person voters, regardless of party preference, must be reminded they can change party preference to receive any party's ballot. As part of this training, the Department has dedicated several detailed pages in the March *Poll Worker Manual* to procedures for offering and issuing ballots. This topic will also be a focus of the poll worker training curriculum delivered both in online and via in-person sessions.

In addition, to clarify the relatively complex rules for issuing presidential primary election ballots in a manner that is as accessible and understandable to poll workers and Voting Center representatives as possible, the Department has incorporated several examples of hypothetical questions into its training curriculum. In all, trainers will devote about half an hour of each poll worker class to helping attendees practice resolving some party-related ballot-issuing scenarios. These will focus on common questions, similar to the following:

Scenario 1

Q: Pedro is listed in the roster with four ballot options. Which ballot should the poll worker issue?

A: The poll worker should refer to the Ballot Options Sign to explain that, as an NPP voter, Pedro can choose any of the three crossover ballots or the non-partisan ballot. The poll worker should also explain that Pedro can re-register with a new party preference to get one of the six party ballots. In short, it is Pedro's choice.

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Scenario 2

Q: Adrian is listed in the roster with a Green Party preference but indicates a desire to vote for a Democratic presidential primary candidate. How can the poll worker help Adrian accomplish this goal?

A: The poll worker should explain that Adrian needs to re-register with a preference for the Democratic Party using a Party Preference Change Form. The poll worker can then update the roster and issue the ballot.

The Department anticipates that dedicating significant training time to role-playing activities such as these will aid in poll workers understanding of primary ballot rules.

h. Multilingual signage at all in-person voting sites on Election Day

On Election Day, every polling place in San Francisco will have a multilingual sign to inform NPP voters about their ballot options and help poll workers consistently explain ballot options accurately. In addition, to let voters know about translated materials and language assistance, every polling place will have a multilingual Voter Assistance sign (shown below). For similar reasons, all poll workers will be required to wear badges (shown below) identifying the languages they speak.

Ballot Options for Voters Registered with No Party Preference

沒有政黨偏好的登記選民的選票選擇 | Opciones de boleta para votantes registrados sin preferencia de partido político | Mga Opsyon sa Balota para sa mga Botanteng Nakarehistro na Walang Kagustuhan sa Partidong Pampulitika

1. Receive a ballot with the presidential candidates of the:
American Independent Party, Democratic Party, or Libertarian Party
 收到以下政黨總統候選人的選票：| Recibir una boleta electoral con los candidatos presidenciales de: | Tumanggap ng balota ng partido kasama ang mga kandidato sa pagkapangulo ng:
Your ballot will not include county central committee/members.
 您的選票不包括縣中央委員會/縣議會候選人。| Su boleta no incluirá candidatos al comité central del condado ni al consejo del condado. | Hindi isasama sa iyong balota ang mga kandidato ng county central committee/county council.

2. Receive a ballot with no presidential candidates or county central committee/members.
 收到無黨派選票，沒有總統候選人或縣中央委員會/縣議會候選人。| Recibir una boleta no partidista sin candidato presidencial ni candidatos al comité central del condado o al consejo del condado. | Tumanggap ng hindi partisan na balota na walang kandidato sa pagkapangulo o mga kandidato ng sentral na komite/konseho ng county ng county.

3. Re-register with a party preference and receive a ballot with presidential candidates and county central committee/members of that party.
 根據政黨偏好重新登記，並收到該政黨的總統候選人和縣中央委員會/縣議會候選人（如果有）的選票。| Vuelva a registrarse con una preferencia de partido político y reciba una boleta con los candidatos presidenciales y los candidatos al comité central del condado o al consejo del condado, si los hubiera, de ese partido. | Magparehistro muli sa isang kagustuhan sa partidong pampulitika at tumanggap ng isang balota kasama ang mga kandidato sa pagkapangulo at mga kandidato ng county central committee/county council, kung mayroon man, ng partidong iyon.

I am a Poll Worker
Ako ay isang Poll Worker

My Name is: | Ang pangalan ko ay:
Jane Doe

I speak Filipino
Nagsasalita ako ng Filipino

Voter Support
 (415) 554-4375

Ongoing Election Cycle Outreach

The Department's multi-month outreach strategies for the March 5 election include saturating the city with primary election collateral such as flyers and posters, ads in local newspapers, radio, television, and public transportation, and deploying social media and press releases. Using a combination of direct and indirect in-person interactions through its over 300 outreach partners, the Department will provide key materials with information specific to the March primary election to many thousands of voters across San Francisco.

As in previous years, the Department has again supplemented its outreach to the general public through the 2024 Equitable Voter Participation Outreach Grant Program. Through this program, the Department provided funding to organizations to assist with its outreach to a) the young adult (18 - 29) population, b) seniors and people with disabilities, c) AAPI, BIPOC, and Latinx communities, d) limited-English communities, and e) low-income communities. The main purposes of the grant are to: 1) disseminate information about the March primary to members of focus populations, 2) increase local voter registration rates in at least one of these populations, and 3) promote civic engagement by recruiting San Franciscans to serve as poll workers.

As part of this multi-month outreach, the Outreach Team, working both one-on-one and in group settings at public venues, has been hosting election resource tables. At many local events, Department staff hold live educational presentations on topics such as key election dates, ways to register and update registration data, voting options and preferences, official guides, and ways to get involved, such as serving as a poll worker or engaging in public observation of election processes. In addition to general voting topics, the March 5 presentation covers primary-specific topics such as how party preference impacts ballot options and includes several exercises similar to those used in the poll worker training class. Two such examples follow:

Example 1

Pedro is registered to vote with a preference for the Libertarian party but wants to vote for a Green Party presidential candidate. What should Pedro do to get the right ballot?

- a. Re-register to vote with a preference for the Green Party
- b. Re-register to vote with no party/unqualified preference
- c. Take no action other than requesting the Green Party ballot

[Pause so viewers can consider their response, then say, "The correct answer is a. Because the Green Party is holding a closed presidential primary, Pedro must re-register to vote for a Green Party candidate.]

Example 2

Lulu is registered with no party preference but wants to vote for a Democratic Party presidential candidate. What should Lulu do to get the right ballot?

- a. Re-register to vote with a preference for the Democratic party
- b. Re-register to vote with a preference for the Republican Party
- c. Take no action other than requesting the Green Party ballot

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[Pause so viewers can consider their response, then say, “There are two correct answers. Lulu can either request a ballot from the Democratic Party or change party preference to the Democratic Party. The main difference is that if Lulu changes party preference, Lulu’s ballot will also include the Democratic Party’s County Central Committee contest.]

As explained in this section, the Department plans to leave no stone unturned in its efforts to reach voters with information on their options regarding language and party preference. In addition to sending numerous official notices on these topics, the Department will use different forms of media, collaborate with hundreds of community outreach partners, develop and disseminate flyers, posters, and presentations, operate a multilingual public phone bank, post primary election information on its website, and meet with countless voters and potential registrants in person.

C. Strategies to Reach Infrequent Voters and Eligible but Unregistered Residents

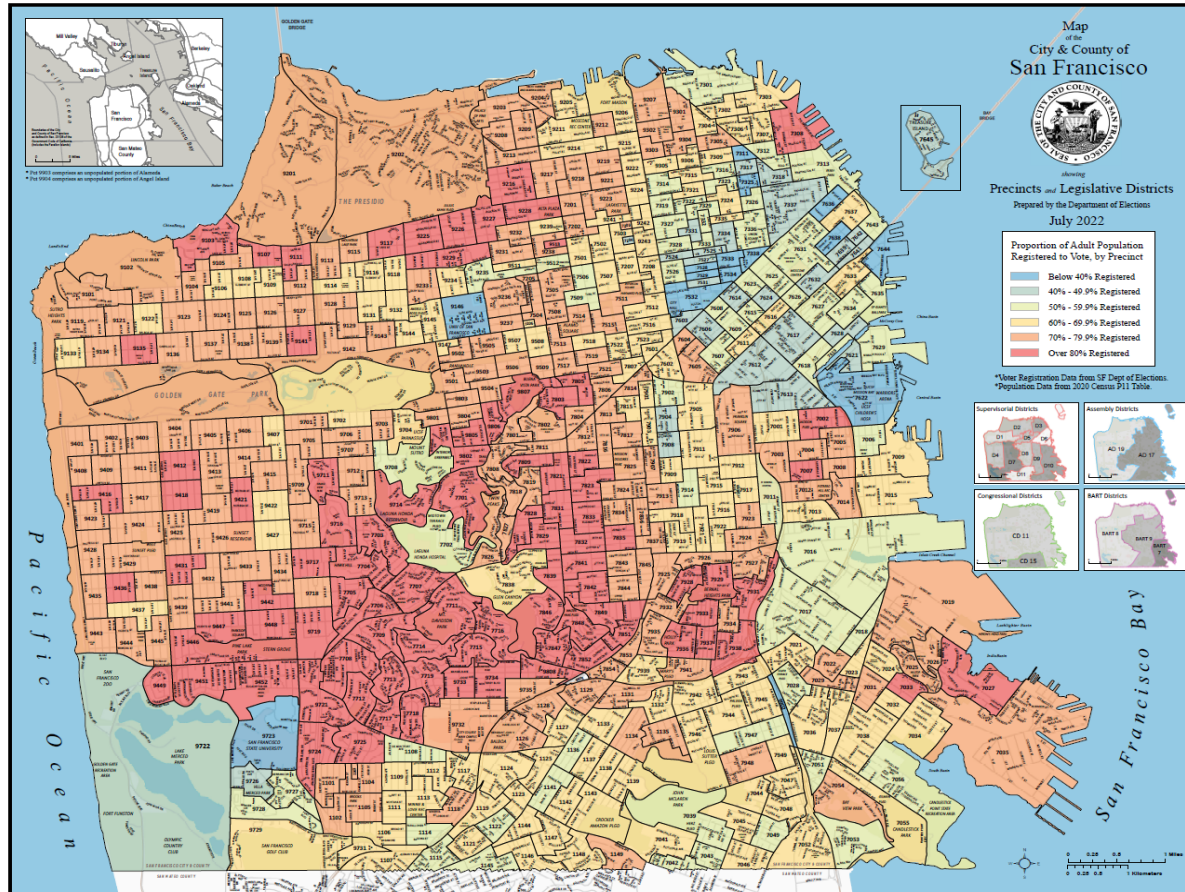
For every election, the Department maintains responsibility to conduct election-related operations in accordance with all applicable laws and to provide robust outreach programs. For the March 5 election, the Department developed its outreach programs to reach not only currently registered local voters, but eligible unregistered San Francisco residents as well. Outreach for both groups has the same ultimate goal: to inspire those who are eligible to vote to actually do so.

As part of its outreach program, the Department has made a concerted effort to provide election information to members of local communities who have been, statistically-speaking, less engaged with elections, as based on their historical registration and turnout rates.

To help identify the specific neighborhoods of San Francisco where the Department will focus its efforts to raise election awareness, the Department used census and registration data to develop a map, shown below. This map highlights areas with lower per capita populations of registered voters. Precincts with registration rates below 40% and 50% (as of September 2023) are shaded in blue and green, respectively.

The following map was also provided to the 13 grantee organizations that have been working to supplement the Department’s outreach to eligible but unregistered city residents.

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To better understand the factors that motivate people to register and vote, the Department analyzed fluctuation of local voter rolls and both internal data gathered via voter surveys and external published studies described previously. This analysis revealed that registration rates are strongly correlated with the proximity of an upcoming election. Accordingly, the rate at which eligible residents register to vote accelerates sharply in the months leading up to each election. In other words, the data indicates that every election cycle serves as a critical opportunity to motivate eligible residents to become engaged with the elections processes. The data also points to the importance of peer-to-peer engagement, in-person engagement, social networks, and the act of making a “voting plan” as factors that influence voting, all of which have been incorporated in the Department’s outreach strategies.

a. Direct Outreach

As in most recent elections, the Department will employ both direct and indirect outreach strategies to engage with city residents and to motivate them to participate in the March 5 election. A short description of six of the most significant direct outreach strategies follows.

As a first direct strategy, in the weeks leading up to Election Day, Department personnel will hang multilingual doorhangers at residences where no occupant is currently registered to vote. Personnel will also affix multilingual posters to utility and public infrastructure in precincts with lower-than-average turnout. The

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messaging on these materials – *“Care about your future? Care about your family? Care about your community? Vote in the 2024 Elections!”* – is intended to draw a connection between voting and its impact on viewer’s personal life.

Department staff will also visit the city’s Navigation Centers and Shelters in the last week of the voting period and leave posters with similar messages in common areas of facilities. These materials will also indicate that the Department can help with any step of the voting process as well as provide the Department’s contact information.

As a second direct strategy, Department outreach staff will conduct multilingual and multiformat educational presentations at many institutions devoted to assisting members of focus populations. These institutions will include senior homes, care facilities, Single Room Occupancy (SRO) hotels, shelters and navigation centers, community centers, and youth and adult correctional facilities. The multilingual March 5 election presentation begins by drawing attendees’ attention to the importance of voting with a new section, “Why Your Vote Matters.” This section includes the following discussions: Voting is Your Opportunity to Have a Say, Voting Matters, Voting Impacts Your Daily Life, and Voting is Your Right, and is followed by sections on registering to vote, contests on the ballot, voting options, and ways to get involved.

