



Continuity of Operations Plan

City and County of San Francisco
DEPARTMENT OF ELECTIONS

September 23, 2020



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1. INTRODUCTION

The San Francisco Department of Elections (the Department) mission is to conduct all public federal, state, district and municipal elections in the City and County in a manner that is free, fair, and functional. Election Day is the culmination of months of planning and preparation to provide access to the voting process for more than 500,000 voters, who are spread over almost 600 voting precincts throughout the City, and overseas for more than 8,000 active U.S. Military or permanent overseas voters.

This Continuity of Operations Plan (COOP) identifies resources required to provide access to the voting process and provides a flexible response plan when normal operations are disrupted. This plan is the result of an on-going discussion within the Department among operations experts who work together in fulfilling the Department's mission.

The Department is lawfully required to continue its mission under all circumstances. Only during a state of emergency can the Governor suspend the Department's duty to conduct an election, under Government Code Section 857.

1.1 Purpose

This document will guide the Department in continuing its processes when normal work flows are interrupted by an event. Events can range in scope from natural disasters such as earthquakes or fires, failure of critical equipment, forced evacuation from a primary working facility, or an IT related system failure. This document focuses on continuing department operations and not on the events or types of events.

The purpose of this document is to provide instruction on the Department's essential functions which are all Election Day tasks and critical functions which occur pre- or post-election.

This document is not meant to be tactical in nature as responses to events must be tailored to address unique circumstances and challenges that arise. The Department's COOP, however, is the authoritative source for the continuity of operations that provides guidance on the prioritization of activities and the allocation of resources when standard operating practices cannot be maintained, including the reassignment of personnel, use of alternate facilities, and use of administrative and management support.

1.2 Applicability and Scope

For purposes of this document, an event is defined as any occurrence that disrupts the Department's normal operating procedures. Examples of events include, but are not limited to:

1. Natural Disasters
2. Evacuation of primary working location
3. Loss of essential equipment, technology, or data

The scope of this document covers events that affect one or more of the following areas:

1. Primary location of the Department's services and functions
2. Equipment
3. Data, databases, and system applications

The plan applies to all divisions of the Department. To address the unique challenges associated with each of the eight divisions within the Department, COOP Divisional Annexes are provided at the end of this document to allow for quick access to critical information of each division, allowing each division to operate as an individual entity in their COOP activation while still maintaining cohesion as the



Department. Additionally, annexes are provided for the Election Center and Canvass operations.

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|---|--|
| A: Administration | H: Election Day Support - Polling Places |
| B: Ballot Distribution | I: Voter Information - Publications |
| C: Campaign Services | J: Voter Information - Outreach |
| D: Polling Place Operations - L&A Testing | K: Voter Services |
| E: Polling Place Operations – Voting Equipment & Supplies | L: Election Center |
| F: Management of Information Systems | M: Canvass |
| G: Election Day Support - Poll Workers & Field Support | |

1.3 Authorities and References

In an emergency, the Mayor expects each department to organize, manage, and execute emergency actions necessary to protect lives and property, and to restore basic public services. To do this, each department is required to maintain a Continuity of Operations Plan that provides for the protection of staff, continuity of critical department functions, and support for the overall City response under the City’s Emergency Operations Plan.

Only during a state of emergency can the Governor suspend the Department’s legally mandated duty to conduct an election, under Government Code Section 857.

1.4 Plan Review and Distribution Schedule

The Department’s COOP will be reviewed and revised prior to each election cycle; engaging key stakeholders in the process. The plan may be modified as a result of post-incident analyses and/or post-exercise critiques. It may also be modified if responsibilities, procedures, laws, rules, or regulations pertaining to emergency management operations change. Each revision will be authorized by the Director and recorded on the revision history on page 3.

COOP Coordinators are a group of individuals within the Department who are tasked with the review, maintenance, and distribution of the COOP, as well as the organization and execution of response plans when the COOP is activated. Division managers are obligated to inform the Department’s COOP Coordinators when organizational or operational changes affecting this plan occur or are imminent.

The Department’s COOP Coordinators are: Director, John Arntz; Deputy Director, Nataliya Kuzina; IT Manager, Valeri Shilov; IS Administrator, Jimmy Uy; and Manager of Budget, Purchasing, and Procurement, Fisher Zhu.

2. ASSUMPTIONS

The following assumptions were made in the process of developing this plan:

1. An event is not severe enough to compel the Governor to suspend the Department’s duty to conduct an election;
2. Staff will be available to carry out the plan as described;
3. Alternate facilities are maintained and tested on a regular basis, and will be available to the Department; and,
4. Following the activation of the Department’s COOP, certain non-essential functions may be discontinued.



3. RESPONSE PLANS, LINES OF SUCCESSION, AND DELEGATION OF AUTHORITY

As events that affect the Department's normal operating procedures can vary in scope and severity, response plans must be tailored to address unique circumstances and challenges that arise.

The plans below are to be considered when an event affects one or more of the following areas:

1. Primary Location
2. Equipment
3. Data, Databases, and System Applications

3.1 Primary Location Response Plan

The Department operates from two primary locations: 1. City Hall; 2. Bill Graham Civic Auditorium; and 3. Warehouse Facility at Pier 31.

Events that affect physical locations of services and functions include earthquakes, power outages, and fires. These events typically do not provide forewarning and can cause major challenges in providing services. In order to maintain the ability to continue operations, below are the stages of response plans that should be considered when responding to these types of events.

- Stage 1: Assessment
- Stage 2: COOP Activation and Notification
- Stage 3: Relocation of operations to an alternate facility
- Stage 4: Providing services from an alternate facility
- Stage 5: Returning to the primary facility
- Stage 6: COOP Deactivation and Plan Assessment

In the event of an evacuation of City Hall, all Department employees are to leave the building from the nearest exit and proceed to the Department's evacuation site at Civic Center Plaza near Larkin and McAllister Street. Divisions with an organizational go-kit shall take them while evacuating the premises.

The evacuation site will be indicated by a COOP Coordinator holding up a "048" sign. Once at the evacuation site, a roll call will be conducted to ensure that all Department employees have been accounted for.



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In case of an evacuation of Bill Graham Civic Auditorium, Department staff are to leave the facility through the closest exit and proceed to the Department’s evacuation site at Civic Center Plaza near Larkin and McAllister Street. Divisions with an organizational go-kit shall take them while evacuating the premises.

The evacuation site will be indicated by a COOP Coordinator holding up a “048” sign. Once at the evacuation site, a roll call will be conducted to ensure that all Department employees have been accounted for.



In case of an evacuation of Pier 31, Department staff are to leave the facility through the closest exit and meet at the Department’s evacuation site north of Pier in the Alcatraz Landing area where a member of the warehouse staff will display a yellow sign with “048”.

Upon arrival at the evacuation site, a roll call will be conducted to ensure that all Department employees have been accounted for.



3.1.1 Stage 1: Assessment

Immediately after an event, the following staff are to meet to perform damage assessment and determine which operations should or can continue:

1. COOP Coordinators
2. Division Manager(s) affected by the event

3.1.2 Stage 2: COOP Activation and Notification

Based on the assessment made in Stage 1, the COOP may be activated by the Director. When this occurs, Division Managers should begin communicating relevant information to staff such as changes to work schedules, operating procedures, or work sites.

Consideration should be given to notifying outside parties who may be affected by the activation of this COOP:

1. General public
2. Vendors
3. Other agencies the Department receives services from

Any lines of communications available should be considered when notifying affected parties. Examples include but are not limited to:

1. Cell Phones and text messaging;
2. Voter Outreach, mailers, or posting information on the Department's website;
3. Voicemail messaging on the Department's main office phone line.

3.1.3 Stage 3: Relocation to an alternate facility

The Director may deem it necessary to relocate operations to an alternate facility. When this occurs, the following steps are to be taken:



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1. Contact alternate facility to inform them of the Department's arrival.
2. Management of Information Systems (MIS) division will begin setting up IT needs at alternate facility.
3. COOP Coordinators will determine and carryout the relocation plan for staff and other resources.
4. Manager's will notify staff of the relocation to the alternate facility and bring any divisional go-kits.
5. If necessary, notify the public services have been relocated.

Below are the Department's identified alternate facilities, facility contact, and agreement type and period. The assignment of functions that are planned to relocate to these facilities can be found in Divisional Annexes.

Facility	Location	Contact Person	Agreement Type	Agreement Period
2nd Floor Atrium	1 South Van Ness, 2nd Floor	1. Gerald Sui 415-554-9807 gerald.sui@sfgov.org 2. May Jaber 415-554-9821 may.jaber@sfgov.org	MOU	E-30 to Election Day
311 Customer Service Center	1 South Van Ness, 2nd Floor	Nancy Alfaro 415-260-4724	MOU	E-28 to Election Day
Department Warehouse	Pier 31	Crispin Tirso 415-553-0647	Department Controlled Site	Year-Round

3.1.4 Stage 4: Providing services from an alternate facility

Functions may need to operate at minimal staffing levels to accommodate resource constraints at alternate facilities such as space and workstations. COOP Coordinators and Division Manager(s) will determine how to best operate at alternate facilities under the circumstances. Division Manager's will be responsible for organizing staff and resources at the alternate site to best complete their functions.

3.1.5 Stage 5: Returning to the primary facility

Returning to the primary facility will begin when the Director determines that the event is no longer a threat and the primary facility is ready to be inhabited. COOP coordinators will coordinate with necessary agencies (e.g. City Hall Building Management, Sherriff's Department, Department of Technology, Port of San Francisco) to determine functionality of the facility, and ensure that appropriate security, infrastructure, safety, and health assessments are conducted.

Upon receiving verification of the readiness of the facility from the appropriate agencies, COOP coordinators will coordinate the return of staff and other resources to the primary facility.