Keeping in mind that some residents may not have the time or inclination to schedule a special trip just to view the March presentation, the Department’s Outreach Team plans on meeting people where they already are. That is, staff will conduct tabling events with voter registration opportunities at city locations such as food pantries, farmers markets, grocery stores and other establishments that accept Supplemental Nutrition Assistance Program (SNAP) benefits. At these events, the Department will display a banner with the *“Care about your future? Care about your family? Care about your community? Vote in the 2024 Elections!”* message. This banner (below) will feature a QR code for the online voter registration application, along with messages encouraging voters to check their registration, explore the Department’s website, and consider serving as a poll worker.

*Care about your future?
Care about your family?
Care about your community?*

Vote in the 2024 Elections!

Register to vote at
registertovote.ca.gov
or ask us for a form!

Already registered?
Check your voter info is current at sfelections.org/voterportal

Have elections questions?
Go to sfelections.org or call (415) 554-4375

Want to help SF vote and earn up to \$295?
Sign up to be a poll worker at sfelections.org/beapollworker

 CITY AND COUNTY OF SAN FRANCISCO
DEPARTMENT OF ELECTIONS

As the fourth prong of its direct outreach, the Department will conduct a mixed media campaign, running advertisements on television, radio, social media, and billboards. These ads will feature the “I vote for my _____” (community/family/future) personal-style messaging.

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As a fifth prong of its direct outreach, the Department will send several multilingual postal and digital notices in the months leading up to Election Day. Each of these notices is briefly summarized below:

Make a Difference by Voting in 2024! Notice. In December, the Department sent multilingual mail and email notices to the approximately 90,000 local voters who did not vote in any of the five elections conducted in 2021 and 2022. The encouraging tone of this notice was intended to empower these registered voters to participate in the upcoming election, remind them that their vote can make a difference, and suggest that their vote will reflect a commitment to the future. It also highlights several convenient voting options for the March 5 election.

Dorm Student Notice. The Department sent a notice in December, concurrent with the end of the fall school semester, to all local registered voters living in the dormitories at the University of San Francisco or San Francisco State University. Through this notice, the Department aimed to encourage higher participation in a group with historically lower than average turnout (i.e., young voters) and to assist any students who may plan to move before the primary election with updating their registration. (California law permits voters in college to register to vote either using the address at which they reside while attending school (e.g., a dormitory) or the former address at which they resided before college (e.g., a family home).)

Election Notice. To reach as many eligible but as yet unregistered residents of San Francisco as possible, the Department sent an outreach notice to approximately 370,000 households in mid-January. As described in previous section, this notice is meant to encourage all recipients to help decide our future by participating in the upcoming election, provide a few important reminders that could help voters get ready for the election, and finally, to remind recipients that the Department remains available at all times to provide assistance.

No Fixed Address Notice. To inform voters lacking both fixed and mailing addresses about voting options, the Department sent an email notice explaining how to vote in person and how to receive a vote-by-mail ballot packet by designating a mailing address such as a shelter, by picking up the ballot at the City Hall Voting Center, by using the online accessible vote-by-mail system, or by requesting emergency ballot delivery service. (California law permits any eligible resident, including a resident without a fixed address, to register to vote. In lieu of providing a fixed address, such a registrant may provide a description of where they stay, such as cross-streets. State law also permits, but does not require, a registrant without a fixed address to designate a mailing address, where the voter can receive official election materials.)

Notice to Pre-Registrants. To encourage young-adult voting in the March 5 election, the Department will send a notice to all pre-registrants who will turn 18 prior to Election Day, encouraging them to vote and providing helpful resources and voting options. (California law allows 16 and 17-year-olds to “pre-register” to vote using an online or paper form. The Department activates the record of each such applicant on their 18th birthday. Year-round, the Department contacts all new pre-registrants as well as all pre-registrants who have just turned 18, on a weekly basis.)

b. Indirect Outreach

In conducting voter outreach in the City, the Department supplements its outreach strategies by partnering with local community-based organization; thus, maximizing its outreach efforts. These partnerships help the Department establish trust with, and convey important information to, individuals who are less engaged with the Department's direct messaging, described above. With this in mind, the Department proactively works to cultivate its existing relationships and expand partnerships with a wide pool of organizations in order to effectively and efficiently disseminate accurate, accessible, multilingual, and culturally relevant voter outreach. The Department equips such partners with all of the materials and resources necessary to make their outreach work successful.

As the first prong of March indirect outreach, the Department secured grant funding through the City's budget and issued the *2024 Equitable Voter Participation Outreach: Request for Proposals (RFP)*. The Department selected 13 organizations as grant recipients to assist with outreach to a) the young adult (18 - 29) population, b) people with disabilities, c) AAPI, BIPOC, and Latinx communities, d) limited-English communities, and e) low-income communities. The three main purposes of the grant are to: 1) disseminate information about the March primary to members of focus populations, 2) increase local voter registration rates in at least one of these populations, and 3) promote civic engagement by recruiting San Franciscans to serve as poll workers. The 2024 RFP grant program term has begun on January 8 and will continue through Election Day, March 5, 2024.

As a second prong of March indirect outreach, the Department sent several hundred informational packets to its community outreach partners, including local non-profit organizations and city agencies. These packets included copies of various outreach materials, a letter describing online tools, and an invitation to partner with the Department to increase voter awareness and engagement by hosting a tabling event or presentation.

As the third prong of its indirect outreach strategy, the Department has incorporated messages through many of its materials, calling on voters to encourage their friends and family members to register and vote. These messages were incorporated in response to the fact that data shows peer-to-peer messaging is an effective means to mobilize voters. With over 500,000 locally registered voters, the electorate itself has great potential to reach many un-registered individuals the Department may not be able to reach directly. Below are some examples of this method:

The Online Vote Ready Tool invites voters to encourage others to make a voting plan, as shown below.

4. Help the Department of Elections increase voter turnout!

Research shows peer-to-peer engagement is one of the best ways to motivate more people to vote.

Please help your friends and family get ready for the upcoming election by sharing this link: sfelections.org/voteready.

Thanks, in advance, for being a San Francisco voter in 2024! If you have any questions about the upcoming election, feel free to contact us.

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Vote-by-Mail Instructions, enclosed in all March mail ballot packets, feature the City’s new “I Voted!” sticker and a message underneath the sticker inviting voters to wear it to encourage others to vote, as shown below.



Show other San Franciscans you’ve voted
to help encourage them to vote too!

The new “**Vote Here!**” sign, posted outside each polling place, will also encourage voters to spread the message about voting. The sign now features a large version of the “I Voted!” sticker, providing a “selfie” opportunity. Voters are encouraged to pose by the image, with its accompanying message “I voted at Precinct ___ on Election Day, March 5, 2024,” to post their selfies on social media, and to tag the Department.



The inside cover of the March 5 Voter Information Pamphlet will prominently feature a call to action, reminding voters that their participation in the election help determine our future and asking voters to help encourage their friends and family to vote, as shown on the following page.

March 5, 2024 Election

*Cast your ballot to help determine the future of your city, state, and country!
Please remind your friends and family to do the same.*

Election Highlights

- All registered voters receive ballots by mail.
- To be counted, ballots returned **by mail** must be postmarked by Election Day, March 5. Ballots returned **in person** must be hand-delivered by 8 p.m. on Election Day, March 5.
- Presidential and County Central Committee contests listed on the ballots reflect the voters' registered political party preference. (See pages 4–5 of this Pamphlet for information on how to get a different ballot or follow the instructions in your ballot packet.)
- Any voter may choose to vote or receive help at the City Hall Voting Center or their polling place.
- Any voter may opt to access, mark, and print an accessible, screen-readable ballot at sfelections.org/access.

Important Dates

February 5

The voting period begins with ballot mailing and the opening of the City Hall Voting Center for registration and voting services. 37 official ballot drop boxes are open in neighborhoods across San Francisco. Accessible Vote-by-Mail (AVBM) portal is open at sfelections.org/access.

February 20

Last day to register to vote or update registration in time to receive a ballot by mail. After this date, eligible residents can still register, update registration, and vote in person at the City Hall Voting Center or a polling place.

February 24/25 and March 2/3

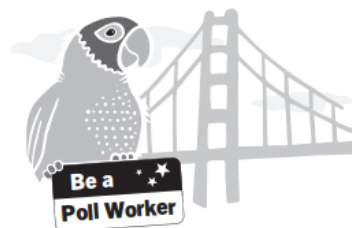
The City Hall Voting Center is open on the two weekends before Election Day from 10 a.m. to 4 p.m.

★ Election Day, March 5

The City Hall Voting Center and 501 neighborhood polling places are open from 7 a.m. to 8 p.m.

Sign up to Serve as a Poll Worker!

In every election, we hire over 2,000 poll workers – many bilingual – to administer voting at city's polling places on Election Day. You can help your community and earn up to \$295! To apply, go to sfelections.org/pwa or call (415) 554-4395.



In summary, the Department's voter outreach and education programs for the March 5 election are extensive, equitable, and creative. Not only has the Department continued to expand its outreach strategies, but it has also continued to strengthen its partnership with local organizations and find new ways to engage with infrequent voters and eligible but unregistered residents, all while being responsive to the funding approved for its outreach programs.

D. Digital Initiatives

For many years, the Department has developed and maintained a growing multilingual suite of informational pages, tools, and forms on its website, *sfelections.org*. In the lead-up to the March and November 2024 election cycles, the Department continues to prioritize delivery of efficient and accessible digital resources in response to the growing proportion of the local electorate that prefers to receive and send information digitally.

This year's digital work began with a large, citywide initiative to improve local government websites. As part of this initiative, the Department transitioned most of its preexisting website pages to the new content management system on *sf.gov*. As part of this project, the Department also revised content for over 40 of its webpages to achieve an approximate average reading level of 5th grade; translated these pages into Chinese, Spanish, and Filipino; and posted all English and translated pages using the City's *sf.gov* webpage templates.

The *sf.gov* templates utilize a streamlined interface, optimized for website users visiting from search engines who are seeking specific information, such as how to sign up to be a poll worker or how to vote. The Department has been utilizing these templates primarily to convey written outreach copy such as single-page guides on how to register to vote or file for office, and to host downloadable materials, such as official forms and detailed candidate guides. Due to template lack of flexibility, the Department also maintains a separate, internal website, *sfelections.org*, where it hosts all of its voter tools and results.

Shortly after launching its revised pages on *sf.gov*, in advance of the City's established timelines, the Department turned its attention to developing primary election-specific pages and tools to educate voters about the upcoming election, focusing on the impact of voters' registered party preference on ballot contests. To this end, the Department created and launched its March 5, 2024 Presidential Primary Election Readiness Toolkit, which both serves as a starting point for voters seeking information about the primary election and provides a convenient path for them to check their registration, submit updates to their registration, request a different or replacement ballot, read the online *Voter Information Pamphlet*, or review frequently asked questions about the election. The Toolkit can be accessed directly from the Department's homepage or via the link, sfelections.org/primary.

The second digital voter outreach project of 2023 involved expanding the functionality and logic of the Department's online Voter Portal for the upcoming primary election. More specifically, the Voter Portal was modified to assist local voters with no party preference (NPP) in submitting and tracking requests for crossover ballots (with presidential contests). After logging into the Voter Portal, a NPP voter who has not yet requested a crossover ballot will be immediately alerted that their ballot will not list any presidential primary candidates unless they take action and that they can request such a ballot using the Portal. Following is a screenshot of this message:

Election Plan – March 5, 2024, Consolidated Presidential Primary Election

Voter Portal

Review My Voter Record	Request a Party Ballot	Opt for Online Voter Information Pamphlets	Track My Ballot	Find My Polling Place	View My Sample Ballot	Find My Voting Districts	Submit My Language Preference	Logout
---------------------------	------------------------	-----------------------------------------------	--------------------	--------------------------	--------------------------	-----------------------------	----------------------------------	--------

You are registered to vote as a No Party Preference voter. Your March 5, 2024 ballot will not list any presidential primary candidates unless you request a party ballot with the presidential candidates of the American Independent, Democratic, or Libertarian political parties. (To request a party ballot, click the "Request a Party Ballot" tab of the Voter Portal.) You must re-register with a qualified political party if you want to vote for that party's County Central Committee contest, or if you want a ballot with the presidential candidates of the Green, Peace and Freedom, or Republican Party.

To make the process of submitting a crossover ballot through the Portal as quick and easy as possible, this tool only requires the user/voter to enter a few details – their preferred crossover ballot type and address.