3.1.6 Stage 6: COOP Deactivation and Plan Assessment

After normal operations have resumed, the Director will de-activate the COOP. An after-action review will be conducted of the COOP to examine the effectiveness of plans and procedures in place. The review will occur as soon as possible, but no later than four weeks after the return to normal operations. The review will identify areas for correction and guide future versions of the Department's COOP.



3.2 Equipment Response Plan

The Department relies on equipment to complete tasks in an efficient manner. When essential equipment is lost, the Department must assess the situation and provide a plan to complete the work needed to accomplish its mission. Section 3.2.3 provides a chart of the Department’s essential equipment, vendor, and contact information for maintenance, troubleshooting, or other assistance needed.

Below are the stages of response that should be considered when responding to these types of events.

- Stage 1: Assessment
- Stage 2: COOP Activation and Notification
- Stage 3: Request vendor support
- Stage 4: Operating without equipment
- Stage 5: COOP Deactivation and Plan Assessment

3.2.1 Stage 1: Assessment

Immediately after an event, the following staff are to meet to perform damage assessment and determine which operations should or can continue:

1. COOP Coordinators
2. Division Manager(s) affected by the event

3.2.2 Stage 2: COOP Activation and Notification

Based on the assessment made in stage 1, the COOP may be activated by the Director. When this occurs, Division Manager’s should begin communicating relevant information to staff such as changes to work schedules or operating procedures.

3.2.3 Stage 3: Request vendor support

The Department maintains service level agreements (SLA) with vendors that support our essential equipment. These SLA’s provide specified response times for troubleshooting equipment issues. Below is a summary of essential equipment, and vendor and contact information for requesting service.

Equipment	Vendor	Contact Information
Voting Equipment	Dominion Voting System	Travis Kester (619) 416-1783
Agilis	Runbeck	Howard Nathan (916) 660-2433
Ballot Extraction and Sorting Machines	OPEX	Steve Minkler (800) 673-9288

3.2.4 Stage 4: Operating without equipment

Prior to vendors servicing the equipment, or if they are unable to restore functionality, operations at the Department can continue without the Agilis (Vote-By-Mail envelope sorter) and OPEX ballot extraction and sorting machines. Loss of equipment functionality will require switching to manual procedures which are maintained by each division.

In the case of voting system equipment failure, the Department can continue its mission to the extent that replacement equipment is



available to send to polling sites on Election Day, and vote tabulation equipment is available at City Hall. Restoration and troubleshooting of voting equipment is a top priority of the Department.

3.2.5 Stage 5: COOP Deactivation and Plan Assessment

After normal operations have resumed, the Director will de-activate the COOP. An after-action review will be conducted of the COOP to examine the effectiveness of plans and procedures in place. The review will occur as soon as possible, but no later than four weeks after the return to normal operations. The review will identify areas for correction and guide future versions of the Department’s COOP.

3.3 Data, Database, and System Applications Response Plan

The Department’s dependency on its data and the applications and systems in which data is stored grows as more services are digitized. The ability to safeguard, restore, and relocate this data are of the utmost importance in supporting the Department’s commitment to having accurate data that allow access to the voting process. While the MIS division is tasked with the responsibility of system restoration and relocation of data centers, safeguarding the data is the responsibility of every member of the Department.

Below are the major systems that support the Department’s operations and stages of response that should be considered when responding to these events.

System	Description	Vendor	Contact
Democracy Suite	Democracy Suite is a client/server election management application for programming and tabulating election results from Dominion Voting Systems.	Dominion Voting Systems	Travis Kester (619) 416-1783
EIMS	Voter registration database	DFM	(949) 859-8700
PollChief	Database for voting system asset tracking	Konnech	Kelly Shettler (517) 381-1830
IRIS	MS Access database that facilitates Election Day communication within the Department to resolve in field issues.	Maintained by Department of Elections	MIS Division

- Stage 1: Assessment
- Stage 2: COOP Activation and Notification
- Stage 3: System Restoration
- Stage 4: COOP Deactivation and Plan Assessment

3.3.1 Stage 1: Assessment

Immediately after an event, the following staff are to meet to perform damage assessment and determine which operations should or can continue:

1. COOP Coordinators
2. Division Manager(s) affected by the event

3.3.2 Stage 2: COOP Activation and Notification

Based on the assessment made in stage 1, the COOP may be activated by the Director. When this occurs, Division Manager’s should begin communicating relevant information to staff such as changes to work schedules or operating procedures.



3.3.3 Stage 3: System Restoration

Information from the Department of Elections’ server is backed up every night, week and month. Redundant disk backups are used and a weekly backup is stored offsite. All voter registration files, election systems, software files, and all other files on the server are contained in the backup. These files will enable the Department to remain operational in an emergency.

The Department’s Management of Information Systems (MIS) division will be responsible for restoring data, databases, and system applications to a functional state as soon as possible following an event. Procedures of system restoration are maintained by this division.

3.3.4 Stage 4: COOP Deactivation and Plan Assessment

After normal operations have resumed, the Director will de-activate the COOP. An after-action review will be conducted of the COOP to examine the effectiveness of plans and procedures in place. The review will occur as soon as possible, but no later than four weeks after the return to normal operations. The review will identify areas for correction and guide future versions of the Department’s COOP.

3.4 Lines of Succession and Delegation of Authority

There may be instances when individuals in essential roles may be unable to fulfill their duties. Because the role is essential, a successor is pre-identified to assume that role. The lines of succession for the Department of Elections Director can be found in the table below. Each Division’s lines of succession can be found in the Division COOP Annexes.

Unless stated otherwise, the identified successor will assume full responsibilities of the person they are replacing. However, in certain situations, the successor does not assume full responsibilities. These exceptions are listed under Delegated Authority.

Position	Assumed Role	Delegated Authority
1. Nataliya Kuzina, Deputy Director	Director	Deputy Director may assume full responsibilities of Director.
2. Winter Patterson, Assistant Deputy Director	Director	Assistant Deputy Director may assume full responsibilities of Director.

4. DEPARTMENT CYBERSECURITY MEASURES

4.1 What the City and Department Has in Place

The City and Department has multiple layers of security measures in place to safeguard the integrity of the Department’s data. These safeguards include City Cyber Defense, which monitors all City network traffic 24 hours, 365 days a year. City Cyber Defense employs a firewall to block malicious traffic, stops malware attacks, and stops them from spreading on the City’s network. City Cyber Defense also leverages information from cyberattacks on other governments, communicates and learns from other City networked servers and workstations, and scans all systems for vulnerabilities daily to prevent attacks on our City’s network.

At the Department level, the Department safeguards sensitive data by employing Cyber Alarm to stop malware and alert of suspicious network activity, and Health Agent to patch systems and applications and monitor the health of systems to ensure compliance with security standards.

The Department’s system administrators also secure the Department’s data by provisioning roles and granting access to applications to approved computer users.



Additionally, all Department administrators and users are required to use Multi-Factor Authentication when accessing City applications outside of the internal City network to protect against unauthorized access to sensitive information.

4.2 Department Policies

The Department's policy regarding computer, email, and internet access found on the Employee Resources Portal provides instructions on the proper use of the Department's computers and internet system. As a precaution, the Department limits the use of its computer workstations only to employees who have been approved for computer use. Employees who are approved for computer use will be given a system username and are to create a password to access the Department's workstations.

The Department also restricts downloading and installing any software without the approval of a system administrator to prevent the downloading potential threats that could compromise the Department's data.

Other policies regarding the use of the Department workstations include scanning all email attachments for viruses prior to downloading and employees locking computers when stepping away from their desk to prevent unauthorized use of a Department workstation. A complete version of the Department's policy regarding computer, email, and internet access can be found on the Employee Resources Portal.

The MIS division also maintains a "white paper" that details the Department's security plan to maintain the integrity of San Francisco's election system. The "white paper" explains that the Department's cybersecurity plan is developed upon security-related best methods recommended by the San Francisco Cybersecurity Team, the California Secretary of State's Office, the National Institute of Standards and Technology (NIST), and the Election Assistance Commission (EAC), and describes the steps taken to protect all aspects of election related processes including the tabulation system, the voter registration system, and the Department's website.

4.3 What the City and Department Has in Place

Every September, the City requires Department staff to complete an annual cyber security training course administered by Department of Human Resources and overseen by City's Cybersecurity Team. The training involves various videos that inform employees of best practices to secure data when using a computer and how to spot cyber security threats including phishing, malware, and spyware. At the end of each video, employees are required to take a quiz to test their knowledge of the preceding subject. When an employee has completed the training, they are provided with a completion certificate which is automatically filed with the Department of Human Resources.

The City also provides cybersecurity resources through an internal website, [Cyber Safe SF](#). Department staff are encouraged to visit the site learn about the City's latest cybersecurity measures and be reminded on best practices for computer use to protect the Department from cyberattacks.

5. TEST, TRAINING, AND EXERCISES

The effectiveness of a COOP depends on an employee's awareness of COOP requirements. Each employee that has an essential readiness role and each department/division that provides or supports the ability to perform its essential functions must know how to execute its portion of the plan. In other words, each essential employee must "own" the plan.

To accomplish this goal, COOP Coordinators will develop a schedule to test the policies and procedures of this plan and all accompanying annexes on a regular basis. Within two weeks of implementing an exercise, the department will conduct an after-action review so that participants will understand what they did well and ways they can improve their responses. The department will write an after-action report that summarizes the points raised during the after-action review.



APPENDIX A – ADMINISTRATION (AD)

This Appendix is a high level overview of the Administration division COOP. This document outlines the lines of communication for all staff after an event, the division’s essential and critical functions, alternate work locations, and order of succession.

The Administrative Division addresses Budget, Purchasing, Personnel, Payroll, and Information Coordination needs of the Department. For the purposes of the COOP, Voter Data Analysis and Voter Support units will fall under the umbrella of the Administration Division. The Division’s functions should resume immediately after an emergency, regardless of work period. Because the Division is responsible for contacting vendors and staff and ordering supplies, its staff members may need to be part of the post-emergency assessment.

A. Communication and Order of Succession

All Administration division staff are to contact **Lesley Lamorena at (415) 554-7803** after an event.

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. If the key positions of the division is incapable or unavailable to fulfill essential duties, successors have been identified to ensure there is no lapse in essential decision-making authority.

Key Division Position	Lines of Succession
Director, John Arntz	<ol style="list-style-type: none"> Deputy Director, Nataliya Kuzina Asst. Deputy Director, Winter Patterson

B. DIVISION FUNCTIONS

1. Essential Functions

Essential Functions are functions that happen on Election Day. These functions directly enable voting and vote processing on Election Day, and cannot be interrupted for any period of time.

ID	Function	Alternate Work Location	Minimal Staffing	Date	Resource Needs
AD.1	Stand-By Poll Worker Dispatch - Dispatching backup poll workers to precincts per request. Efforts are coordinated with the Driver Dispatcher.	Department evacuation site	5-15	Election Day	<ol style="list-style-type: none"> 15 Cell Phones 15 Vehicles for delivery 1 Computer with access to IRIS
AD.2	Public Phone Bank - Assisting callers with Election Day questions on VBM, registration, polling place location, poll workers etc.	311 Center	6	Election Day	<ol style="list-style-type: none"> 6 Telephones 6 Computers with access to IRIS, EIMS



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AD.3	Contacting Staff and Relaying & Reporting Information - Contacting staff in an emergency. Coordinating staff in emergency response efforts as needed.	311 Center	1	Election Day	1. 1 Telephone
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2. Critical Functions

The following information outlines the critical functions of each division that must resume as soon as possible after an emergency. In cases where critical functions must be resumed within a certain period of time to ensure continuity of Departmental operations, that time period is specified by dates prior to or after Election Day (E- or E+).

ID	Function	Alternate Work Location	Minimal Staffing	Date	Resource Needs
AD.4	Payroll and Personnel - Recording and reporting staff salaries, wages, etc.	Telecommute	1	Year-round	1. 1 Laptop with VPN access
AD.5	Budget Maintenance - Preparing and maintaining the Department's annual budget.	Telecommute	1	Year-round	1. 1 Laptop with VPN access
AD.6	Supply Procurement and Vendor Communication - Ordering and arranging payment for all Department supplies and services.	Telecommute	1	Year-round	1. 1 Laptop with VPN access

C. Organizational Go-Kits

Organizational Go-Kits are strategically placed supplies that a Department or Division prepares for a situation where it must rapidly leave a primary location. Contents of a Go-Kit should include all materials, resources, and procedures to continue operations at an alternate facility.

The Administration division has identified the following organizational go-kit and is responsible for transportation of the kit during an evacuation event.

Go-Kit	Location	Items
Admin Go-Bag	Admin Office	<ol style="list-style-type: none"> 1. First Aid Kit 2. "048" Sign 3. Department Personal and Emergency Contact List 4. Copy of COOP 5. Laptop with data connectivity



APPENDIX B – BALLOT DISTRIBUTION (BD)

This Appendix is a high level overview of the Ballot Distribution division COOP. This document outlines the lines of communication for all staff after an event, the division’s essential and critical functions, alternate work locations, and order of succession.

The Ballot Distribution division receives, takes inventory of, and processes ballots prior to and after Election Day (California Elections Code Sections 13100-13121). Precinct and Vote-By-Mail ballot distribution functions should be resumed 1-3 days after any interruption in service during the Election Cycle. If ballots are damaged, replacement ballots are to be ordered immediately (California Elections Code Section 13101).

A. Communication and Order of Succession

All Ballot Distribution division staff are to contact Ballot Distribution Manager, **Cuong Quach at (415) 554-4342**, after an event.

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the key positions of the division is incapable or unavailable to fulfill essential duties, successors have been identified to ensure there is no lapse in essential decision-making authority.

Key Division Position	Lines of Succession
Ballot Distribution Manager, Cuong Quach	<ol style="list-style-type: none"> 1. Ballot Distribution Lead, Regan Huang 2. Director, John Arntz 3. Deputy Director, Nataliya Kuzina

B. DIVISION FUNCTIONS

1. Essential Functions

Essential Functions are functions that happen on Election Day. These functions directly enable voting and vote processing on Election Day, and cannot be interrupted for any period of time.

ID	Function	Alternate Work Location	Minimal Staffing	Date	Resource Needs
BD.1	Ballot Deployment - Preparing and distributing back-up ballots for polling place use. Coordinate with the Driver Dispatcher.	City Hall	6	Election Day	<ol style="list-style-type: none"> 1. 600 sq. feet 2. 1 laptops connected to IRIS
BD.2	Compact Flash (CF) Drives- Coordinating with MIS Division, the Department of Parking and Traffic, and Sheriff to collect CF drives for Election day results, including creation of collection routes, procurement of space and set-up.	City Hall	14	Election Day	<ol style="list-style-type: none"> 1. 1000 sq. feet 2. 12 tables, 14 chairs, rope and stanchions 3. MIS setup of computer equipment



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2. Critical Functions

The following information outlines the critical functions of each division that must resume as soon as possible after an emergency. In cases where critical functions must be resumed within a certain period of time to ensure continuity of Departmental operations, that time period is specified by dates prior to or after Election Day (E- or E+).

ID	Function	Alternate Work Location	Minimal Staffing	Start Date	End Date	Resource Needs
BD.3	Coordinating the VBM Production with Vendor - Coordinating with vendor on ballot production and monitoring ballot deliveries.	T.B.D.	2	-120	-7	1. 1 Computer, phone
BD.4	Developing Ballot Order - Collaborate with division managers to create ballot order for the Election.	T.B.D.	3	-100	-67	1. 2 Computers
BD.5	Coordinating Flash Drive Collection with Sheriff, DPT, and MIS - Collaborate with Sheriff Department, DPT, and MIS, and division managers for the collection of Election flash drives on Election Day.	T.B.D.	4	-60	E-Day	<ol style="list-style-type: none"> 1. 1000 sq. feet 2. 12 tables, 14 chairs, rope and stanchions 3. MIS-Computers
BD.6	Coordinating Ballot Security - Collaborate with Sheriff and division managers to coordinate ballot security for ballot processing.	T.B.D.	8	-60	28	<ol style="list-style-type: none"> 1. 600 sq. feet; 2. Computers, printer, phone line
BD.7	Hiring Election Workers to Staff Ballot Processing, Distribution, and Canvass. - Recruiting Election workers to staff ballot processing to ensure ballots are counted.	T.B.D.	2	-29	28	<ol style="list-style-type: none"> 1. 400 sq. feet 2. Computer, phone line



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BD.8	Prepare Ballots for Distribution - Preparing ballots for distribution to poll workers & FEDs prior to E-day, and Election Day back up supply.	T.B.D.	6	-50	-7	<ol style="list-style-type: none"> 1. 10,000 sq. feet 2. 1 computers, 4 PollChief scanners; 3. Secure storage area for ballots
BD.9	Processing VBM and Election Day Ballots at the Central Counting Location - Processing VBM, provisional, Auxiliary, and remake ballots	City Hall- receive VBM envelopes and sort mail (rm 59) Bill Graham Civic Auditorium- Arena	70	-29	28	<ol style="list-style-type: none"> 1. 15,000 sq. feet 2. 2 Agilis machine-City Hall 3. 9 ballot extractor 4. 16 Canon scanners 5. 60 work stations 6. 8 digital cameras (PV) 7. 10 zebra printers (PV) 8. 12 laptop and scanners 9. 1 PollChief scanners 10. 100 Mobile Racks 11. Secure storage area for ballots
BD.10	Remake Ballots - Duplicate ballots that cannot be processed by machine.	Bill Graham Civic Auditorium- Arena	70 (TBD)	-29	28	<ol style="list-style-type: none"> 1. 5000 sq. feet 2. Image scanner, computers 3. Secure storage area for ballots
BD.11	Conducting Special Elections - Managing and conducting special Elections as required (ex. Retirement Board Election, Health Service Board Election, Business Improvement Districts). Coordinate with mailing house to produce and mail ballot packets.	T.B.D.	2	As-Needed		<ol style="list-style-type: none"> 1. Computers 2. Secure storage area for ballots



C. Key Equipment, Databases, and Vendors

Below is a list of equipment, databases, and vendors the Ballot Distribution division is dependent on.

Resource	Vendor	Contact Information
Vote tabulation and adjudication	Dominion Voting System	Travis Kester (619) 416-1783
Agilis - VBM Envelope sorter	Runbeck	Howard Nathan (916) 660-2433
Ballot Extraction and Sorting Machines	OPEX	Steve Minkler (800) 673-9288
PollChief - Asset Tracking System	Konnech	Kelly Shettler (517) 381-1830

D. Interdependencies

Below is a list of agencies the Ballot Distribution division is dependent upon, the services received, and agency contact information.

Agency	Service	Contact
Municipal Transportation Agency	Collection of results flash drives on Election night.	Sgt. Makiko Guevara C:(415) 819-0674 O:(415) 553-1234
Sherriff's Department	Ballot security and collection of ballots and other polling place materials on Election night.	Lt. Christopher Krol O:(415) 734-2316 C:(415) 238-3823
General Services Agency	Upload of results flash drives on Election night.	Norman Goldwyn (415) 554-6256

E. Organizational Go-Kits

Organizational Go-Kits are strategically placed supplies that a Department or Division prepares for a situation where it must rapidly leave a primary location. Contents of a Go-Kit should include all materials, resources, and procedures to continue operations at an alternate facility.

The Ballot Distribution division has not identified an organization go-kit and may consider preparing one for future use.



ANNEX C – CAMPAIGN SERVICES

This Appendix is a high level overview of the Campaign Services COOP that outlines the lines of communication for all staff after an event, the division’s essential and critical functions, alternate work locations, and order of succession.