By clicking the "Submit" button below, I acknowledge that only the registered voter themselves may request a ballot from a political party, that a request for a party's ballot made by any person other than the voter is a criminal offense, and that it is a crime to vote twice. I have declined to disclose a preference for a qualified political party. However, for this primary election only, I request a vote by mail ballot for the following party:

I'd like for my ballot to be mailed to:

Address

City State Zip

If a voter who has logged into the Portal has already requested a crossover ballot, using either the Portal or any of several other available methods, the voter will instead see a note confirming that the Department is in receipt of their ballot request. The note clearly specifies which of the three NPP crossover ballots (American Independent, Democratic, or Libertarian) was requested. For example, the following screenshot shows what a NPP voter who has requested a Democratic crossover would see:

Voter Portal

Review My Voter Record	Request a Party Ballot	Opt for Online Voter Information Pamphlets	Track My Ballot	Find My Polling Place	View My Sample Ballot	Find My Voting Districts	Submit My Language Preference	Logout
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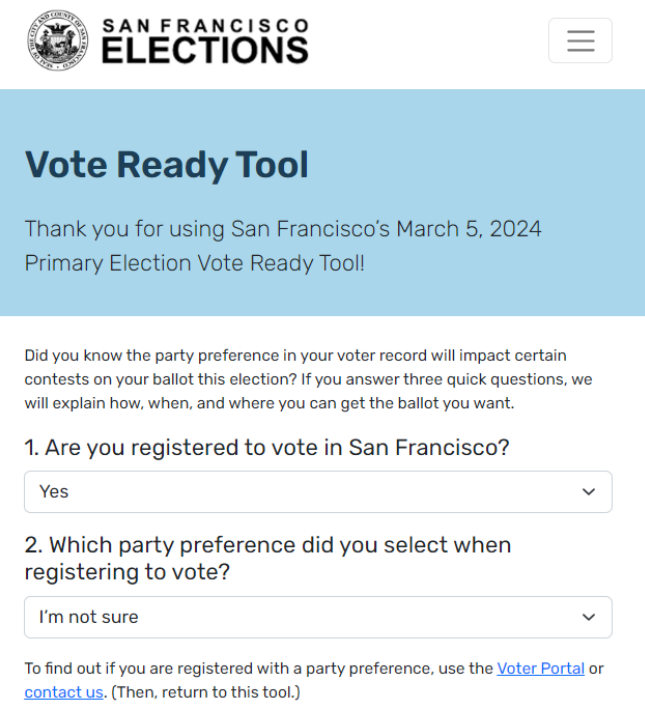
We are in receipt of your request for a ballot with the presidential candidates of the Democratic Party.

Finally, if a voter who has logged into the Portal has submitted their crossover ballot request after the Department's ballot packet assembly processes began, the voter will see a notice to that effect, along with a request to mark one ballot and destroy the other.

As its third digital project this year, the Department launched a new Vote Ready Tool, which is being made available to voters both via the Presidential Primary Election Readiness Toolkit and the link: sfelections.org/voteready. This tool, though hosted on *sfelections.org*, was designed to resemble the simpler new *sf.gov* design interface, so as to provide a smooth and user-friendly experience for website users that navigate to it from the Department's homepage or through the Toolkit.

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Tool users answer three quick questions to get a customized voting plan: 1) Are you registered to vote in San Francisco? 2) Which party preference did you select when registering to vote? and 3) How are you planning to vote in this election? As shown in the two screenshots below, the tool responds with customized prompts and practical advice, even if the voter is unsure about their registration status or voting option preferences. Once the user is able to affirm that they are registered to vote in San Francisco and also is able to identify their current party preference, the tool will generate one of 32 voting plans.



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Each plan explains what contests will be on the voter’s ballot and how they can get a ballot with different contests as well as how and when to vote. For example, as shown below, if a voter with a current preference for the Republican Party plans to vote in person, their plan will explain what contest will be on their ballot and provide polling place hours and locations.

1. Update your voter record as necessary.

Since you are registered to vote with a preference for the **Republican Party**, we will mail you a ballot listing that party’s presidential candidates and County Central Committee members, if any, in February. Although you will receive a ballot in the mail, you can still vote in person at the City Hall Voting Center or at a neighborhood polling place.

If you want to vote a ballot of a different party, you must re-register to vote with a preference for that party.

Because you plan to vote in person, you can choose to update your party preference before you vote or when you vote.

2. Do your research and use your sample ballot.

We will send you a Voter Information Pamphlet & Sample Ballot in early February. This Pamphlet will contain a wealth of information about local candidates, ballot measures, as well as election resources. You can use the sample ballot to mark your choices as you are doing research, and bring your Pamphlet with you when you vote.

We will mail you a Pamphlet unless you opt out in favor of online access. Online access saves both paper and tax dollars! To opt out of Pamphlet mailings or find out more about this option, please visit sf.gov/go-paperless-go-green.

3. Vote at the City Hall Voting Center or your polling place.

Consider voting early! The City Hall Voting Center opens February 5 to all San Francisco voters. At the Voting Center, you can register to vote, update your registration, pick up a ballot, or cast a ballot in person.

The Voting Center is located on the ground floor of City Hall, and will be open:

- Weekdays (except February 19, President’s Day): 8 a.m. to 5 p.m.
- 2 weekends before Election Day: 10 a.m. to 4 p.m.
- Election Day, March 5: 7 a.m. to 8 p.m.

You can also vote at your polling place on Election Day, from 7 a.m. to 8 p.m. To find your polling place, check the back of your Voter Information Pamphlet or visit selections.org/voterportal. For a map of all polling places, visit selections.org/pollsite.

4. Help the Department of Elections increase voter turnout!

Research shows peer-to-peer engagement is one of the best ways to motivate more people to vote.

Please help your friends and family get ready for the upcoming election by sharing this link: selections.org/voteready.

Thanks, in advance, for being a San Francisco voter in 2024! If you have any questions about the upcoming election, feel free to contact us.

All plans explain how to re-register to get a different ballot (and, for NPP voters, how to request a crossover ballot). All plans also encourage the user to read the *March Voter Information Pamphlet* to research candidates and measures on the ballot and to consider opting out of the paper version of the Pamphlet in favor of viewing the Pamphlet online. To increase local election awareness, voter registration, and voter participation in the March election, all plans also invite the user to encourage their friends and family members to register to vote and to cast their ballot.

The last major digital project for 2023 focused on increasing transparency of the Department’s operations. Specifically, the Department modified its “EData” tool, originally launched over a decade ago, to feature an expanded set of data and improved interface. When the Department first launched its EData tool, San Francisco was the first county in the state to provide this type of data provision service to the public. Since

Get help

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then, several other counties have deployed their own EData tools, and public expectations regarding the provision of this type of digital service has only continued to grow.

In an effort to stay ahead of the public's needs and expectations, and to offer the utmost level of transparency into the Department's operations coming into the 2024 presidential election cycle, the Department has made several improvements to its EData tool. Key to this project was an expansion of the number of datasets and visual representations within the tool, along with a modernization of its interface and design to improve the overall user experience. Available datasets and visualizations are now organized into six main sections: Registration, Turnout, Poll Worker Recruitment, Voter Information Pamphlet Delivery Methods, and Outreach Events, each of which is described in more detail in the paragraphs below.

The first section of the Tool, Registration, illustrates voter registration trends over time, allowing the public to compare the current number of registrants with historic counts over the last decade. This section also provides insight into the composition of the voter rolls, with graphs and data tables showing the distribution of voters according to parameters such as political party preference, language preference, and military or overseas registration status. All of the data sets in this section are updated daily, based on the day's registration statistics.

Total city voter registration counts are a function of both the number of new registrants and the number of voters that become un-registered (i.e., those who proactively cancel their registration, those whose USPS records indicate an out of county move, etc.) In addition to reporting total net registration, the Department also provides comparative data on the number of registration forms received from new registrants, re-registrants, and pre-registrants. This data, "Registration and Pre-registration by Month, 2022-Present" provides the public with a clear picture of registration activity within the city.

The second section of the Tool, Turnout, allows members of the public to review several datasets comparing turnout rates across elections, including a breakdown of the proportion of mail versus in-person voters. Throughout the voting period for the March 5 election, the graphs in these sections will be updated on a daily basis so members of the public can view pertinent operational data in near-real-time, including the number of ballots issued by mail and returned to date, the number of ballots issued at the Voting Center by date, and the status of all returned ballots (i.e., accepted, in review, etc.) to date. To provide ballot issuance information relevant to the March 5 election, the Department also added a new dataset and an accompanying graph displaying the proportion of crossover requests by party (American Independent, Democratic, and Libertarian) as well as the number of voters that have yet to submit such requests, to date.

The third and fourth sections of the tool, Poll Worker Recruitment and Polling Place Recruitment, show the Department's progress in recruiting poll workers and securing polling places for Election Day, respectively. The former provides a breakdown of poll workers recruited by language, while the latter shows a breakdown by facility type (public or private). Members of the public who are interested in comparing data for the upcoming election with that of previous elections can do so by selecting a prior election from the dropdown menu.

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The fifth section of the tool, Voter Information Pamphlet Delivery Methods, provides a breakdown of the number of voters requesting digital versus paper versions of the Voter Information Pamphlet. Navigation to this section also provides a link to the Voter Portal for voters who wish to opt out of paper delivery.

Finally, the sixth section, Outreach Events, provides numerical data for many of this year's outreach events, along with some attendee and location data about the events. The first graph provides a breakdown of events by primary audience (e.g., primary language preference, involvement with the justice system, lower income, or younger age), along with total estimated attendance per outreach event. The second graph provides a breakdown of the number of events based on the supervisorial district in which the events were conducted. For convenience, members of the public can also easily access the Department's online Outreach Event Calendar from this page. The Outreach Calendar has also been recently redesigned to allow outreach partners and members of the public to quickly browse upcoming events by year, month, community served, and event type.

In summary, in preparation for the 2024 elections, the Department successfully completed four major digital projects: a) the improvement, simplification, and updating of the Department's website, b) the modification of the Voter Portal to include primary and party preference-related functionality, c) the creation and deployment of a new Vote Ready Tool, which generates custom voting plans, and d) the reorganization of the E-Data Tool's data sets and graphics into more intuitive categories. With these options added to the Department's growing and extensive suite of digital resources, members of the public can analyze past elections and plan for future elections at any time, day or night, all in their preferred language and from the comfort of their own homes.

E. Hiring Practices

The Department of Elections is unique to city departments in that while it is one of the smallest city departments most of the time, it becomes one of the largest about three months before each Election Day. This expansion is due to the Department's hiring of approximately 200 temporary employees who assist year-round staff to complete all required tasks for each election cycle. These tasks include the facilitation of 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 the timely completion of many post-Election Day canvass and certification processes.

The Department is also perhaps unique in that most of the Department's current year-round personnel started their careers with the Department as temporary employees. In fact, nearly all of the Department's managers and division leads started out as temporary workers, then transitioned to full-time employment and joined the Department's management team. Not only does this Department's policy of internally promoting opportunities for employees at every level help the Department maintain efficient operations, but it also contributes to a culture of inclusiveness and organizational belonging.

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In addition to offering a route to permanent employment for some, the Department's seasonal hiring offers an opportunity to work on a semi-regular basis over the course of multiple elections. In fact, the Department is fortunate to have a number of seasonal employees, who choose to return to assist the Department election after election. The semi-regular nature of election cycles creates a mutually beneficial situation for the Department and temporary staff – while the Department experiences the efficiencies and camaraderie that comes with hiring staff who have previously assisted with election work, many of those employees enjoy the flexibility of being able to return to the Department and seek the duration of employment aligned with their other schedules.

The Department has been successful in attracting seasonal employees who return to assist with multiple elections, with the percentages of seasonal returning employees versus new employees being approximately 70% and 30%, respectively. Nonetheless, many seasonal employees eventually choose to take other paths in their careers and large fluctuations in staffing needs often put a strain on the Department's two-member Personnel and Payroll Team. The time and energy required to interview and train hundreds of temporary personnel for each election cycle can also lead to the increased workload for the Department's managers, who must find ways to add hiring to their operational responsibilities. In recognition of this challenge, the Department strives continuously to make recruitment processes ever more convenient and efficient for job seekers and its managers, and to streamline its onboarding operations.

Among the recent improvements to these processes is the Department's adoption of group interviews for all seasonal personnel -- as opposed to holding a one-on-one interview with each such applicant. Individual job interviews typically required hiring managers to devote at least one hour to interviewing and onboarding every temporary employee. The group interview method involves managers scheduling 45-minute sessions instead, which results in an approximately 90% decrease in total time used. In addition to saving time, this new method allows all applicants experience the same interview, with the same exact questions, over the same exact period of time.

The Department has also enhanced and streamlined its training program for seasonal personnel and adopted a staggered hiring schedule. This schedule allows a larger number of staff to be onboarded and trained later on in each election cycle, thus mitigating the overall fiscal impacts of hiring many temporary staff. Similarly, the Department introduced a remote interview program that allows hiring managers to use video conferencing to meet with applicants and fill multiple seasonal positions without conducting any in-person interviews. While applicants have responded favorably to this remote interview option because it eliminates the inconvenience of traveling to City Hall, managers have also benefited from the time saved.