The Campaign Services division receives and processes candidate and ballot measure paperwork. They maintain documents filed with the State’s Fair Political Practices Commission (FPPC).

1.1 A. Communication and Order of Succession

All Campaign Services division staff are to contact Campaign Services Manager, **Matthew Selby at (415) 554-4376**, after an event.

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the key positions of the division is incapable or unavailable to fulfill essential duties, successors have been identified to ensure there is no lapse in essential decision-making authority.

Key Division Position	Lines of Succession
Campaign Services Manager, Matthew Selby	<ol style="list-style-type: none"> 1. Director, John Arntz 2. Deputy Director, Nataliya Kuzina

1.2 B. Division Functions

Essential and Critical Functions

Essential Functions are functions that happen on Election Day. These functions directly enable voting and vote processing on Election Day, and cannot be interrupted for any period of time.

Critical Functions are functions that occur outside of Election Day and must resume as soon as possible after an event.

The functions of this division occur year-round, including on Election Day, so they are considered Essential and Critical. On the next page you will find a list of these functions, as well as alternate work locations, minimal staffing, and resource needs.



Campaign Services Essential and Critical Functions

ID	Function	Alternate Work Location	Minimal Staffing	Resource Needs
CS.1	Observer Escort/ Front Counter - Assisting observers on department tours and assisting voters by distributing election material, issuing court orders for registration, issuing potential candidate paperwork, selling maps and CDs of voter database.	<p><i>Up to 28 days before an Election: 311 Facility</i></p> <p><i>Alt Site for other time periods: TBD</i></p>	3	<p>1. 2 Telephones with long distance service</p> <p>2. 3 Computers, 1 printer, internet access</p> <p>3. Fax Machine</p> <p>4. Various Election specific items (forms, voter registration cards, etc.)</p>
CS.2	Public Phone Bank - Assisting callers with questions on VBM, voter information pamphlet, registration, polling place location, poll workers etc.	<p><i>Up to 28 days before an Election: 311 Facility</i></p> <p><i>Alt Site for other time periods: TBD</i></p>	3	<p>1. 2 Telephones with long distance service</p> <p>2. 3 Computers, 1 printer, internet access</p> <p>3. Fax Machine</p> <p>4. Various Election specific items (forms, voter registration cards, etc.)</p>
CS.3	Media Liaison - Media liaison responding to media requests for updates on Election Day. Coordinating with Director for interviews.	<p><i>Up to 28 days before an Election: 311 Facility</i></p> <p><i>Alt Site for other time periods: TBD</i></p>	3	<p>1. 2 Telephones with long distance service</p> <p>2. 3 Computers, 1 printer, internet access</p> <p>3. Fax Machine</p> <p>4. Various Election specific items (forms, voter registration cards, etc.)</p>
CS.4	Candidate Filings - Issuing declaration of intention forms, signatures-in-lieu forms, and nomination paper petition forms to potential candidates. Advising candidates on important requirements and deadlines.	<p><i>Up to 28 days before an Election: 311 Facility</i></p> <p><i>Alt Site for other time periods: TBD</i></p>	3	<p>1. 2 Telephones with long distance service</p> <p>2. 3 Computers, 1 printer, internet access</p> <p>3. Fax Machine</p> <p>4. Various Election specific items (forms, voter registration cards, etc.)</p>
CS.5	Initiative Filings - Advising public, proponents, and legislators on the process of submitting measures: Charter amendments, ordinances, declarations of policy, and/or recalls.	<p><i>Up to 28 days before an Election: 311 Facility</i></p> <p><i>Alt Site for other time periods: TBD</i></p>	3	<p>1. 2 Telephones with long distance service</p> <p>2. 3 Computers, 1 printer, internet access</p> <p>3. Fax Machine</p> <p>4. Various Election specific items (forms, voter registration cards, etc.)</p>



1.3 C. Organizational Go-Kits

Organizational Go-Kits are strategically placed supplies that a Department or Division prepares for a situation where it must rapidly leave a primary location. Contents of a Go-Kit should include all materials, resources, and procedures to continue operations at an alternate facility.

The Campaign Services division has identified the following organizational go-kit and is responsible for transportation of the kit during an evacuation event.

Go-Kit	Location	Items
Main Emergency Suitcase	Campaign Services	1. Copy of COOP 2. Department Personal and Emergency Contact List 3. Alternate Site MOU 4. Map to Alternate Sites 5. First Aid Kit



APPENDIX D – POLLING PLACE OPERATIONS – LOGIC & ACCURACY (L&A) TESTING

This Appendix is a high level overview of the Polling Place Operations – L&A Testing COOP. This document outlines the lines of communication for all staff after an event, the division’s essential and critical functions, alternate work locations, and order of succession.

The L&A Division tests the Department’s tabulation equipment, ballot scanning machines, and accessible ballot marking devices prior to use before each election cycle.

A. Communication and Order of Succession

All L&A division staff are to contact L&A Manager, **Crispin Tirso at (415) 553-0647**, after an event.

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the key positions of the division is incapable or unavailable to fulfill essential duties, successors have been identified to ensure there is no lapse in essential decision-making authority.

Key Division Position	Lines of Succession
L&A Manager, Crispin Tirso	<ol style="list-style-type: none"> 1. MIS Manager, Valeri Shilov 2. Director, John Arntz 3. Deputy Director, Nataliya Kuzina

B. DIVISION FUNCTIONS

1. Essential Functions

Essential Functions are functions that happen on Election Day. These functions directly enable voting and vote processing on Election Day, and cannot be interrupted for any period of Time.

ID	Function	Alternate Work Location	Minimal Staffing	Date	Resource Needs
LA.1	L&A Testing - Preparation and testing of ICC and Adjudication units	TBD	<ol style="list-style-type: none"> 1. 8 Election staff 2. 1 Dominion staff 	E-60	<ol style="list-style-type: none"> 1. 8,000 sq. feet 2. Test ballots 3. 16 ICC stations computer 4. 2 EMS stations 5. 16 Adjudication stations



2. Critical Functions

The following information outlines the critical functions of each division that must resume as soon as possible after an emergency. In cases where critical functions must be resumed within a certain period of time to ensure continuity of Departmental operations, that time period is specified by dates prior to or after Election Day (E- or E+).

ID	Function	Alternate Work Location	Minimal Staffing	Start Date	End Date	Resource Needs
LA.2	L&A Testing - Preparation and testing of ICC, EMS, and Adjudication units	TBD	8 DOE staff 1 Dominion Technician	E-60	E-25	<ol style="list-style-type: none"> 1. 7,000 sq. feet 2. Test ballots 3. 16 ICC stations computer 4. 2 EMS stations 5. 16 Adjudication stations

C. Key Equipment, Databases, and Vendors

Below is a list of equipment, databases, and vendors the Polling Place Operations division is dependent on.

Resource	Vendor	Contact Information
Voting Equipment	Dominion Voting System	Travis Kester (619) 416-1783
PollChief – Asset tracking system	Konnech	Kelly Shettler (517) 381-1830

D. Organizational Go-Kits

Organizational Go-Kits are strategically placed supplies that a Department or Division prepares for a situation where it must rapidly leave a primary location. Contents of a Go-Kit should include all materials, resources, and procedures to continue operations at an alternate facility.

The L&A division has not identified an organization go-kit and may consider preparing one for future use.



APPENDIX E – POLLING PLACE OPERATIONS – WAREHOUSE; VOTING EQUIPMENT & SUPPLIES (WH)

This Appendix is a high level overview of the Polling Place Operations – Warehouse; Voting Equipment & Supplies COOP. This document outlines the lines of communication for all staff after an event, the division’s essential and critical functions, alternate work locations, and order of succession.

The Polling Place Operations – Warehouse; Voting Equipment & Supplies division oversees the activities conducted at the Department’s warehouse located at Pier 31, including the maintenance, storage and distribution of the voting machines the preparation of polling place supplies, the rental of Election Day vehicles, securing the voting equipment, storage of archival documents and ballot, and the Election Night Processing Center.

A. Communication and Order of Succession

All Warehouse division staff are to contact division lead, **Jorge Gonzalez at (415) 553-0770**, after an event.

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the key positions of the division is incapable or unavailable to fulfill essential duties, successors have been identified to ensure there is no lapse in essential decision-making authority.

Key Division Position	Lines of Succession
Warehouse Manager, Crispin Tirso	1. Director, John Arntz 2. Division Lead, Jorge Gonzalez

1. B. DIVISION FUNCTIONS

1. Essential Functions

Essential Functions are functions that happen on Election Day. These functions directly enable voting and vote processing on Election Day, and cannot be interrupted for any period of Time.

ID	Function	Alternate Work Location	Minimal Staffing	Date	Resource Needs
WH.1	Processing Center - Receiving and inventorying voted ballots and other Election materials on Election Night.	Bill Graham Civic Auditorium	85	Election Day	1. 51,000 sq. feet 2. 3 laptops with internet access 3. 2 Tower Lights 4. AC generator 5. 1 Delivery Truck 6. Mail trays, mobile carts, tables 7. PollChief



2. Critical Functions

The following information outlines the critical functions of each division that must resume as soon as possible after an emergency. In cases where critical functions must be resumed within a certain period of time to ensure continuity of Departmental operations, that time period is specified by dates prior to or after Election Day (E- or E+).