In addition to focusing on the goals of making its hiring and onboarding processes as convenient and efficient as possible, the Department works to ensure its recruitment strategies are also as accessible and equitable as possible. To this end, the Department has made several modifications to its recruitment processes that include a) the simplification of all job announcements, b) more extensive coordination with local job recruitment partners, c) the launch and maintenance of a public-facing Employment Opportunities page on *sfelections.org*, and d) the creation and integration of equity-focused interview questions. Working together,

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these changes have resulted in the Department's being able to reach more job-seekers and from different communities.

As part of this ongoing goal, the Department also sought to revise and expand its employee orientation program, onboarding materials, and professional development offerings to reflect a greater commitment to inclusion and anti-bias environment.

Finally, as part of its planning for the March 5 election, the Department organized the Employment and Volunteer Opportunities Fair. This pilot project was launched with two main goals in mind: 1) to maximize the number of people hired by making seasonal job opportunities ever accessible and, 2) to minimize the internal staffing resources necessary to facilitate that hiring. The Department held the Fair in early December at an off-site location located near public transportation. To help spread the word about the Employment and Volunteer Opportunities Fair to as many residents of the city as possible, the Department reached out to over 200 local organizations and agencies encouraging them to notify their clients about this event. The Department also promoted the event on its social media channels and through its poll worker network.

This Job Fair served as a one-stop shop for local job seekers, with people applying, interviewing, receiving a conditional offer of employment, and beginning the onboarding process, all in a single day. At the same time, those interested in volunteering on Election Day, were able to apply to serve as poll workers, to schedule a training class, and receive an Election Day assignment. By all accounts, this new recruitment event was a resounding success, attracting job seekers from all walks of life, including recent immigrants, retirees, people with prior criminal history, and youth enrolled in Foster Youth Services Coordinating Program (a program administered by SFUSD), as well as people interested in public service.

The Job Fair started at 10 a.m. and there was a steady stream of attendees through the final hour at 4 p.m. Attendees were able to choose to interview for any of five positions with multiple openings: Field Election Deputy, District Support Driver, Ballot Processor, Voter Records Coordinator, or Public Service Clerk. Attendees could also apply for several positions with multiple openings and later interview dates: Poll Worker Coordinator, Outreach Coordinator, or Logic and Accuracy Voting Equipment Tester. All attendees were invited to learn more about the upcoming election and offered an opportunity to register to vote and make an impact by serving as a poll worker.

In a span of five hours, over 150 people attended the Fair. Of those, 74 people were interviewed, 50 received an offer of employment and began the onboarding process, and 12 joined the poll worker team. In addition, many people visited the outreach resource table with questions about registration and voting. Ultimately, the Fair was testament to the fact that the Department's activities can have a positive impact on many city residents – not only by providing accessible and equitable election services, but also by facilitating employment and volunteer opportunities that often lead to better personal economic outcomes. In response to the Fair's excellent results and much positive feedback from attendees, the Department plans to incorporate similar Fairs into its hiring practices going forward.

IV. Public Observations

Ensuring transparency is a key aspect of maintaining election integrity. Consequently, the Department provides access to election observation to the fullest extent possible with consideration of legal and logistical requirements necessary to preserve voting system security and voter privacy.

For the March 5 election, to encourage involvement in public observation of election activities, the Department will send invitation letters to representatives from political party central committees, the Civil Grand Jury, League of Women Voters, the media, and other interested groups or individuals to join the Official Observer Panel.

As in previous elections, the Department will publish a schedule of observable activities, including those occurring in the weeks and months leading up to Election Day, those on Election Day, and those that occur after Election Day (see Appendix A). Election activities that can be observed by the public include, but are not limited to, the Logic and Accuracy testing of voting equipment, the processing of vote-by-mail and provisional ballots returned by voters, in-person voting activities at the City Hall Voting Center and neighborhood polling places, Election Night ballot tabulation and reporting, and the post-election Canvass.

To familiarize observers with election processes and observation guidelines, the Department provides an Observer Guide that includes observer rights and responsibilities, as determined by the California Secretary of State and California Elections Code. This Guide also provides a calendar of observable activities along with schedule and locations of such activities.

In addition to facilitating public observation in person at the Department's office in City Hall and the warehouse on Pier 31, the Department live streams election processes online at sfelections.org/observe.

V. 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 in-person 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. (As described in *Section III. New and Modified Practices* of this Plan, last year, the Department launched its new sf.gov website that has several notable changes in appearance and functionality in relation to the Department's legacy site.)

Website visitors responded well to the changes and have been using the new site with only minimal feedback provided following the launch.

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When visiting the website, voters can access their registration information, view their Voter Information Pamphlet and sample ballot, track the journey of their vote-by-mail ballot from printing to counting, find locations of official ballot drop boxes or their polling places, or request translated election materials.

The Department's website features nearly 50 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 members of the public with additional questions, the Department administers a public email response mechanism: SFVote@sfgov.org. Voters living overseas who have questions can send their inquiries via SFVoteAbroad@sfgov.org.

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 a vendor to provide year-round over-the-phone interpretation in over 200 languages.

For each election cycle, the Department expands its phone and email assistance staff to ensure expeditious answering of telephone inquiries and managing of email correspondence through Election Day. All phone bank staff are trained for several days prior to beginning work, are provided with a comprehensive set of materials related to commonly-asked questions, and are supported by one or more leads with extensive knowledge of elections processes and procedures.

To provide in-person services at its office in City Hall, the Department staffs its public counter during regular business hours. As in prior elections, the Department will extend its hours of operation on the registration deadline, February 19, and will also be open during the two weekends prior to Election Day to provide in-person services and assistance.

VI. Candidate and Ballot Measure Filings

To facilitate local candidate and ballot measure filings in advance of the March 5 election, the Department prepared a County Central Committee and County Council Candidate Guide, a Candidate Guide for Superior Court Judge, a Guide to Qualifying Initiative Measures, and a Guide to Submitting Ballot Arguments. The Department also updated and posted a calendar that outlines statutory dates for this election cycle and applicable code references. The guides and calendar can be viewed at: www.sf.gov/candidates.

For the March 5 election, candidate filing activities commenced on September 14, when the submission period opened for signatures in lieu of filing fee for candidates for Superior Court Judge, state and federal offices.

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Between September 29 and December 8, the Department facilitated the nomination period for County Central Committee and County Council candidates.

Between November 13 and December 8, the Department facilitated the nomination period for state and federal offices, as well as for Superior Court Judges.

The Department also facilitated the intake of local ballot measures to be submitted to voters in the March 5 election. Ballot 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 Community College Board. For the March 5 election, the submission deadlines varied depending on the type of measure, and submitter, with most falling in November and December.

On December 11, the Department selected and assigned letters to identify each local measure that will appear on the March 5 election ballot. The Department assigns letters to measures in accordance with [CAEC §13109](#) and [MEC §505](#). (This ballot measure letter selection process was recorded and broadcast live via the Department's website.)

In December, 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.

Per [MEC §590](#), 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 March 5 election will draw to a close on February 20, which is the deadline for any write-in candidates to file their Declarations of Write-in Candidacy and nomination paperwork.

VII. Official Ballot

For the March 5 election, each voter's political party preference determines the version of the ballot that they will receive. There are six qualified political parties in the State of California, each with separate versions of the ballot:

- American Independent Party

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- Democratic Party
- Green Party
- Libertarian Party
- Peace and Freedom Party
- Republican Party

The contests for U.S. President party nomination and party Central Committees are the two contests in the March 5 election that are specific to each party's ballot.

There is also a version of the ballot with no party contests which serves as a default ballot for voters registered with no party preference. Those voters may choose to vote their default ballot or request a ballot containing a presidential contest of one of the following parties that allowed no party preference voters to vote in their primaries:

- American Independent Party
- Democratic Party
- Libertarian Party

The following contests will appear on the March 5 ballot:

- President (for voters with a party preference or who request a partisan ballot)
- United States Representative, Districts 11 and 15
- State Senator, District 11 (full term beginning January 3, 2025, through January 3, 2031)
- State Senator, District 11 (remainder of the current term ending on January 3, 2025)
- State Assembly Member, Districts 17 and 19
- Judge of the Superior Court, Seats 1 and 13
- County Central Committee (Democratic Party; Republican Party)
- State Proposition 1
- City and County Measures A-G

Voters registered with the American Independent, Green, Libertarian, and Peace and Freedom parties, will not see county central committee or county council contests listed on their ballots because fewer candidates qualified than there are seats to be elected. This information will be printed on the ballots for these parties.

Additionally, all ballots will include a notice, as per requirements of the California Secretary of State (SOS), explaining why there are two contests for the same seat in the United States Senate.

For every election, the Department produces the official ballot in English and Chinese, Filipino, and Spanish, in both paper and digital formats, along with paper and digital facsimile (reference) ballots in Burmese, Japanese, Korean, Thai, and Vietnamese.

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The March 5 paper ballot will consist of two double-sided cards, listing federal, state, and local offices, the state proposition and local ballot measures.

For the March 5 election, there will be seven ballot types. 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 party and language version will need to be printed.

For the March 5 election, ballot drafting and translation activities began approximately 120 days before Election Day. On December 11, the Department assigned letters to seven local ballot measures. Following the SOS's random alphabet drawing on December 14, the Department drew a random alphabet to apply to candidate rotations for the State Senate District 11 and Assembly District 19 seats. The Department began formatting the ballots on December 28, immediately after the SOS provided a certified and translated candidate list.

The Department finalized ballot files on January 8, and sent the files to its ballot printer. The ballot printer then initiates the many processes required to mail ballot packets to approximately 10,000 MILOS voters no later than January 19 and to nearly 500,000 local voters by February 5.

In addition to printing official paper ballots, the Department's printing vendor assembles, addresses, and mails vote-by-mail ballot packets. This series of processes requires careful coordination between Department staff and the printing vendor because each ballot envelope must contain a ballot that correctly corresponds to the recipient voter's ballot type, party preference, and language preference. Only after this coordinated process can ballot packets be packaged for delivery to the mail facility, scanned into the USPS mail tracking system, and finally delivered by postal carriers to the voters.

Simultaneous with work on paper ballots, the Department's ballot production team works on developing ballots for use with the online Accessible Vote-By-Mail (AVBM) System, which by law must be open to MILOS voters on January 19 and to all voters on February 5. In addition to the AVBM system, staff will also produce touchscreen and audio versions of the ballot to be used on accessible ballot-marking devices at the City Hall Voting Center and polling places.

VIII. Ballot Simplification Committee

Section 600 of the San Francisco Municipal Elections Code requires that for each election, a Ballot Simplification Committee creates plain-language summaries of proposed City measures that will appear on

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the ballot. These summaries, or “digests,” which are prepared at public meetings, are printed in San Francisco’s Voter Information Pamphlet, which is provided to every registered voter before the election.

For the March 5 election, the Ballot Simplification Committee meetings commenced on Monday, November 27 and continued through Friday, December 1.

In accordance with public meeting laws, the Department facilitates the Committee’s meetings by publishing meeting times and agendas, and by compiling, posting, and sharing with the Committee members various materials before and after the meetings. Interested members of the public may view this information on sfelections.org/bsc and may attend meetings of the Committee. The Department also requests analyses on the Committee’s behalf from City departments likely to be affected by passage of proposed ballot measures and responds to inquiries from City agencies and the public about meeting logistics and procedures.

At the meetings, Committee members review the legal text of local ballot 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.

The Ballot Simplification Committee consists of five voting members, each of whom must be a San Francisco resident and registered voter. Committee members are volunteers and have backgrounds in fields such as journalism, education, and written communication. The Board of Supervisors appoints three members and the Mayor appoints two members of the Committee.

IX. Voter Information Pamphlet and Sample Ballot

For every election, the Department develops a Voter Information Pamphlet (VIP) with information about local candidates and ballot measures, voting options in San Francisco, and a sample ballot. The VIP is produced in hard and digital copy in English, Chinese, Filipino, and Spanish, all in PDF, HTML, XML, and large-print formats; it is also available by request in English in MP3 and other audio formats, including USB flash drive, CD, and National Library Service (NLS) cartridge.

Elections law sets forth VIP content requirements for all elections. For the March 5 election, the VIP is expected to reach approximately 160 pages. The VIP will include general information about voting and ballot contests, key election dates, a sample ballot, and other information required under state and local law. In addition to covering regular topics, the March VIP will also include several pages dedicated to explaining the primary election rules and how registered party preference impacts presidential and county central committee

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contests on voters' ballots. The March VIP will also include several filler pages featuring the Department's outreach messaging 1) *I vote for my community.* 2) *I vote for my family.* and 3) *I vote for my future.*

For the March 5 election, the element of party preference added another layer of complexity to VIP production, assembly, and mailing processes as the Department had to produce six party-specific and one NPP version of every VIP type, which already vary according to recipient voter ballot type, language preference, and use type (e.g., mailed VIPs, VIPs distributed to polling places). The combinations of all these elements necessitated the Department to produce nearly 90 VIP versions for the March election.

The VIP will be provided to voters via their preferred delivery method (mail or email) in early February. To allow for maximum voter convenience when preparing for voting the official ballot, the mailing of the VIPs will coincide with voters receiving their vote-by-mail ballot packets.

All voters will receive a VIP in English. Chinese, Spanish, Filipino, and alternate-format VIPs will also be provided to those who have requested them. There will also be several supplemental mailings to voters who register after the initial mailing.

X. Outreach Objectives and Strategies

For the March 5 election, the Department will use a wide variety of outreach strategies to disseminate information pertinent to current election topics, such as how to register to vote, ways to vote, contests on the ballot, how to request a partisan ballot or change party preference, availability of accessible and translated voting resources, and how to get involved with elections, such as serving as a poll worker or observing the elections processes. Following is a summary of the outreach materials and strategies that the Department will employ for the upcoming election.

A. Print and Digital Materials

For the March 5 election, the Department has developed an array of multilingual and multi-format materials that will be distributed directly to voters and community outreach partners. All print materials, briefly described below, will be available in English, Chinese, Spanish, and Filipino, as well as in large-print by request (The *Accessible Voting in San Francisco* brochure will also be available in Braille).

- *March 5 Election Brochure*: provides information about registration, party preference, voting options, contests on the ballot, and poll worker service.
- *March 5 Election Poster*: showcases the primary election theme and slogan, and includes QR links to the Department's presidential primary toolkit and online registration application.
- *Vote by Mail Brochure*: describes main steps for voting by mail and how to avoid common mistakes.
- *Accessible Voting Brochure*: describes accessible voting resources and materials.

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- *No Fixed Address Card*: provides information about how to register and vote without a permanent address.
- *Justice-Involved Voter Flyer*: includes information about who is eligible to register and vote and how to do so.
- *Pre-registration Card*: provides information for 16/17-year-olds about pre-registration and poll worker service.
- *Career Card*: includes information about ongoing employment and poll worker volunteer opportunities.

To supplement printed outreach materials, the Department also developed multilingual digital materials:

- The *March 5, 2024 Election Readiness Toolkit*, at sfelections.org, now serves as a hub for accessing a wealth of digital resources and tools. Current digital materials, many of which were developed or expanded for the March 5 election, are described in Section III. New and Expanded Practices of the Plan.
- The *March 5, 2024 Election Video Presentation*, on YouTube and sfelections.org, provides essential information about voting in the upcoming election. The video presentation, available in English, Chinese, Spanish, Filipino, and/or closed captioning, mirrors the Department in-person presentation, allowing anyone to view this educational resource at their convenience.

B. Outreach Dissemination

The Department will use traditional media, social media, direct mail, and community partnerships to reach voters.

i. Traditional and Social Media

In the upcoming election, the Department will utilize multilingual media to communicate key information to San Francisco residents, publishing press releases about key election dates and conducting interviews with local media outlets to reach both English and non-English speaking audiences. To communicate with as broad an audience as possible, the Department will also produce multilingual 30-second radio and television public service announcements (PSAs). PSAs will run in the following media outlets starting in February:

- a. Xfinity Channel 238 (Chinese/Filipino)
- b. Effectv - 27 Comcast Networks (English/Spanish/Chinese/Filipino)
- c. Univision T.V. - KDTV-DT, Channel 14 (Spanish)
- d. Univision Radio - KDTV-DT, Channel 14 (Spanish)
- e. KMEL radio (English)

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- f. Multicultural Radio Broadcasting - KEST, Channel 1450 AM (Chinese)
- g. Multicultural Radio Broadcasting - KIQI, Channel 1010 AM (Spanish)
- h. Audacy – KCBS, Channel 106.9 FM - All News (English)
- i. Audacy - Channel Q, MHz 96.7 FM (English)
- j. KQED T.V. - Channel 9 (English)
- k. KQED Radio - Channel 88.5 (English)
- l. Sound of Hope - KVTO, Channel 1400 AM (Chinese)

In tandem, the Department will launch a multilingual advertising campaign with key March election information in local print media.

- a. San Francisco Bay Times (English)
- b. Bay Area Reporter (English)
- c. World Journal (Chinese)
- d. Wind Newspaper (English/Chinese)
- e. Daily Journal – Sing Tao (Chinese)
- f. Daily Journal – Philippine News (Filipino)
- g. Daily Journal – Asian Journal (Filipino)
- h. Daily Journal – Korean Times (Korean)
- i. Daily Journal – El Reportero (Spanish)
- j. Daily Journal – Vietnam Daily (Vietnamese)
- k. Clint Reilly Communications dba San Francisco Examiner Media Co. - SF Weekly (English)
- l. Clint Reilly Communications dba San Francisco Examiner Media Co. - SF Examiner (English)
- m. SF Neighborhood Newspaper Assoc. - El Tecolote (Spanish)
- n. SF Neighborhood Newspaper Assoc. - Marina Times (English)
- o. SF Neighborhood Newspaper Assoc. - Noe Valley Voice (English)
- p. SF Neighborhood Newspaper Assoc. - Potrero View (English)
- q. SF Neighborhood Newspaper Assoc. - Richmond Review (English)
- r. SF Neighborhood Newspaper Assoc. - SF Bay View (English)
- s. SF Neighborhood Newspaper Assoc. - Sunset Beacon (English)
- t. SF Neighborhood Newspaper Assoc. - West Portal Monthly (English)

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To reach residents who commute via San Francisco’s public transit, the Department will place advertisements with election messages and spotlighting poll worker opportunities on Muni buses in January.

The Department will also continue to regularly provide essential election information via its social media channels X (formerly known as Twitter), Facebook, Instagram, and NextDoor. These social media posts will highlight important deadlines, news from the Department, voting options, and FAQs. To fully serve readers who want additional, more comprehensive information, many of these social media posts will also include links to detailed informational pages and online self-help voter tools (e.g., the Voter Portal).

ii. Direct Mail Campaign:

In the months leading to the Election Day, the Department will conduct a multilingual direct mail campaign, providing election information to all city residents. (These mailers are described in *Section III. New and Expanded Practices* of this Plan.)

iii. Events and Presentations

The Department will host and/or participate in an array of community outreach events in the months leading up to the election, including registration drives, presentations, engagement opportunities, festivals, and pop-ups, details for which will be posted on the Department’s outreach event calendar and social media channels.

To create a festive, celebratory atmosphere that inspires residents to engage with elections, the Department will conduct election trivia games, including the *Wheel of Voting* and *Test Your Knowledge of Primary Rules*. Building off of the success of the Department’s “I Voted!” sticker design contest, many event attendees will have the option of designing a button with messages such as “I registered to vote!” or “I’m a voter!” In addition, the Department will distribute wrapped chocolate with a QR code to the online voter registration website.

iv. Community Partnerships

Community partnerships are an essential component of the Department’s goal to successfully educate and engage eligible residents about voting and elections. To that end, the Department will again partner with hundreds of nonprofits and community-based organizations, along with many local government agencies, businesses, schools, places of worship, and public and private care facilities, to share information about the upcoming election with all eligible residents, with the focus on those belonging to vulnerable and hard-to-reach communities. To initiate such partnerships for the March election cycle, in December, the Department mailed packets of multilingual outreach materials to over 700 local organizations and agencies, providing each of them with a form to request additional print materials from the Department and inviting them to collaborate with Department outreach staff at community events.

Grant Partnership: The Department supplemented its outreach to the general public through the *2024 Equitable Voter Participation Outreach Grant Program*. Through this program, the Department provided

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funding to organizations to assist with its outreach to a) the young adult (18 - 29) population, b) seniors and people with disabilities, c) AAPI, BIPOC, and Latinx communities, d) limited-English communities, and e) low-income communities. The main purposes of the grant are to: 1) disseminate information about the March primary to members of focus populations, 2) increase local voter registration rates in at least one of these populations, and 3) promote civic engagement by recruiting San Franciscans to serve as poll workers.

Advisory Committees: The Department continues to work with its Language Accessibility Advisory Committee (LAAC), a group comprised of language access leaders and members of the public, to reach and disseminate election information to voters from minority communities and improve language-related services and materials offered by the Department. Similarly, the Department also continues working with its Voting Accessibility Advisory Committee (VAAC), a group comprised of accessibility experts and members of the public, to improve its materials and services for voters with disabilities and seniors.

Hospitals and Care Facilities: The Department works with many local care facilities and hospitals to provide election-related services. Prior to the March 5 election, the Department will reach out to such facilities to provide resources to help their patients and residents register to vote and cast ballots.

SRO Housing: The Department will provide a number of local single room occupancy (SRO) facility operators with a list of reminders on how to receive and handle election mail at their facilities as well as a poster to be affixed in the mail room of each facility. This poster will provide SRO tenants with pertinent information about voting by mail, including deadlines and options for returning their ballots by mail or in person.

Government Entities: The Department continues to collaborate with various government entities to reach local residents, including the San Francisco Public Library, the Library for the Blind and Print Disabled, the San Francisco In-Home Supportive Services Public Authority, the Office of Civic Engagement and Immigrant Affairs (OCEIA), and the Department of Homelessness and Supportive Housing.

Local Businesses: To increase the visibility of election-related materials at locations which provide essential goods and services, the Department will work with many merchants and grocery store owners across the City to hold registration events and display posters in their storefronts (with a focus on lower turnout areas).

Prisoner Legal Services and Juvenile Hall: In collaboration with the Prisoner Legal Service (PLS) unit of the Sheriff's Department, the Department continues to facilitate the Incarcerated-Person Voting Program to provide tailored outreach materials, registration forms, and ballots to eligible San Franciscans involved in the justice system. To encourage eligible such residents to participate in the election, the Department recently worked with PLS to develop a DVD, namely the *March 5, 2024 Election Presentation for Voters in Jails*. This DVD explains who is eligible to vote with a criminal history, and how to vote while serving a criminal sentence.

In addition, the Department will continue to collaborate with a number of local agencies and organizations who serve justice-involved individuals, including the Delancey Street Foundation, Five Keys Schools and

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Programs, and the Reentry Council. Through these collaborations the Department will facilitate registration, provide information about participating in the upcoming election, and encourage justice-involved and crime-affected individuals and families to engage in community service through volunteering as a poll worker.

Schools: The Department continues to work with local high schools, colleges, and universities to disseminate election information and recruit poll workers. Beginning March 5 election, the Department will provide on campus ballot drop boxes at the University of California Law, University of San Francisco, and San Francisco State University.

Employment Centers: The Department continues to work with a number of local job training and vocational service providers. In addition to providing election materials, the Department distributes materials designed to inform program participants about election employment opportunities and serving as a poll worker.

XI. Polling Places

For the March 5 election, the Department will support 501 polling places to serve San Francisco voters on Election Day.

The process of identifying polling places begins by contacting providers of facilities used as polling places in the previous election to determine which facilities are available in the upcoming election. Based on the availability of previous sites, the Department develops a list of precincts in which polling places must be relocated. To identify new sites in these precincts, a team of two poll locators is dispatched to the precinct 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. These tools help to identify the most convenient and accessible path of travel, entrance, and placement of the voting area at sites that have multiple rooms and/or entrances. Locators are also trained to identify potential temporary solutions (i.e. threshold ramps) that the Department may use to mitigate accessibility obstacles at otherwise suitable sites, and whether additional signage might be useful for directing voters to the entrance.

Once a site has been identified, the Department works with facility providers to develop site-specific plans that ensure that all polling places and voting equipment are secure and properly functioning from 7 a.m. to 8 p.m. on Election Day. These plans include mutually agreed upon steps for unlocking the facility (e.g., provision of keys or door codes to Department staff), schedules for the delivery and retrieval of polling place supplies, and emergency contact(s) that can be reached in the event an issue arises at a facility throughout Election Day (e.g., site is not open for setup at 6 a.m.)

XII. Facilitating Voting in Person

Voting Center services. The City Hall Voting Center will be open for in-person services during the early voting period. Between Monday, February 5, and Monday, March 4, the Voting Center will be open weekdays, 8 a.m. to 5 p.m., except for Presidents' Day, February 19. Weekend voting will be available on the two weekends before the election, February 24-25 and March 2-3, 10 a.m. to 4 p.m. On Election Day, March 5, the Voting Center will observe the same voting hours as polling places, 7 a.m. to 8 p.m.

The Voting Center will serve all City residents who wish to obtain personal assistance, use accessible voting tools such as the ballot-marking device, pick up or drop off ballots, cast their ballots in person, register to vote, or update registration (e.g., update political party preference to receive a ballot with different presidential candidates.) At the Voting Center, in-person voters will cast their ballots, enclosed in vote-by-mail envelopes, into official ballot drop-boxes, rather than scanning them through a ballot-scanning machine. As with any vote-by-mail voter, those who cast their ballots at the Voting Center can use the Voter Portal or contact the Department to check the date the ballot was accepted, extracted from its envelope, scanned by the voting equipment, and counted.

Polling place services. Each of the City's 501 polling places will be open 7 a.m. to 8 p.m. on Election Day. All polling places will offer bilingual paper ballots in English and Chinese, English and Spanish, and English and Filipino, and provide language assistance from bilingual poll workers on request. The Department will also provide facsimile (reference) ballots in Burmese, Japanese, Korean, Thai, and Vietnamese. All polling places will also offer accessible ballot-marking devices with touchscreen and audio ballot formats, personal assistive device compatibility, and accessible voting tools such as page magnifiers, pen grips, and seated voting.