ID	Function	Alternate Work Location	Minimal Staffing	Start Date	End Date	Resource Needs
WH.2	Voting Equipment Inventory, Storage, Maintenance and Distribution. - Accounting for all voting equipment at and outside the pier. Following charging procedures and schedules for the ICX units and assisting in the equipment distribution during the Election cycle.	TBD	4	Year-round		<ol style="list-style-type: none"> 1. 63,500 sq. feet 2. PollChief 3. Forklift 4. PS Route List 5. Standard Power Supply, AC Generator 6. Pallet Jacks 7. Printer 8. Computer with internet service
WH.3	Storage and Destruction of Critical Election Materials. - Ensuring that all critical Election materials are stored and destroyed properly. Please refer to CAEC 17301 and 17303	TBD	2	Year-round		<ol style="list-style-type: none"> 1. 3,000 sq. feet 2. Forklift 3. Computer and printer 4. Standard power source
WH.4	Voting Equipment Asset Management - Manage maintenance and track voting equipment inventory	TBD	7	Year-round		<ol style="list-style-type: none"> 1. 2,500 sq. feet 2. Spare voting equipment parts 3. Paper rolls for voting equipment 4. Security seals 5. Flash drives and laptop 7. Mobile carts, speed packs, dollies 8. PollChief 9. Computer, printer, and internet service
WH.5	Voting Equipment security - Maintain and monitor secure environment for voting equipment	TBD	1	Year-round		<ol style="list-style-type: none"> 1. 11,000 sq. feet. 2. Secure area or security personnel 3. Security Camera's with internet service

(Critical Functions continued)



ID	Function	Alternate Work Location	Minimal Staffing	Start Date	End Date	Resource Needs
WH.6	Inventory, Ordering and Assembly of Supplies Needed for an Election. - Establish an accurate count of supplies we have in house and make the proper requisition of materials and supplies needed to run an Election.	TBD	7	E-81	E-11	<ol style="list-style-type: none"> 1. 2,600 sq feet 2. Compute with inventory files 3. Telephone 4. Assembly Checklist 5. Mobile carts, speed packs, dollies, mail trays, storage cabinets, push carts 6. Forklifts and pallet jacks
WH.7	Rental Items such as Vehicles, Hand Trucks, Tower Lights and Lease of Additional Warehouse Space. - These rental items are needed every Election for supply delivery, ballot pick-up, processing voting materials and additional parking & working space.	TBD	3	E-8	E+3	<ol style="list-style-type: none"> 1. 97,000 sq feet 2. Key cabinet 3. Canopy 4. Portable Toilet 5. Tower Lights 6. Utility Cart 7. Push carts 8. Box trucks 9. Vehicle identification materials (tags, place cards, etc.) 10. Security staff and portable heater

C. Key Equipment, Databases, and Vendors

Below is a list of equipment, databases, and vendors the Ballot Distribution division is dependent on.

Resource	Vendor	Contact Information
Election night delivery of ballots and other polling place supplies	Sherriff's Department	Lt. Christopher Krol O:(415) 734-2316 C:(415) 238-3823
Voting Equipment Delivery/Retrieval (Drayage), Maintenance and Troubleshooting	Dominion Voting Systems	Travis Kester (619) 416-1783
Rental Vehicles	Enterprise Rent-A-Car	Brian Murphy (925) 324-2075 Andrew Kluger (212)882-1220
Parking Space	Chase Center	Miguel Guerrero (415) 509-0590
PORT Facilities	San Francisco PORT Authority	Don Kavanaugh (415) 274-0501
Vehicle Security	Treeline Security	Bo Mariles (415) 819-7195



D. Organizational Go-Kits

Organizational Go-Kits are strategically placed supplies that a Department or Division prepares for a situation where it must rapidly leave a primary location. Contents of a Go-Kit should include all materials, resources, and procedures to continue operations at an alternate facility.

The Voting Equipment & Supplies division has not identified an organization go-kit and may consider preparing one for future use.



APPENDIX F – MANAGEMENT OF INFORMATION SYSTEMS (MIS)

This Appendix is a high level overview of the Management of Information Systems (MIS) divisions’ COOP. This document outlines the lines of communication for all staff after an event, the division’s essential and critical functions, alternate work locations, and order of succession.

The MIS division addresses the technological needs of the Department such as e-mail, server access, and data ports. Most MIS Division functions should resume immediately after an emergency, regardless of work period. Because the MIS Division is responsible for the Department’s network, the retention of all electronic information, as well as the voter database, MIS staff is to be involved in the post-emergency assessment. They will also be critical in transferring network access and database information to alternate worksites.

A. Communication and Order of Succession

All MIS division staff are to contact MIS Manager, **Val Shilov at (415) 640-0531**, after an event.

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the key positions of the division is incapable or unavailable to fulfill essential duties, successors have been identified to ensure there is no lapse in essential decision-making authority.

Key Division Position	Lines of Succession
MIS Manager, Val Shilov	1. IS Administrator, Jimmy Uy 2. IS Business Analyst, Aaron Ye 3. Director, John Arntz

B. DIVISION FUNCTIONS

1. Essential Functions

Essential Functions are functions that happen on Election Day. These functions directly enable voting and vote processing on Election Day, and cannot be interrupted for any period of time.

ID	Time Period	Function	Minimal Staffing	Alternate Work Location	Resource Needs
MIS.1	Election Day	Early Voting IT Support - Support for the Election Management System, hardware and network.	1	2 nd floor atrium of 1 South Van Ness	1. Up to 20 Computers, network and power
MIS.2	Election Day	Election Day Tabulation of votes - Results Tally and Reporting - Upload flash drive data ensure accuracy of data, produce print and web reports.	2	Pier 31	1. Small secured room 2. 1 Democracy Suite Server 3. 2+ Democracy Suite laptops and MPRs 4. 1 network switch, cables 5. 1 Computer, internet, power



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MIS.3	Election Day	Processing Center IT Support - Support for PollChief Inventory System, hardware and network	1	Brooks Hall	1. 1 PollChief Server 2. 5 Laptops 3. 5 barcode scanners 4. 2+ PollChief handhelds
MIS.4	Election Day	Election Day Issue Management - Log, respond and track election day issues	1	TBD	1. 1 Computer, internet, power
MIS.5	Election Day	GSA assembles team for flash drive upload	TBD	TBD	TBD

2. Critical Functions

The following information outlines the critical functions of each division that must resume as soon as possible after an emergency. In cases where critical functions must be resumed within a certain period of time to ensure continuity of Departmental operations, that time period is specified by dates prior to or after Election Day (E- or E+).

ID	Time Period	Function	Minimal Staffing	Alternate Work Location	Resource Needs
MIS.6	Year-round	Network Management - Managing the network infrastructure and maintaining Department servers	1	Telecommute	1. 1 Computer, internet, VPN, power
MIS.7	Year-round	Voter Database Management - Managing the Department's Election Management System (EIMS)	1	Telecommute	1. 1 Computer, internet, VPN, power
MIS.8	Year-round	Application Administration - Programming and support for Department applications	1	Telecommute	1. 1 Computer, internet, VPN, power
MIS.9	Year-round	IT/Help Desk Support - General IT troubleshooting	1	Telecommute Note: Some trouble has to take place on site in City Hall	1. 1 Computer, internet, VPN, power
MIS.10	Year-round	Public website and online tools - Provides access to election and voter specific information for the public	1	Telecommute	1. 1 Computer, internet, VPN, power
MIS.11	E-11 to E+28	Tabulation of votes - Utilize Democracy Suite software to tabulate votes from central tabulators, and flash drives; and release reports on a daily basis.	1	Pier 31	1. Small secured room 2. 1 Democracy Suite Server 3. 1 Democracy Suite laptop 4. 1 network switch, cables 5. 1 Computer, internet, power



C. Key Equipment, Databases, and Vendors

Below is a list of equipment, databases, and vendors the Management of Information Systems division is dependent on.

Resource	Vendor	Contact Information
VoteCal	Secretary of State	TBD
PollChief Server and Hardware	OrbComm (Insync)	John Koh (408) 813-7423
EIMS	DFM Associates	
IRIS	Department Maintained	MIS Division
Verification software of Rosters of Voters.	WiseTREND	510-754-9866 sales@wisetrend.com
Democracy Suite	Dominion Voting Systems	Ruth Chavira-Lopez (415)218-9605
Warehouse Internet	City Fiber	DT HelpDesk

D. Interdependencies

Below is a list of agencies the Management of Information Systems division is dependent upon, the services received, and agency contact information.

Agency	Service	Contact
General Services Agency	Upload of memory packs and results cartridges on Election night.	Norman Goldwyn (415) 554-6256
Department of Technology	Elections Website Drupal	TBD

E. Organizational Go-Kits

Organizational Go-Kits are strategically placed supplies that a Department or Division prepares for a situation where it must rapidly leave a primary location. Contents of a Go-Kit should include all materials, resources, and procedures to continue operations at an alternate facility.

The MIS division has identified the following organizational go-kit. It is the responsibility of the IS Business Analyst to take this go kit in the event of an evacuation at City Hall.

Go-Kit	Location	Items
EIMS Emergency Server	MIS Division	1. 1 Laptop containing a copy of the EIMS database.



APPENDIX G – ELECTION DAY SUPPORT – POLL WORKERS & FIELD SUPPORT (PW)

This Appendix is a high level overview of the Election Day Support – Poll Workers & Field Support (PW) division COOP. This document outlines the lines of communication for all staff after an event, the division’s essential and critical functions, alternate work locations, and order of succession.

The Poll Worker division is responsible for recruiting and training Poll Workers and Field Election Deputy (FED) prior to each Election (California Elections Code Section 12304).

Training functions should be resumed as soon as possible after an emergency during the Election preparation period. In the event of an emergency, alternate training sites and replacement trainers must be identified as soon as possible. The Poll Worker Section must have access to the training database (EMS) in order to contact Poll Workers about changes in training locations and for recruitment of replacement Trainers.

Poll Worker recruitment functions should be resumed 1-3 days after an emergency during the Election preparation period (California Elections Code Section 12304). All Poll Workers should be notified that the Election will still be held and their availability confirmed. In a Citywide emergency, replacement Poll Workers must be identified and confirmed as soon as possible. They may also recruit replacement Poll Workers as long as access to the voter registration database and the training database is available.

A. Communication and Order of Succession

Poll Worker division staff, including Field Election Deputies (FED) are to contact Poll Worker Manager, **Mayank Patel at (415) 554-4332**, after an event.

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the key positions of the division is incapable or unavailable to fulfill essential duties, successors have been identified to ensure there is no lapse in essential decision-making authority.

Key Division Position	Lines of Succession
Poll Worker Manager, Mayank Patel	<ol style="list-style-type: none"> 1. Deputy Director II, Nataliya Kuzina 2. Director, John Arntz

B. DIVISION FUNCTIONS

1. Essential Functions

Essential Functions are functions that happen on Election Day. These functions directly enable voting and vote processing on Election Day, and cannot be interrupted for any period of Time.



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ID	Time Period	Function	Minimal Staffing	Resource Needs	Alternate Work Location
PW.1	Election Day	FED Deployment - Coordinating deployment of FEDs to their territories.	9	1. 200 sq. feet 2. 9 cell phones	311 Center
PW.2	Election Day	Deputy Sheriff Training - Training Deputy Sheriffs to collect ballots and Election materials on Election night after the polls are closed.	1	1. Space for 120 Deputies 2. Example Election Materials	TBD

2. Critical Functions

The following information outlines the critical functions of each division that must resume as soon as possible after an emergency. In cases where critical functions must be resumed within a certain period of time to ensure continuity of Departmental operations, that time period is specified by dates prior to or after Election Day (E- or E+).

ID	Time Period	Function	Minimal Staffing	Resource Needs	Alternate Work Location
PW.4	E-125 to E-46	Developing Poll Worker Training Manual and Training Curriculum - Updating Poll Worker manual to reflect procedures for the type of Election, current Election law and Departmental procedures. Developing training curriculum for each type of Poll Worker (clerk, inspector, high-school student poll worker, bilingual poll worker, FED).	1	1. Computer with access to appropriate software (To be defined)	TBD
PW.5	E-71 to E-1	Recruiting Poll Workers - Recruiting Poll Workers to staff City's polling places to ensure voter assistance on Election day.	5	1. Computer with access to appropriate software (To be defined)	TBD



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PW.6	E-43 to E-14	Hiring and Assigning FEDs - Hiring FEDs to monitor and assist polling places on Election day and provide communication between the field and the Department on Election Day. Each FED is given a territory comprised of several polling places.	2	1. Computer with access to appropriate software (To be defined) 2. Phone	TBD
PW.7	E-38 to E-18	Scheduling Poll Workers to Training - Scheduling Poll Workers to training according to the information provided on the Availability Letters.	6	1. Computer with access to appropriate software (To be defined) 2. Phone	TBD
PW.8	E-36 to E-1	Assigning Poll Workers to Polling Places - Assigning poll workers to polling places while ensuring bilingual requirements mandated by federal and state laws are met.	6	1. Computer with access to appropriate software (To be defined) 2. Phone	TBD
PW.9	E-18 to E-2	Facilitating Poll Worker Training labs - Conducting training labs including procurement and organization of lab materials, space, and equipment set-up.	5	1. 1000 sq. feet 2. 20 Sets of Voting Equipment 3. 2 Computer 4. Example Materials	TBD
PW.10	E-13 to E+1	Processing Poll Worker Stipends - Verifying stipend amount against Payroll Sheets collected on Election Day and making necessary changes/adjustments in EMS.	3	1. Computer with access to appropriate software (To be defined)	TBD



C. Key Equipment, Databases, and Vendors

Below is a list of equipment, databases, and vendors the Poll Worker division is dependent on.

Resource	Vendor	Contact Information
EIMS	DFM Associates	
FED Election Day App	Management of Information Systems (MIS)	Val Shilov (415) 558-7808

D. Interdependencies

Below is a list of agencies the Poll Worker division is dependent upon, the services received, and agency contact information.

Agency	Service	Contact
Sherriff's Department	Training for ballot security and collection of ballots and other polling place materials on Election night.	Lt. Christopher Krol O:(415) 734-2316 C:(415) 238-3823

E. Organizational Go-Kits

Organizational Go-Kits are strategically placed supplies that a Department or Division prepares for a situation where it must rapidly leave a primary location. Contents of a Go-Kit should include all materials, resources, and procedures to continue operations at an alternate facility.

The Poll worker division has not identified an organization go-kit and may consider preparing one for future use.



APPENDIX H – ELECTION DAY SUPPORT – PRECINCT SERVICES (PS)

This Appendix is a high level overview of the Election Day Support – Precinct Services (PS) division COOP. This document outlines the lines of communication for all staff after an event, the division’s essential and critical functions, alternate work locations, and order of succession.

The Precinct Services division locates and equips approximately 583 polling places prior to each Election (California Elections Code Sections 12280-12281). On Election Day, Precinct Services is responsible for supporting facilities being used as voting locations, troubleshooting field staff assigned to territories and supplied with additional voting equipment, and posting signage notifying voters of polling place relocation.

A. Communication and Order of Succession

All Precinct Services division staff are to contact Precinct Services Manager, **Andy Pastalaniec at (415) 554-4360**, after an event.

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the key positions of the division is incapable or unavailable to fulfill essential duties, successors have been identified to ensure there is no lapse in essential decision-making authority.

Key Division Position	Lines of Succession
Precinct Services Manager, Andy Pastalaniec	1 Precinct Services Lead, Jonathan Aaberg 2 Director, John Arntz

B. DIVISION FUNCTIONS

1. Essential Functions

Essential Functions are functions that happen on Election Day. These functions directly enable voting and vote processing on Election Day, and cannot be interrupted for any period of Time.

ID	Time Period	Function	Minimal Staffing	Resource Needs	Alternate Work Location
PS.1	Election Day	Polling Place Locations Support - Support for facilities being used as voting locations	2 to 5	1. 2-5 telephones with long distance service 2. 1 Table	311 Center
PS.2	Election Day	District Support Team - Troubleshooting field staff assigned to supervisorial district territories and supplied with additional voting equipment.	2 to 5	Bill Graham Civic Auditorium	311 Center



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PS.3	Election Day	Signage Posting - Posting signage notifying voters of polling place relocation	2 to 5	1. 2-5 telephones with long distance service 2. 1 Table	311 Center
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2. Critical Functions

The following information outlines the critical functions of each division that must resume as soon as possible after an emergency. In cases where critical functions must be resumed within a certain period of time to ensure continuity of Departmental operations, that time period is specified by dates prior to or after Election Day (E- or E+).

ID	Time Period	Function	Minimal Staffing	Resource Needs	Alternate Work Location
PS. 4	E-183 to E-88	Maintaining Precinct Boundary - Maintaining precinct boundary maps and databases CAEC §12220 - 12262.	TBD	Telecommute	TBD
PS.5	E-183 to E+182	Maintaining Accessible Polling Places - Locating and maintaining an accessible polling location for each of the precincts CAEC §12280 - 12288	2 to 5	1. 2-5 telephones with long distance service 2. 1 Table	TBD
PS.6	E-183 to E+182	Maintaining Street Index - Assuring the street ranges are current and assigned to the correct precinct. Updating files with new streets or changes.	TBD	Telecommute	TBD
PS.7	E-7 thru E-1	Delivery of Voting Equipment - Delivering, scanning and setting-up voting equipment at each polling place	2 to 5	1. 2-5 telephones with long distance service 2. 1 Table	TBD
PS.8	E-1 to E+7	Retrieval of Voting Equipment - Retrieving and scanning voting equipment from each polling place	TBD	1. 2-5 telephones with long distance service 2. 1 Table	TBD



C. Key Equipment, Databases, and Vendors

Below is a list of equipment, databases, and vendors the Polling Places division is dependent on.

Resource	Vendor	Contact Information
Pier 31	Port of San Francisco/WH Division	
Voting Equipment Delivery/Retrieval	DVS	Travis Kester (619) 416-1783
City Hall Building Management	Access to Election Center on Election Day	Lori Mazzola Lori.mazzola@sfgov.org
EIMS	DFM Associates	
Internet and O: Drive Access	Management of Information Systems (MIS)	Valeri Shilov 415-558-7808

D. Interdependencies

Below is a list of agencies the Polling Places division is dependent upon, the services received, and agency contact information.

Agency	Service	Contact
City Hall Building Management	Room reservation and logistics	Lori Mazzola Lori.mazzola@sfgov.org
Sherriff's Department	Training for ballot security and collection of ballots and other polling place materials on Election night.	Lt. Christopher Krol O:(415) 734-2316 C:(415) 238-3823

E. Organizational Go-Kits

Organizational Go-Kits are strategically placed supplies that a Department or Division prepares for a situation where it must rapidly leave a primary location. Contents of a Go-Kit should include all materials, resources, and procedures to continue operations at an alternate facility.

The Polling Places division has not identified an organization go-kit and may consider preparing one for future use.



APPENDIX I – VOTER INFORMATION – PUBLICATIONS (PB)

This Appendix is a high level overview of the Voter Information - Publications division COOP. This document outlines the lines of communication for all staff after an event, the division’s essential and critical functions, alternate work locations, and order of succession.

The Publications division is responsible for overseeing creation and layout of the Official Ballot and production and delivery of the Voter Information Pamphlet (VIP) for each election. The division also administers meetings of the Ballot Simplification Committee and publication of certain public notices that are required under state and local election law.

A. Communication and Order of Succession

Publications division staff are to contact Publications Manager, **Catherine Lee at (415) 554-7771**, after an event.

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the key positions of the division is incapable or unavailable to fulfill essential duties, successors have been identified to ensure there is no lapse in essential decision-making authority.

Key Division Position	Lines of Succession
Publications Manager, Catherine Lee	1. Deputy Director II, Nataliya Kuzina 2. Director, John Arntz 3. Ballot Project Manager, Santisia Ambrosino

B. DIVISION FUNCTIONS

1. Critical Functions

The following information outlines the critical functions of each division that must resume as soon as possible after an emergency. In cases where critical functions must be resumed within a certain period of time to ensure continuity of Departmental operations, that time period is specified by dates prior to or after Election Day (E- or E+).