At all polling places, the Department will offer same-day, conditional voter registration for those who miss the registration deadline or who need to make updates. Those who want to update party preference or language preference at the polls, can do so in order to receive a ballot with their preferred partisan contests and language.

At all polling places, the Department will provide ballot-scanning machines that tabulate votes onsite. Voters listed on the polling place Roster of Voters and who are eligible to cast a standard (non-provisional) ballot can scan their ballots issued at the polling place using the ballot-scanning machines. Anyone whose eligibility to cast a standard ballot cannot be verified by the poll worker (e.g., voters not listed on the Roster) may vote provisionally.

XIII. Facilitating Voting by Mail

In accordance with state election law, the Department will mail vote-by-mail ballot packets to all registered voters in the upcoming March 5 election. Each ballot packet will contain a bilingual ballot corresponding to

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the voter's language and party preference, or for voters registered with no party preference, corresponding to the voters' partisan ballot request, or lack thereof, submitted. The Department will continue mailing packets to new registrants, those who need replacement ballots, and those who change party preference or submit requests for partisan ballots, up until four days before Election Day.

As in previous elections, voters will be able to track their ballots by inputting their credentials into the Department's online lookup tool or by contacting the Department by phone or email. When checking the status of their ballots using the Department's Voter Portal, voters will be provided with current information as their ballots move through the following production, delivery, and processing steps:

1. The ballot is printed
2. The VBM packet has been assembled and is ready for mailing
3. The VBM packet is delivered to the USPS en route to the voter
4. The Department is in receipt of the voter's voted ballot packet
5. The Department has verified the signature on the return envelope
6. The return envelope has been accepted and is ready to be opened
7. The Department has removed the ballot from the return envelope
8. The Department has counted the ballot.

The Department will continue to provide voters with an additional option to track the status of their ballots through the Secretary of State's *Where's My Ballot?* tool at wheresmyballot.sos.ca.gov. This tool allows voters to sign up to receive automatic ballot notifications via email, text, or voice message.

Vote-by-mail ballot drop box infrastructure. For the March 5 election, San Francisco voters will have 24/7 access to 37 secure, access ballot drop boxes located in various neighborhoods across the City. Any voter may choose to use an official drop box in San Francisco to drop off their ballot or the ballot of another California voter who has authorized them to do so.

Voters can find a map of all official drop box locations in their local Voter Information Pamphlet or at sfelections.org/balлотdropoff.

Each ballot box bears an American flag and the official seal of the City and County of San Francisco and is clearly marked as an "Official Ballot Drop Box". Each ballot box is located outdoors, placed on an accessible path of travel, and features a ballot deposit slot, which is positioned approximately 42 inches from the ground in order to provide maximally convenient access to voters using wheelchairs or other mobility aids. All notices on every box utilize a high-contrast and large-print font with an anti-glare finish designed to be legible to all voters, along with Braille-embossed instructions to guide voters to identify the location of the ballot deposit slot. All instructions are printed in English, Chinese, Spanish, Filipino, Burmese, Japanese, Korean, Thai, and Vietnamese.

Accessible Vote-By-Mail System. Any California voter may choose to use an accessible vote-by-mail (AVBM) system to access and mark their ballot.

The Department will open its AVBM system to all registered San Francisco voters starting 29 days before the election (In accordance with federal election law, the AVBM system will be open for voters serving in the military or residing overseas no later than 45 days before the election.)

The AVBM system allows voters to download and mark screen readable vote-by-mail ballots, and is compatible with many personal assistive devices such as head-pointers and sip and puffs. For security reasons, the AVBM system does not store or transmit votes over the internet. Consequently, voters must have access to a printer to print and return their AVBM ballot printouts by mail or in person in a timely manner, just as VBM voters who use official paper ballots must do.

Voters may return AVBM ballot printouts by using the official ballot return envelope enclosed with VBM ballot packets or their own envelopes. If using their own envelopes, voters will need to complete and enclose a Voter Oath and Ballot Return Form (available through the AVBM system), which will allow the Department to conduct the required signature comparison on the envelope with the signature in a voter's registration record while protecting the secrecy of the ballot during processing.

Voters serving in the military or residing overseas. 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 Election Day. Military and Overseas voters can choose to receive their ballot via email, fax, or postal mail.

All military and overseas voter will be able access their ballot via the accessible vote-by-mail system beginning no later than 45 days before Election Day. Those with email ballot preference will automatically receive a link to the system via email when it becomes available. Concurrently, the Department will send ballots to military and overseas voters by mail and fax in accordance with voters' preferences.

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 a Voter Oath and Ballot Return Form.

The Military and Overseas page on the Department's website 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 election law, precincts with fewer than 250 registered voters do not have assigned polling places. For the March 5, election, there are 13 precincts

designated as mail ballot precincts. Voters in these precincts will receive VBM ballot packets in the mail and may choose to vote by mail or in-person. Since these voters do not have an assigned polling place, the Department provides tailored instructions with their VBM packets that include the addresses of the two nearest polling places with the same ballot type.

XIV. Facilitating Voting for Eligible Persons Detained in Local Jails

Any otherwise eligible person detained in county jail remains eligible to vote under California law provided they are not currently serving a sentence for a felony conviction. The Department protects the voting rights of those detained in San Francisco's currently operating jails – County Jail #2 and County Jail #3 – through its Incarcerated Voting Program (IVP), offering outreach, registration and voting services.

In all recent elections, the IVP program has been conducted in collaboration with the Sheriff's Office's Prisoner Legal Services (PLS), a law enforcement unit unique to San Francisco. Both those currently housed in jails and those recently released may request assistance from PLS. In addition to assisting justice-involved persons with access to courts, notary services, housing, and child custody issues, PLS also works with the Department to provide registration and voting services to this population.

As in any election, administration of the March 5 election IVP will necessitate management of three activities: 1) Maintenance of voter records, 2) Voter outreach and registration, and 3) Delivery of official elections materials and notices to voters. Following is a brief description of the three activities undertaken by the Department to facilitate IVP.

1. Maintenance of Voter Records. Approximately three weeks before the start of each early voting period, the Department sends PLS a list of voters who registered through the IVP in the previous election cycle and have not subsequently updated their registration. PLS then determines who on the old list is either still in custody or has been recently released and provides the Department with an updated list. Using the new PLS list, the Department updates the voter records in its Election Information Management System and prepares for printing, assembly, and delivery of ballots and Voter Information Pamphlets (VIPs) to voters on the new list – including both those currently in custody and those recently released.

Accurate maintenance of the records of voters in custody throughout each election cycle requires near-daily attention, as some voters who are part of the IVP before the start of the early voting period may be released at any time before vote-by-mail ballots are set to be delivered, while others may become involved with the justice system at any time up through Election Day. Given this dynamic situation, the Department keeps in nearly constant contact with PLS staff throughout the election cycle to ensure those who are either still in San Francisco County jails or have recently been released receive their ballots and Voter Information Pamphlets.

2. Voter Outreach and Registration. Various safety rules are currently in place at local county jails to protect facility staff and visitors, as well as the incarcerated individuals themselves, some of which limit the extent and type of outreach activities the Department may conduct. To comply with these rules and provide outreach, the Department develops and provides to PLS staff various materials at the start of every election cycle. These materials include multilingual flyers with key election information, posters on the value of civic engagement and voter rights for justice-involved people, and pocket-size cards that explain the conditions under which justice-involved people can register to vote and vote (e.g., those on parole), as well as those under which justice-involved people may neither register nor vote (e.g., those currently serving a state or federal prison term for the conviction of a felony). PLS staff, in turn, place these election outreach materials in jail housing areas where they can be easily accessed by incarcerated individuals.

The Department also provides PLS staff with paper voter registration forms and training on how to help register individuals and conduct voter registration drives. This in-depth training covers voter registration eligibility requirements, key election dates and deadlines, and relevant laws about assisting others in completing voter registration forms. In addition to covering how to help someone register using a paper form, the Department also trains PLS staff to help incarcerated persons register using the Secretary of State's online registration form.

3. Delivery of Official Election Materials and Notices. The Department provides vote-by-mail ballot packets and Voter Information Pamphlets to all registered local voters detained in San Francisco county jails, as it does for all other registered local voters. However, the method of delivery of these materials to incarcerated voters is different; instead of mailing vote-by-mail ballot packets and pamphlets to the jailhouse – which could lead to delays in distribution of materials to detainees – the Department arranges for PLS personnel to pick up these materials from the Department's office at City Hall and hand-deliver them directly to IVP voters in jail. PLS staff make several such pickup and delivery trips in each voting period, also collecting marked ballots and delivering replacement vote-by-mail ballots as necessary.

Given that voters in jail may not be able to easily call the Department or access its online tools to inquire about their ballot status, the Department coordinates with PLS staff to provide notice to IVP voters whose ballots were received and counted. This notice is provided to any IVP voter who either successfully cast a vote-by-mail ballot, or successfully cured a ballot challenge.

To make the experience of casting a vote-by-mail ballot from jail as close as possible to the experience of other voters, the Department deploys 30 official red ballot boxes used by other San Francisco voters to the City's jails. These ballot boxes are placed in jail housing areas and supervised by a deputy sheriff at all times during the voting period. To ensure expeditious processing of ballots returned by individuals in custody, the Department works with PLS staff to establish procedures and processes to support several secure ballot transfers at predetermined dates throughout the voting period up until 8 p.m. on Election Night.

In the March 5 election, the Department anticipates providing registration and voting services to approximately 600 people housed in San Francisco jails. Although the Department has been partnering with

PLS to conduct the IVP for many years, the Department continues to look for ways to improve access to election services for justice system-involved individuals, to expand education for those who may be unaware or unsure about their right to vote, and ultimately, to increase voter participation.

XV. Facilitating Emergency Ballot Delivery Program

In the last week of the voting period, the Department provides emergency ballot delivery and pickup service to eligible residents who have yet to vote. Through this program, the Department works with local hospitals and other short-term and long-term care facilities, as well as with individuals, to provide ballots and official voting materials to voters who are hospitalized or otherwise unable to travel to in-person voting sites, and those who need assistance with returning their mailed ballots.

In facilitating this program, the Department also partners with Zuckerberg San Francisco General Hospital Department of Emergency Medicine and the UCSF Emergency Department to provide ballot delivery service to those admitted to emergency rooms on Election Day.

Approximately three months before the election, the Department reaches out and provides informational packets to nearly 135 hospital and care facilities to inform them of the upcoming election and provide resources for helping their patients and residents register to vote and request ballots. Each packet includes a letter describing San Francisco's accessible voting services, including the accessible vote-by-mail system, third-party ballot pickup and return options, and emergency ballot delivery and pickup service for those unable to travel.

Such a proactive contact provides an opportunity for facilities to request additional assistance, such as scheduling on-site events where the Department's outreach coordinators can assist with completing registration applications, vote by mail applications, and provide information about contests appearing on the ballot.

All Department staff involved in ballot deliveries are trained to respect voter privacy, uphold the right to cast a secret ballot, and offer translation assistance. Delivery driver training materials include detailed explanations regarding 1) how to set up accessible ballot-marking devices in homes and facilities, 2) how to communicate effectively with voters who wish to use touchscreen or audio ballots, 3) how to provide helpful and respectful assistance to voters with completing forms or marking ballots, and 4) how to refrain from engaging in any conversations to provide political opinions and/or help make voting decisions.

For the March 5 election, as for all past elections, the Department remains committed to increasing awareness of not only its Emergency Ballot Delivery program, but of all of the voting services available to local voters with disabilities and/or experiencing unexpected illness or mobility limitations, highlighting in particular the accessible vote-by-mail system and curbside voting (by request at any in-person voting site), and at all times leveraging the expertise of members of the Voter Accessibility Advisory Committee (VAAC) while incorporating public feedback.

XVI. Poll Workers

For the March 5 election, the Department will recruit and train approximately 2,000 poll workers to staff 501 polling places and 50 standby poll workers for dispatch to precincts that may require additional assistance on Election Day.

Recruitment. The process of recruiting poll workers begins by contacting former poll workers to identify those who are available to serve in the upcoming election and establish recruitment goals for the upcoming election. With recruitment goals in place, the Department implements an array of strategies to recruit a wide and linguistically diverse group of poll workers. These strategies include partnering with local organizations to disseminate information about the opportunity to serve as a poll worker to new prospective applicants, running advertisements on local radio and newspaper, printing information in voter notices and mailings, and sending notification emails to voters residing in precincts where volunteers are needed, create ads for local radio and newspaper, and include pertinent information in the citywide mailer and the Voter Information Pamphlet.

Assignment. For the upcoming election, each polling place will be staffed with at least three poll workers: one inspector and two 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 site, the bilingual staffing requirements required at the site, and the poll worker's requested preference for specific neighborhood(s).

In determining polling places for bilingual poll worker placements, the Department employs multi-step criteria that originate from a variety of sources, including an analysis and application of local voter data, application of data provided by the Secretary of State, and input from local community-based organizations and advocacy groups. As in previous elections, the Department will make a concerted effort to go beyond legal requirements in recruiting and deploying bilingual poll workers at locations where language assistance is likely to be needed.