ID	Time Period	Function	Minimal Staffing	Resource Needs	Alternate Work Location
PB.1	E-127 thru E-7	Public notices - Compile all information and translations for newspaper notices required by Elections code (CAEC and SFMEC), place in official newspaper and Chinese / Spanish newspapers via newspaper group.	8	1. 2 computers with email and network access (1 with Chinese fonts, printer, and adequate paper) 2. 1 telephone (cell or land), 3. Standard power sources 4. 7 chairs/tables to accommodate staff 5. Pens	311 Center



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PB.2	E-106 to E-85	Administer the Ballot Simplification Committee - Create and distribute all documentation required for and resulting from meetings to draft digests of all local ballot measures.	3	<ol style="list-style-type: none"> 1. 2 computers with email and network access (1 with Chinese fonts, printer, and adequate paper) 2. 2 Operational cell phones (or 1 cell phone and 1 landline), 3. Meeting room with public access, ideally with separation between the Committee members and the audience 4. 6 microphones (or 2-3 portable mikes); audio recording capability 5. 1 laptop computer that can be connected to at least two video monitors 6. 2 devices for audio and MS Word data storage, likely flash drives 7. Standard power sources 8. 7 chairs/tables 9. Seating for at least 15 audience members 10. Office supplies (stapler, notepads, pens, manila folders, binder clips, 1-2 binders, etc.) 	Telecommute
PB.3	E-99 to E-18	Voter Information Pamphlet Production - Compile all information to be included in English and translated Voter Information Pamphlets; proofread; supervise production of all versions, including accessible formats; distribute copies as needed; monitor delivery issues.	8	<ol style="list-style-type: none"> 1. 3 computers with email and network access and Adobe Writer (1 with Chinese fonts, printer/copier with capability to print at least 8.5 x 14", and adequate paper) 2. 2 operational telephones (cell or land), light table (E-64 through E-60), 3. Standard power sources; 4. 7 chairs/tables to accommodate staff 5. Office supplies (stapler, highlighters, pens, manila folders, binder clips, etc.) 	Telecommute
PB.4	E-92 to E-39	Ballot Production - Compile all information to be included on Official Ballot (up to 37 geographical versions x 3 language versions); proofread; supervise layout and approval and help to coordinate printing.	8	<ol style="list-style-type: none"> 1. 3 computers with email and network access and Adobe Writer (1 with Chinese fonts, printer/copier with capability to print at least 8.5 x 14", and adequate paper) 2. 2 operational telephones (cell or land), light table (E-64 through E-60), 3. Standard power sources; 4. 7 chairs/tables to accommodate staff 5. Office supplies (stapler, highlighters, pens, manila folders, binder clips, etc.) 	Telecommute



C. Key Equipment, Databases, and Vendors

Below is a list of equipment, databases, and vendors the Publications division is dependent on.

Resource	Vendor	Contact Information
Canon Scanners	Dominion Voting System	Travis Kester (619) 416-1783
Agilis - VBM Envelope sorter	Runbeck	Howard Nathan (916) 660-2433
Ballot Extraction and Sorting Machines	OPEX	Steve Minkler (800) 673-9288
PollChief Server and Hardware	OrbComm (Insync)	John Koh (408) 813-7423

D. Interdependencies

Below is a list of agencies the Publications division is dependent upon, the services received, and agency contact information.

Agency	Service	Contact
City Hall Building Management	Room reservation and logistics	Lori Mazzola Lori.mazzola@sfgov.org
Sherriff's Department	Training for ballot security and collection of ballots and other polling place materials on Election night.	Lt. Christopher Krol O: (415) 734-2316 C: (415) 238-3823

E. Organizational Go-Kits

Organizational Go-Kits are strategically placed supplies that a Department or Division prepares for a situation where it must rapidly leave a primary location. Contents of a Go-Kit should include all materials, resources, and procedures to continue operations at an alternate facility.

The Publications division has not identified an organization go-kit and may consider preparing one for future use.



APPENDIX J – VOTER INFORMATION – OUTREACH (OR)

This Appendix is a high level overview of the Voter Information - Outreach division COOP. This document outlines the lines of communication for all staff after an event, the division’s essential and critical functions, alternate work locations, and order of succession.

The Outreach division is responsible for providing election information to San Francisco voters in English, Spanish, Chinese (Cantonese and Mandarin), and Filipino year round. On Election Day, the division is responsible for informing all voters, including those in the Spanish-, Chinese-, and Filipino-speaking communities, of the continuation of the Election through mainstream and minority-language media. The Outreach division is also responsible for collecting VBM ballots at stations located at the entrances of City Hall and maintaining social media communication.

A. Communication and Order of Succession

All Outreach division staff are to contact Outreach Manager, **Michael Choi at (415) 553-0719**, after an event.

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the key positions of the division is incapable or unavailable to fulfill essential duties, successors have been identified to ensure there is no lapse in essential decision-making authority.

Key Division Position	Lines of Succession
Outreach Manager, Michael Choi	<ol style="list-style-type: none"> Deputy Director, Nataliya Kuzina Director, John Arntz

B. DIVISION FUNCTIONS

1. Essential Functions

Essential Functions are functions that happen on Election Day. These functions directly enable voting and vote processing on Election Day, and cannot be interrupted for any period of time.

ID	Function	Alternate Work Location	Minimal Staffing	Date	Resource Needs
OR.1	Public Outreach - Informing voters, including those in the Spanish-, Chinese-, and Filipino-speaking communities, of the continuation of the Election through mainstream and minority-language media.	311 Center	1	Election Day	<ol style="list-style-type: none"> 100 sq. feet 1 telephone 1 computer



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OR.2	Drop-Off Stations - Collecting VBM ballots	Outside 1 South Van Ness	2	Election Day	1. 100 sq. feet 2. Red boxes 3. Canopy
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2. Critical Functions

The following information outlines the critical functions of each division that must resume as soon as possible after an emergency. In cases where critical functions must be resumed within a certain period of time to ensure continuity of Departmental operations, that time period is specified by dates prior to or after Election Day (E- or E+).

ID	Function	Alternate Work Location	Minimal Staffing	Start Date	End Date	Resource Needs
OR.3	Identify and register eligible voters through outreach opportunities, including presentations and community events.	Telecommute	1	E-183	E+182	1. VRC, clipboards
OR.4	Maintain social media communication.	Telecommute	1	E-183	E+182	1. Desk 2. 1 computer with internet access or cell phone with appropriate apps
OR.5	Disseminate Election Information to the General Public and Target Communities through Various Methods - Utilization of various outreach mechanisms to disseminate Election information, including: brochure and poster distribution, community presentations, tabling events, mainstream and minority-language media outreach, newspaper advertising, and eNewsletters.	Bill Graham Civic Auditorium	TBD	E-92	E-1	1. Computers, printer, phone line
OR.6	Creating accessible ballot	DVS San Leandro	8	E-64	E-33	1. 100 sq. feet; 2. 2 computers with network access 3. 2 Ballot Marking Devices



C. Key Equipment, Databases, and Vendors

Below is a list of equipment, databases, and vendors the Outreach division is dependent on.

Resource	Vendor	Contact Information
Vote tabulation and adjudication	Dominion Voting System	Travis Kester (619) 416-1783
Agilis - VBM Envelope sorter	Runbeck	Howard Nathan (916) 660-2433
Ballot Extraction and Sorting Machines	OPEX	Steve Minkler (800) 673-9288
PollChief - Asset Tracking System	Konnech	Kelly Shettler (517) 381-1830

D. Interdependencies

Below is a list of external agencies the Outreach division is dependent upon, the services received, and agency contact information.

Agency	Service	Contact
Municipal Transportation Agency	Collection of flash drives on Election night.	Sgt. Makiko Guevara C:(415) 819-0674 O:(415) 553-1234
Sherriff's Department	Ballot security and collection of ballots and other polling place materials on Election night.	Lt. Christopher Krol O: (415) 734-2316 C: (415) 238-3823
Department of Technology	Upload of results from flash drives on Election night.	Norman Goldwyn (415) 554-6256

E. Organizational Go-Kits

Organizational Go-Kits are strategically placed supplies that a Department or Division prepares for a situation where it must rapidly leave a primary location. Contents of a Go-Kit should include all materials, resources, and procedures to continue operations at an alternate facility.

The Outreach division has not identified an organization go-kit and may consider preparing one for future use.



APPENDIX K – VOTER SERVICES (VS)

This Appendix is a high level overview of the Voter Services division COOP. This document outlines the lines of communication for all staff after an event, the division’s essential and critical functions, alternate work locations, and order of succession.

The Voter Services division maintains the City’s voter roll, administers VBM voting, and performs signature verification of Election materials. On Election Day, the division is responsible for managing the Voting Center.

A. Communication and Order of Succession

All Voter Services division staff are to contact Voter Services Manager, **Deborah Brown at (415) 554-5665**, after an event.

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the key positions of the division is incapable or unavailable to fulfill essential duties, successors have been identified to ensure there is no lapse in essential decision-making authority.

Key Division Position	Lines of Succession
Voter Services Manager, Deborah Brown	<ol style="list-style-type: none"> 1. Deputy Director, Nataliya Kuzina 2. Assistant Deputy Director, Winter Patterson 3. Director, John Arntz

B. DIVISION FUNCTIONS

1. Essential Functions

Essential Functions are functions that happen on Election Day. These functions directly enable voting and vote processing on Election Day, and cannot be interrupted for any period of time.

ID	Function	Alternate Work Location	Minimal Staffing	Date	Resource Needs
VS.1	Voting Center - Satellite location for early voting EC §3018	2 nd Floor Atrium	5-30	E-29 - Election Day	<ol style="list-style-type: none"> 1. EIMS Emergency Server, 2. Standard power source 3. Tables and chairs 4. 5-30 computers with VPN connection to EIMS

2. Critical Functions

The following information outlines the critical functions of each division that must resume as soon as possible after an emergency. In cases where critical functions must be resumed within a certain period of time to ensure continuity of Departmental operations,



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that time period is specified by dates prior to or after Election Day (E- or E+).

ID	Function	Alternate Work Location	Minimal Staffing	Start Date	End Date	Resource Needs
VS.2	Maintenance of Voter Roll - Purge the voter rolls of deceased individuals, duplicate registrations, individuals who have moved out of county and individuals in prison or on parole for the conviction of a felony. CAEC § 2201-2213	Telecommute	5	E-183	E+182	
VS.3	Voter Registration - Enter voter registration cards into the database. CAEC § 2107	Telecommute	5	E-183	E+182	
VS.4	Mail Process - Process incoming mail and re-direct mail to other Election offices.	Telecommute	5	E-183	E+182	
VS.5	State and Local Petitions - Process and verify signatures on state and local petitions CAEC§ 9030-9031 and 9114-9115	Telecommute	5	E-183	E+182	
VS.6	Signature-in-Lieu & Nomination papers - Process and verify signatures on signature-in-lieu and Nomination papers. CAEC § E061, 8105-8106, 8022, 8041, 8061, 8100.	Telecommute	5	E-158	E-88	
VS.7	VBM Application Requests - Process VBM ballot application requests. CAEC. § 3001	Telecommute	5		E-7	
VS.8	Administer VBM Voting - Sort, scan, upload and verify signatures on returned, voted ballots. CAEC § 3019, 3009	Bill Graham Civic Auditorium	TBD	E-29	E+28	
VS.9	Provisional Ballots - Process Provisional ballots of voters whose names do not appear on the roster. This includes tallying and verifying signatures. E.C. §14310	Bill Graham Civic Auditorium	TBD	E+1	E+10	



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VS.10	Rosters - Reconcile voter changes/requests	Telecommute	5	E+13	E+27
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C. Key Equipment, Databases, and Vendors

Below is a list of equipment, databases, and vendors the Voter Services division is dependent on.

Resource	Vendor	Contact Information
VoteCal	Secretary of State	TBD
PollChief Server and Hardware	OrbComm (Insync)	John Koh (408) 813-7423
EIMS	DFM Associates	
Verification software of Rosters of Voters.	WiseTREND	510-754-9866 sales@wisetrend.com
Democracy Suite	Dominion Voting Systems	Travis Kester (619) 416-1783

D. Interdependencies

Below is a list of external agencies the Voter Services division is dependent upon, the services received, and agency contact information.

Agency	Service	Contact
Municipal Transportation Agency	Collection flash drives on Election night.	Sgt. Makiko Guevara C:(415) 819-0674 O:(415) 553-1234
Sherriff's Department	Ballot security and collection of ballots and other polling place materials on Election night.	Lt. Christopher Krol O: (415) 734-2316 C: (415) 238-3823
Department of Technology	Upload of results from flash drives on Election night.	Norman Goldwyn (415) 554-6256

E. Organizational Go-Kits

Organizational Go-Kits are strategically placed supplies that a Department or Division prepares for a situation where it must rapidly leave a primary location. Contents of a Go-Kit should include all materials, resources, and procedures to continue operations at an alternate facility.

The Voter Services division has identified the following organizational go-kit and is responsible for transportation of the kit during an evacuation event.



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Go-Kit	Location	Items
Voter Services	Voting Center	<ol style="list-style-type: none">1. Cart2. Office Supplies3. Stapler and staples4. Scissors5. Glue Sticks6. Pens(blue)7. Pens (red)8. Tape gun with tape9. Scotch tape10. Clipboards11. Voter Registration Cards12. Voting Pens13. Privacy Envelopes14. Street Index15. Precinct maps16. Ballots17. "I Voted" stickers18. Voting instructions19. VBM applications20. VBM exterior envelope21. VBM interior envelope22. VBM ballot pick-up form23. Ballot replacement application24. Department security seals25. Existing polling 25 feet.26. Rice bags27. ADA chair28. Blue box for voted ballot29. Privacy Shields



APPENDIX L – ELECTION CENTER (EC)

This Appendix is a high level overview of the Election Center COOP. This document outlines the lines of communication for all staff after an event, the division’s essential and critical functions, alternate work locations, and order of succession.

The Election Center is responsible for issue management and providing support to polling places and poll workers on Election Day. Election Center staff logs and coordinates responses to issues through the IRIS database. The Election Center also facilitates communication between polling places, field staff, City Hall staff and technical staff.

A. Communication and Order of Succession

All Election Center staff are to contact the Deputy Director, **Nataliya Kuzina at (415) 554-5683**, after an event.

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the key positions of the division is incapable or unavailable to fulfill essential duties, successors have been identified to ensure there is no lapse in essential decision-making authority.

Key Division Position	Lines of Succession
Deputy Director, Nataliya Kuzina	<ol style="list-style-type: none"> 1. Poll Worker Manager, Mayank Patel 2. Director, John Arntz

B. DIVISION FUNCTIONS

1. Essential Functions

Essential Functions are functions that happen on Election Day. These functions directly enable voting and vote processing on Election Day, and cannot be interrupted for any period of time.

ID	Function	Alternate Work Location	Minimal Staffing	Date	Resource Needs
EC.1	Election Center - Coordinating all Election Day activities through the IRIS database. Communicating between polling places, field staff, and City Hall staff; dispatching poll workers, voting machines, etc.	311 Center	<ol style="list-style-type: none"> 1. 3 monitors 2. 4 incoming coordinators 3. 9 outgoing coordinators 	Election Day	<ol style="list-style-type: none"> 1. Space to accommodate 16 people 2. 4 emergency cell phones for incoming coordinators 3. 9 emergency cell phones for outgoing coordinators

C. Key Equipment, Databases, and Vendors

Below is a list of equipment, databases, and vendors the Election Center is dependent on.



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Resource	Vendor	Contact Information
IRIS	Department Maintained	MIS Division
Democracy Suite	Dominion Voting Systems	Travis Kester (619) 416-1783

D. Interdependencies

Below is a list of external agencies the Election Center is dependent upon, the services received, and agency contact information.

Agency	Service	Contact
Municipal Transportation Agency	Collection of flash drives on Election night.	Sgt. Makiko Guevara C:(415) 819-0674 O:(415) 553-1234
Sherriff's Department	Ballot security and collection of ballots and other polling place materials on Election night.	Lt. Christopher Krol O: (415) 734-2316 C: (415) 238-3823
Department of Technology	Upload results from flash drives on Election Night.	Norman Goldwyn (415) 554-6256
311 Center	Serve as a backup location for the Election Center	Nancy Alfaro (415) 260-4724

E. Organizational Go-Kits

Organizational Go-Kits are strategically placed supplies that a Department or Division prepares for a situation where it must rapidly leave a primary location. Contents of a Go-Kit should include all materials, resources, and procedures to continue operations at an alternate facility.

The Election Center has not identified an organization go-kit and may consider preparing one for future use.



APPENDIX M – CANVASS (CAN)

This Appendix is a high level overview of the Canvass COOP. This document outlines the lines of communication for all staff after an event, the division’s essential and critical functions, alternate work locations, and order of succession.

Canvass at the Warehouse is responsible for accounting of voted ballots, and conducting the 1% Manual Tally after Election Day. Canvass is also responsible for organizing voted ballots for storage.

A. Communication and Order of Succession

All Canvass staff are to contact Warehouse Manager, **Crispin Tirso** at **(415) 553-0647**, after an event.

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the key positions of the division is incapable or unavailable to fulfill essential duties, successors have been identified to ensure there is no lapse in essential decision-making authority.

Key Division Position	Lines of Succession
Warehouse Manager, Crispin Tirso	<ol style="list-style-type: none"> Poll Worker Training Manager, Mayank Patel Deputy Director, Nataliya Kuzina

B. DIVISION FUNCTIONS

1. Critical Functions

The following information outlines the critical functions of each division that must resume as soon as possible after an emergency. In cases where critical functions must be resumed within a certain period of time to ensure continuity of Departmental operations, that time period is specified by dates prior to or after Election Day (E- or E+).

ID	Function	Alternate Work Location	Minimal Staffing	Start Date	End Date	Resource Needs
CAN.1	Prepare VBM and PV ballots selected for 1% Manual tally and provide staffing support for manual tally.	TBD	20	E+20	E+28	<ol style="list-style-type: none"> Security of Ballots Work stations for canvass team, number of stations TBD by Canvass manager

C. Key Equipment, Databases, and Vendors

Below is a list of equipment, databases, and vendors that Canvass is dependent on.



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Resource	Vendor	Contact Information
Vote tabulation and adjudication	Dominion Voting System	Travis Kester (619) 416-1783
Ballot Extraction and Sorting Machines	OPEX	Steve Minkler (800) 673-9288
PollChief - Asset Tracking System	Konnech	Kelly Shettler (517) 381-1830
Parking Space	Impark	Jeffrey Paulson (415) 553-3111
PORT Facilities	San Francisco PORT Authority	Phil Williamson (415) 274-0453
Vehicle Security	Treeline Security	Bo Mariles (415) 819-7195

D. Interdependencies

Below is a list of external agencies that Canvass is dependent upon, the services received, and agency contact information.

Agency	Service	Contact
Municipal Transportation Agency	Collection of results flash drives on Election night.	Sgt. Makiko Guevara C:(415) 819-0674 O:(415) 553-1234
Sherriff's Department	Ballot security and collection of ballots and other polling place materials on Election night.	Lt. Christopher Krol O: (415) 734-2316 C: (415) 238-3823
Department of Technology	Upload of results from flash drives on Election night.	Norman Goldwyn (415) 554-6256

E. Organizational Go-Kits

Organizational Go-Kits are strategically placed supplies that a Department or Division prepares for a situation where it must rapidly leave a primary location. Contents of a Go-Kit should include all materials, resources, and procedures to continue operations at an alternate facility.

Canvass has not identified an organization go-kit and may consider preparing one for future use.