Poll workers can use their online Poll Worker Profile to access the most up-to-date personalized election information at any time. By logging into their profiles, poll workers can view their training course, access the addresses of their assigned polling places and door-to-door directions from their homes, and review their Site-Specific Plans with custom layout diagrams intended to help set up accessible and efficient polling places on Election Morning. Inspectors can also view contact information for poll workers assigned to serve on their teams and be reminded to contact each clerk before Election Day.

Training. The Department will continue providing both in-person and online training courses, through which newly recruited and returning poll workers can acquire necessary knowledge to serve on Election Day. Poll workers will have the choice of accessing online training in February by logging into their Poll Worker profiles, or attending any in-person training class. For the convenience of poll workers who prefer in-person

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training but do not reside near City Hall, the Department will continue to provide several off-site training opportunities in other City neighborhoods.

A poll worker training course begins with a consideration of the role of a poll worker, which is to help fulfill the Department's mission by 1) providing equitable service to voters of all backgrounds and ethnicities, 2) protecting the right of every voter to freely cast a secret ballot without any interference, 3) safeguarding election fairness and integrity by securing all voter data, voting equipment, and voted ballots, and 4) ensuring that every election is functional by closely following all procedural instructions. These topics are then followed by the 1) proper setup and operation of voting equipment, 2) processing of voters, including standard, vote-by-mail, and provisional voters, 3) de-escalation techniques that may prove useful when a voter becomes agitated or creates a potential disruption at a polling place, and 4) custody procedures for voted ballots and other election materials.

For the March 5 election, the training course will also cover procedures that are unique to presidential primaries. These include steps to organize thirty versions of the official ballot (which include three separate bilingual versions of each of the six ballots for voters with party preference and each of the four ballots for voters with no party preference), to issue the correct version of the ballot to voters based on their language and party preferences, and to assist voters with updating their language and/or party preference.

To reinforce training curriculum, the Department will provide Poll Worker Training Manuals in digital, hard-copy, and large-print hard-copy formats. The March 5 election edition of the Manual will consist of several chapters. Chapter 1 provides an overview of the fundamentals of serving as a poll worker on Election Day, describing the poll worker mission, standards for assisting voters, and pre-election day duties. Chapters 2-4 walk poll workers through specific procedures, including setting up an accessible polling place, processing voters during voting hours, and securing and transferring ballots and results after the polls close. The job cards in these chapters detail tasks that must be completed in each period of the day and the order in which those tasks should be done.

The Department will also administer optional bilingual courses to help prepare bilingual poll workers to serve voters who require assistance in a language other than English. This online training, which can be completed remotely or in person, 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 quiz.

The Department will also offer small group practice labs to all poll workers so that they have the opportunity to practice working with the voting equipment. While these labs are optional for clerks, inspectors are required to attend a lab prior to serving on Election Day. During 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 the ballot-marking device, activate a touchscreen or audio ballot, run the end-of-day results tapes, and close the polls.

Distribution of ballots to Inspectors. As in previous elections, Inspectors will be responsible for picking up supply bags from City Hall prior to Election Day and transporting them to their assigned sites on Election Morning. These supply bags will contain official ballots, the Roster of Voters, keys, and other essential items to facilitate voting at the polling place. Upon picking up the bags, Inspectors and Department staff will conduct an inventory of all contents to make sure all required items are included, and then complete a Custody Transfer Form to document the transfer of ballot custody.

XVII. Election Day Field Support Personnel

For the upcoming election, the Department will hire and train approximately 70 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 Department staff in the Election Center. The Department will also hire and train approximately 22 roving District Support Drivers (DSDs) to monitor accessibility at polling places.

To prepare for Election Day, FEDs and DSDs must complete several training sessions. The primary FED training session will consist of a course addressing a variety of common and less common Election Day situations, and how to properly address them. FEDs will also be required to complete an online poll worker training course and attend an in-person voting equipment practice lab, to gain a thorough understanding of voting procedures and poll worker duties. The primary DSD training involves comprehensive training on how to properly set up an accessible polling place and the requirements under ADA. Both FEDs and DSDs will also complete online training on safely operating city vehicles and a half-day route driving session, in which they familiarize themselves with assigned territories.

On Election Day, 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 9 polling places and is provided with a van and a smartphone, containing 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. On Election Day, FEDs will also use their application to report wait times at polling places, which will then be made available to users of the Department's online polling place lookup tool.

DSDs serve from 5 a.m. to approximately 11:30 p.m. Each DSD is responsible for a territory of approximately 20-25 polling places and is provided with a van supplied with a variety of ADA compliance items, such as directional signage, cones, clamp lights, electrical adapters, extension cords, caution tape, and extra voting booths and chairs. Over the course of Election Day, DSDs complete a priority sheet for every polling place in their territory. These 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.

On Election Night, following completion of their duties, FEDs and DSDs return their vans and supplies to the Department's warehouse at Pier 31.

XVIII. 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. All testing is open to public observation; before L&A testing commences, the Department will issue a press release and post a public notice with information on observation methods and testing dates and locations.

The voting machines that currently 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 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.

Testing of ballot-scanning machines. The testing of ballot-scanning machines takes place in the Department's warehouse at Pier 31, where the machines are stored. 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 and tabulation of the test ballot results occurs. 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.

Testing of equipment used to tabulate vote-by-mail, provisional, and remake ballots. The ICC Scanners are located in the Department's ballot processing 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.

Testing of ballot-marking devices. 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 the City Hall Voting Center, the Department tests any machines that will serve as back up in case a replacement machine is needed on Election Day.

XIX. Delivery of Equipment and Supplies to Polling Places

Beginning seven days prior to Election Day through the day before Election Day, the Department will deliver voting equipment, tables, signage, and other supplies to the City's 501 polling places. The Department coordinates with polling place facility staff to determine dates and times when staff will be available to accept deliveries, and then uses a mapping program to determine the most efficient schedule and routes.

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To account for voting equipment at all times, the Department affixes asset tags containing a unique barcode indicating the precinct number to which each piece of equipment is configured and assigned, and employs an asset tracking database system, to track custody of voting equipment.

Beginning 11 days prior to the election, all personnel involved in polling place deliveries receive training on procedures and instructions on how to use the asset tracking system to capture delivery and custody transfer. Staff are trained that they must scan voting equipment whenever it changes custody, such as when equipment is loaded into trucks for delivery and when it is delivered to the site. This process ensures that all equipment is tracked and accounted for, and delivered to the correct precinct. Delivery staff will also 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 Morning, if necessary.

All voting machines are affixed with tamper-evident seals when they are delivered to ensure they remain secure prior to Election Morning. 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 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 will 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, it is scanned one final time to capture the final transfer of custody back to the Department's warehouse.

XX. Pre-Election Day Ballot Processing

As authorized under state election law, the Department can commence vote-by-mail ballot processing 29 days before Election Day. The Department will begin processing returned vote-by-mail ballots as soon as it receives the first such ballot. The processing of vote-by-mail ballots involves four sub-processes that are performed in succession: 1) envelope scanning, 2) signature comparison, 3) ballot extraction, and 4) votemark scanning.

1. Envelope scanning. San Francisco's official vote-by-mail return envelopes include barcodes with an ID number of the voter to whom the enclosed ballot was mailed. Upon receipt of each official return envelope, the Department uses an Agilis Ballot Sorting system to read the envelope's barcode and to scan, upload, and link the signature on the envelope to the voter's record in the Election Information Management System (EIMS). Staff also use the Agilis system to divert unreadable return envelopes, separating them for manual review.

Vote-by-mail return envelopes successfully processed by the Agilis system, as well as those processed by manual envelope review teams, will be forwarded to the signature comparison team.

2. Signature comparison. The Department utilizes a multi-stage review process to compare each ballot envelope signature with the signatures on file for that voter. Using this method, no ballot is challenged for a signature-related reason unless the signature in question has been reviewed by three different staff members and compared to all signatures in the voter's record.

In the first stage, a staff member compares the signature on a given return envelope to the signature image from the corresponding voter's affidavit of registration and determines whether these two signatures compare by looking for common characteristics. If the signatures compare, the ballot is accepted and transferred to the 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 next stage, a different staff member compares the voter's signature on the return envelope to all other signatures in the voter's file. Only when the signature does not compare to any signature on file, will the ballot proceed to the third stage. In this final stage, another staff member again compares the signature to all signatures in the voter's records. If, after three attempts to find a comparable signature, staff still cannot verify the signature on the return envelope compares with one on any form signed by the voter to whom the ballot was sent, the ballot must be challenged and the voter notified.

As part of Step 2, Department staff attempt to notify any voters who have submitted ballot return envelopes with missing or mismatched signatures, encouraging such voters to submit new signature samples so their ballots can be accepted.

i. Voter Notification Program. The Department attempts to contact voters with challenged ballots using several methods. First, the Department mails a bilingual cure form regarding the challenge and actions the voter must take to allow the Department to count the ballot, and a postage-paid return envelope. Second, the Department provides notification to voters with challenged ballots via the Department's online Voter Portal, which offers a digital version of the cure form. 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.

Voters may return challenge cure forms by mail, email, or fax, as well as in person to any polling place or the City Hall Voting Center. Upon receipt of a challenge cure form, a staff member scans the voter's signature sample, links the scan image to the voter's file for future reference, accepts the voter's ballot, and forwards the ballot envelope on to the ballot extraction team.

3. Ballot extraction. After undergoing envelope scanning and signature comparison, accepted vote-by-mail envelopes will proceed to ballot extraction phase. The ballot extraction team will begin inserting ballot envelopes into the Opex high speed envelope extractors. After ballot envelopes are processed (slit open) by the machine, staff will manually remove and flatten individual ballot cards and ready them for scanning. Throughout the extraction process, staff will protect vote secrecy by keeping envelopes face down so that

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voter information is removed from view. After extraction and flattening, boxes of accepted ballots will be transferred to the votemark scanning team.

4. Votemark scanning. After ballot cards have been removed, staff will scan the cards for tabulation using ImageCast Central (ICC) scanners. When scanned ballots contain potentially valid over-votes, under-votes, blank contests, marginal marks, or write-in votes, ICC scanners divert such ballots for manual review and adjudication.

As part of Step 4, dedicated teams “adjudicate” (interpret ambiguous marks using standardized rules) or “remake” (duplicate valid votemarks on irregular ballots onto new ballots for counting). Each of these four and two ancillary ballot processing steps are described below.

i. Ballot adjudication and remake. State law requires the Department to count irregular votemarks, provided the intent of the voter is clear. Therefore, when an ICC scanner detects a ballot with marginal or irregular markings or a write-in vote, an image of the ballot is sent to an adjudication team for review and interpretation.

Some types of irregularly marked ballots require Department staff to remake ballots on ballot-marking devices so votes can be read and tabulated properly by ICC scanners. These include provisional ballots with invalid votes (e.g., those cast by voters using ballot types containing contests in which they are not eligible to vote) and physically damaged vote-by-mail ballots (such as partially torn ballots).

To ensure consistent processing, both tasks, adjudication and remake, are completed by two-person teams using illustrated guides with standardized rules.

After processing and tabulation, original, adjudicated, and remade ballots will be securely transferred and stored at the Department’s warehouse for the duration of the archival period.

XXI. Election Center

For every election, the Department organizes the Election Center, comprised of approximately 50 employees. Election Center staff liaise with poll workers and field support personnel on Election Day via a telephone and computer network to provide remote assistance and to dispatch in-person assistance and supplies to polling places as necessary. The Election Center is organized into multiple units:

- The incoming phone bank answers procedural questions from poll workers and dispatches field support personnel as necessary.
- The outgoing phone bank proactively monitors polling place activity and supports field support personnel who, in turn, support polling places.
- The precinct services phone bank monitors polling place accessibility and dispatches district support drivers to monitor accessibility and provide any necessary supplies.

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- The Voting Systems phone bank, overseen by Dominion Voting Systems, is on standby to assist with technical questions and to dispatch technicians to polling places as necessary.
- The dispatch team, located in City Hall, South Light Court, receives and fulfills requests for back-up poll workers or supplies relayed by the incoming phone bank.
- The campaign services team, stationed at the Department's front counter, receives and resolves calls from campaign representatives and questions related to electioneering.
- The IT team, stationed in the Department's office, provides as-needed technical support to personnel at the Election Center and ensures the proper functioning of communication systems.

Election Center 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. All logged issues become a part of the public record.

To prepare for Election Day, incoming and outgoing phone bank coordinators complete approximately 16 total hours of instruction, taking an online poll worker training course and/or a field support personnel training course, completing two or more IRIS training sessions, and taking part in a mock Election Day. Coordinators receive resource binders containing detailed instructions and procedures, copies of various forms, and essential reference information for Election Day.

Throughout Election Day, incoming phone bank coordinators typically respond to many calls from poll workers in quick succession. Whenever an issue requires assistance of other teams (e.g., a poll worker calls out sick and a replacement must be dispatched), staff must route this issue to the correct team. If the coordinator is able to address the poll worker's issue over the phone (e.g., clarify a procedural question), it does not need to be logged.

Every Election Center team has at least two supervisors who are available at all times to help answer more difficult questions or resolve less common scenarios. Election Center coordinators use brightly colored paper flags to get their supervisors' attention quickly and easily.

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 before midnight, when all polling places have reported the successful collection of memory devices and voted ballots by MTA and Deputy Sheriff Officers.

XXII. Retrieval and Receipt of Vote Data and Ballots

The Department deploys ballot-scanning machines to all polling places that tabulate votes onsite. When the polls close on Election Night, poll worker inspectors print two copies of a report listing all votes tabulated at that precinct, one of which is posted publicly, and one of which is kept for the Department's records.

After printing these reports, the inspector breaks the ballot-scanning machine's security seals, removes its memory cards, and seals the memory cards in a secure transport bag. Meanwhile, members of the poll worker team 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.

When these steps are all complete, 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 voted ballots and election materials from the polling places on Election Night. The Data Collection Center, which receives memory cards from the ballot-scanning machines, is located at City Hall's McAllister Street entrance. The Processing Center, which receives voted ballots, rosters of voters, and other vital election materials, is located at the Department's warehouse at Pier 31. These two sites are staffed by approximately 50 workers who unload, log, and organize materials delivered by nearly 200 Municipal Transportation officers and Deputy Sheriffs.

XXIII. Election Results

On Election Night, the Department will publish the election results on its website and make printed copies available at its office. Results will also be available at the North Light Court of City Hall and broadcast via the ticker on SFGTV (Channel 26). Official statewide election results will be available on the Secretary of State's website.

The Department will report local election results as follows:

Election Night Reporting (Preliminary). After the polls close, the Department will release four preliminary results reports:

1. At approximately 8:45 p.m., a report consisting of results from vote-by-mail ballots received before Election Day.
2. At approximately 9:45 p.m., a report incorporating Election Day results from polling places that have reported as of that time.

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3. At 10:45 p.m., a report incorporating additional Election Day results from polling places that have reported as of that time.
4. As soon as all polling places have reported, a report incorporating Election Day results from all 514 city precincts.

All of the election results released on Election Night will be preliminary and will change in the following days as the Department counts several tens of thousands of ballots. These will include all valid provisional and vote-by-mail ballots received on Election Day, as well as all valid vote-by-mail ballots received within one week of Election Day and postmarked by Election Day.

Canvass Period Daily Reporting (Preliminary)

1. Beginning Wednesday, March 6, the Department of Elections will publish a report of the approximate number of ballots still to be counted at approximately 4 p. m. daily.
2. Beginning Thursday, March 7, the Department of Elections will release updated preliminary election results reports at approximately 4 p.m. daily.

On days the Department does not count ballots and no updated preliminary election results reports are available, the Department will post a notice to that effect.

Report Formats. First and last Election Night reports, as well as all daily canvass period reports, will include both a) the Statement of the Vote, with data sorted by precinct, district, and neighborhood (PDF and Excel), and b) the Cast Vote Record, showing raw vote data (JSON).

Final Results Reporting. The Department of Elections will release final election results by April 4, 2024.

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 its website. Additionally, the Department will issue a press release and post notices on its social media channels that the election results are certified.

Along with final results, the Department will post images of voted ballots, allowing members of the public to view each voted ballot cast in the City.

The Department will apply SHA512 cryptographic function to all results files, ballot card images, and transaction logs to establish the integrity of the results in a verifiable manner.

Voting System Transparency

The Department will again post a “Cast Vote Record”, which lists how votes for all contests and ballot measures were recorded on each ballot card. Data provided in the Cast Vote Record is captured from ballots

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as they are scanned by the voting equipment and before vote tabulation occurs, allowing members of the public to tabulate votes from specific precincts, districts, etc. and compare against the official election results.

The Department will also post images of voted ballots, allowing members of the public to view images for each voted ballot cast in the City. In addition to capturing images of voted ballot cards during processing, the voting system appends an “audit log” showing how the voting system interpreted and tallied each vote mark appearing on the images, and when applicable, how the markings were adjudicated by Department personnel. These “AuditMarks,” available alongside ballot images at sfelections.org/results provide interested members of the public with information about how the voting system operates and counts votes, and enables the comparison of each digital image to the individual ballot card’s Cast Vote Record in order to verify that the system correctly tallied ballots.

Prior to posting ballot images, the Department will again redact any identifying information voters may have placed on their ballot cards. Redacted ballot files will be sorted by precinct and type (vote-by-mail or in-person voting) and posted with election certification documents.

The Department will also post transaction logs from the voting equipment used in the March 5 election. These logs record the operation of equipment during scanning and processing tasks, further informing members of the public regarding the system’s operation.

XXIV. Post-Election Ballot Processing

Department staff continue to process ballots after Election Day, including vote-by-mail ballots returned in person at the Voting Center, polling places, or drop boxes on Election Day, 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 or dated on Election Day and received within seven days of Election Day, any challenged ballots timely cured by voters, and any vote-by-mail ballots issued to San Francisco voters that were returned to a different county’s election official (counties are required to mail such ballots back to the “home county” within 7 days of Election Day for inclusion in the home county’s election results).

XXV. 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. For the March 5 election, the deadline to complete the official canvass and submit final results to the Secretary of State is April 4.

Canvass processes include the inspection of materials and supplies returned by poll workers, reconciliation of the number of signatures in the rosters of voters with the number of ballots recorded, and tallies of ballots

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cast in one percent (1%) of precincts participating in an election, as well as 1% of the vote-by-mail ballots and other ballots cast in an election. Approximately 30 employees assist with these processes, which are primarily conducted at the Department's warehouse at Pier 31. All processes are open to observation, in person or remotely via live-streaming. During the entire Canvass period, the area is secured 24/7 by the Sheriff Department and is accessible only to authorized personnel and observers. Sheriff Department personnel also provide security during the transportation of ballots to and from the warehouse.

Inspection of materials. Department staff use a tablet-based application to account for all inspector transport bags returned from the polls by Sheriff personnel on Election Night. Each team processes materials from one polling place at a time, recording the presence of all closing bags inside the transport bag, whether each closing bag is empty or includes ballots, and for some bags, the number of ballot cards inside the bag. All transport bags and field support bags are emptied and thoroughly checked for any loose materials. Any items that should have been delivered to City Hall on Election Night, such as vote-by-mail ballots or provisional ballots are given to the supervisor for transfer to the ballot processing room in City Hall.

Reconciliation of signatures in the rosters with ballots recorded on the Posted Ballot Statement. Department staff begin processing Rosters of voters the morning after Election Day. First, teams prepare the rosters by removing alpha tabs, binding, and staples, and then scanning them using high speed scanners. Next, 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 cannot interpret the mark, the record is marked for manual verification. Once the roster has been verified, information is uploaded into EIMS to update the voters' voting history.

For each precinct, the Canvass team compares the count of signatures 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 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 ballot processing 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 Department uses a 10-sided dice rolling process to randomly select ballots for manual tally. After rolling the dice, the Department compares the numbers facing up to the numbers assigned to an itemized list of precincts, for which the Department will manually tally cards voted at those polling places, equal to one percent of all precincts.

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Next, the Department will roll the dice to select a number of batches of vote-by-mail and other ballots that equals one percent of the batches processed. These batches most likely include ballots from multiple precincts. For this latter category of ballots, the numbers from the rolled dice are referenced to a list of batch numbers.

The selection of ballots can be viewed in person or via live stream on sfelections.org/observe. Following the selection of ballots, the Department will post a recording of the process on sfelections.org/observe.

Once the ballots for the one percent manual tally have been selected, the Department conducts a manual count of the results, and compares these against the results reports issued from the voting system. The purpose of conducting the manual count and then comparing those results to vote totals tabulated by the voting equipment is to verify that the equipment properly tabulated ballots.

XXVI. Record retention

Upon certification of election results, the Department secures ballots and other election materials in labeled boxes, each safeguarded with a tamper-evident seal. The boxes are labeled with the election title and date, the contents, the destruction date set by state law, and a box reference number. The sealed boxes are stored inside a secure fenced area in the warehouse for the retention period required under state law.

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Appendix A: March 5, 2024 Election Calendar of Observable Activities

Before Election Day			
Activity	Details	Time	Location
Voter Outreach Presentations	For details and schedule, contact (415) 554-4375.		
Designation of Letters for Ballot Measures Video Recording	Designation of letters to identify each local measure that will appear on the ballot.	December 11, 11 a.m. (E-85)	City Hall, Rm 48
Random alphabet drawing Video Recording	The resulting order of letters is used for determining the order of candidates' names on the ballot. CAEC sections 13111(e) and (j) , and 13112	December 14, 11 a.m. (E-82)	City Hall, Rm 48
Proponent and opponent argument drawing Video Recording	Selection of official proponent and opponent arguments if more than one proponent's or opponent's argument are submitted.	December 14, 2 p.m. (E-82)	City Hall, Rm 48
Logic and Accuracy Testing	Testing of ImageCast Central (ICC) Scanners and other media devices	January 17 - until complete (E-48)	City Hall, Rm 48
	Testing of ImageCast X Ballot-Marking Devices	January 17 - January 27, 9 a.m. - 5 p.m. (E-48)	Warehouse, Pier 31
	Testing of ImageCast Evolution Ballot-Scanning Machines	January 23 - February 8, 9 a.m. - 5 p.m. (E-42)	Warehouse, Pier 31
Poll Worker and Field Support Training	For details and schedule, contact (415) 554-4375		
Voting Center	Any voter may vote or drop off their vote-by-mail ballot at the City Hall Voting Center beginning 29 days before the election.	February 5 – March 4, Monday–Friday, 8 a.m.–5 p.m. February 24-25 and March 3-4, Saturday–Sunday, 10 a.m.–4 p.m.	City Hall, in front of Rm 48
Vote-by-Mail Ballot Processing Live Stream	Sorting, scanning, and verifying signatures on vote-by-mail ballot envelopes in preparation for ballot counting.	As early as January 22, following transmission of ballots to military and overseas voters, until complete	City Hall, Rm 48
	Opening of vote-by-mail ballot envelopes, ballot extraction, ballot scanning in preparation for tabulation.	February 5 - until complete (E-29)	City Hall, Rm 48
	For activity on a specific day, contact (415) 554-4375.		
Ballot Adjudication and Remake Live Stream	When ballots contain valid votes, including cases in which a ballot has been irregularly marked, torn, bent, or otherwise damaged and unreadable, the Department reviews and adjudicates these ballots. When necessary, ballot remake is conducted	February 5 - until complete (E-29)	City Hall, Rm 48
Official Ballot Drop Boxes	Any voter may return their vote-by-mail ballot to any of San Francisco's official ballot drop boxes.	February 5 – March 5	For locations, visit selections.org/balлотdropoff

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On Election Day			
Activity	Details	Time	Location
Voting Center / Polling Places	The City Hall Voting Center and 501 polling places are open to local voters who wish to register to vote or vote in person, use accessible voting equipment, receive personal assistance, or return their vote-by-mail ballots.	7 a.m.–8 p.m.	For locations, visit sfelections.org/MyVotingLocation
Official Ballot Drop Boxes	Any voter may return their vote-by-mail ballot to any of San Francisco's official ballot drop boxes.	Open until 8 p.m.	For locations, visit sfelections.org/balлотdropoff
Election Day Support Center	Provides support to poll workers and dispatches in-person assistance to polling places when needed.	5:30 a.m. to approximately midnight	Rm adjacent to City Hall café
Processing Center	Receives voted ballots, rosters of voters, and other materials from polling places.	Begins after 8 p.m. and continues until all polling place materials have been received	Warehouse, Pier 31
Data Collection Center	Receives memory cards from polling places.	Begins after 8 p.m. and continues until all polling place memory cards have been received	City Hall, McAllister St. entrance
Election Night Results Reporting	Results are available at: - sfelections.org/results -Department of Elections, City Hall, Rm 48 -San Francisco Government Television SFGTV, Channel 26	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 returned to polling places and official ballot drop boxes, and that the Department received in the mail within seven days of Election Day; vote-by-mail ballots that were timely remedied by voters; provisional ballots; and ballots with write-in votes. For activity on a specific day, contact Matthew Selby (415) 554-4376	Continues until all ballots have been counted and the results are certified (by E+30)	City Hall, Rm 48
Results Reporting after Election Night	The Department holds press briefings and posts updated results on its website on any day ballots are tabulated.	Daily at approximately 4 p.m.	In front of Rm 48 and at sfelections.org/results
Canvass	An internal audit of the election to ensure the accuracy of results.	March 7 until complete, but no later than April 4, 8 a.m.–5 p.m.	Warehouse, at Pier 31
1% Manual Tallies Random Selection	Random selection of precincts and batches for manual tallies.	March 12, 10 a.m.	City Hall, Rm 48
1% Manual Tallies	Manual count of ballot cards from random selection.	March 14 until complete but no later than April 4, 8 a.m.–5 p.m.	Warehouse, at Pier 31