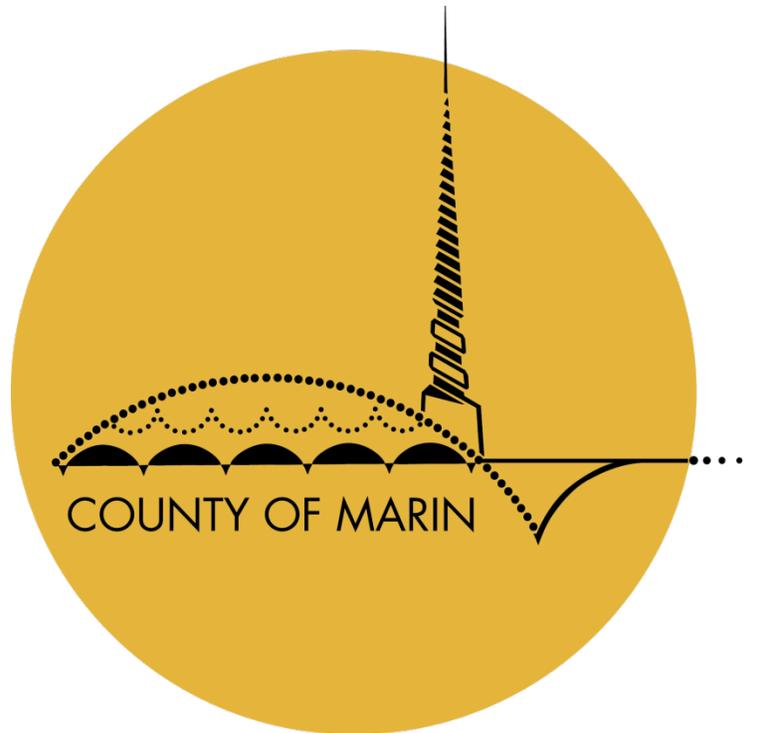


Marin County Elections Department
Election Administration Plan
For Ongoing Management of the Voter's Choice Act



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Marin County Elections Department
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(Elections Code §4005)

Table of Contents

Executive Summary3

Vote By Mail (VBM)4

Vote Centers.....5

Ballot Drop Boxes8

Voting Technology/Equipment9

Security 10

Budget 12

Voter Education and Outreach Plan 12

List of Appendices..... 19

I. Executive Summary

Introduction

The California State Legislature passed the [Voter's Choice Act](#)¹ (the Act) in 2016 (Senate Bill 450, Allen), which was intended to modernize elections in California by allowing counties to conduct all vote-by-mail elections and replace one-day polling places with regional Vote Centers open for up to 11 days. The Act was designed to increase voter participation and significantly change how elections are conducted through expanded access and voting options.

The Marin County Board of Supervisors approved resolution 2021-33 on May 25, 2021, confirming implementation of the California Voter's Choice Act in Marin County, and authorizing the Registrar of Voters to perform all activities required to implement the Act starting with the June 2022 primary election.

The initial Election Administration Plan implementing the Act in Marin County was approved by the Secretary of State on October 29, 2021. Two years after implementation, a revised plan will be reviewed following the public process outlined in the Act. *Elections Code §4005(a)(10)(G)*

As required by the Act, the Elections Department has a Language Accessibility Advisory Committee (LAAC) and a Voting Accessibility Advisory Committee (VAAC). The committees meet quarterly with the Registrar of Voters to discuss issues and provide feedback about improving the voting experience. These advisory committees meet in January, April, July and October; the specific days and times are posted online (www.MarinVotes.org). Those interested in joining one of these committees may email the Registrar of Voters at Elections@MarinCounty.org.

Overview

Under the Voter's Choice Act, all active registered voters are automatically mailed a vote-by-mail packet no later than 29 days before each election. If voters require in-person services such as registering to vote or updating voter registration, receiving a replacement vote-by-mail ballot, or voting on accessible voting equipment, they may visit any regional Vote Center. In addition, ballot drop boxes are available throughout the county beginning not less than 28 days before Election Day.

The number of Vote Centers and ballot drop boxes is determined by the number of registered voters on the 88th day before an election. Based on the current number of registered voters, Marin County is required to establish a minimum of 18 Vote Centers (four open 10 days before the election, and all 18 open three days before the election and on Election Day) and 12 ballot drop box sites open beginning not less than 28 days before the election and on Election Day

¹ <https://www.sos.ca.gov/voters-choice-act>

until 8 p.m. Voters may return their ballot by U.S. mail, at a ballot drop box, or at any Vote Center.

Vote Center locations are selected based on specific criteria, such as population centers, parking, access to public transportation, low rate of vote by mail usage, minority language communities, and proximity to low-income communities. Locations are also evaluated on size, availability, accessibility, computer connectivity and security.

II. Vote By Mail (VBM)

Elections Code §4005(a)(8)(A-B); §4005(a)(10)(I)(ii); §4005.6

County Voter Information Guide

The Voter Information Guide (VIG) the Elections Department prepares for each election includes detailed information on the vote-by-mail process, options for requesting a replacement vote-by-mail ballot (VBM ballot), and options for returning a VBM ballot. The VIG also includes locations and hours of operation of drop boxes and Vote Centers.

Receiving a VBM Ballot

No later than 29 days before each election, all Marin County active registered voters are mailed a VBM ballot packet. The ballot packet includes instructions and a postage-paid return ballot envelope. Voters who specified a language preference other than English on their voter registration form, will automatically be mailed a translated facsimile copy of the ballot if the voter's precinct is required to have an eligible language pursuant to Elections Code section 14201—currently Chinese, Spanish, and Vietnamese in Marin County. The translated facsimile ballots will be mailed so voters will receive their copy prior to the opening of vote centers as required.

Requesting A Remote Accessible Ballot

Marin County registered voters may opt to go on-line, through the Remote Accessible Vote By Mail (RAVBM) system, to request a downloadable ballot.

The RAVBM system allows voters to access and mark an electronic version of their ballot on their own device, such as a personal computer. Because they are using their own device, they also can use their own assistive technology, such as a screen reader, to navigate and mark their ballot. Once a voter marks the ballot using the RAVBM system, the voter must print the ballot on paper and return the printed ballot to elections officials using the same return methods that apply to paper vote-by-mail ballots.

Requesting a Replacement Ballot

Any voter may request a replacement ballot by visiting any Vote Center, including the Elections Department, or completing and returning the required form, either by mail or by emailing it to VoteByMail@MarinCounty.org. Voters may have a representative pick-up a replacement ballot by having the representative bring the required form in person to the Elections Department.

For more information, voters may call (415) 473-6456, or toll free, (833) 644-2061. Voters with communication disabilities may call 711 (CA Relay Service).

Returning a ballot

Voters may return their ballot by U.S. mail, at a ballot drop box, or at any Vote Center. Ballots can be received by the Elections Department until seven days after Election Day if they are postmarked on or before 8 p.m. on Election Day. Ballots directly submitted to the Elections Department, in a drop box or at a Vote Center, must be received no later than 8 p.m. on Election Day. Ballot drop boxes close precisely at 8 p.m. on Election Day.

General information

Check Frequently Asked Questions (FAQ) at www.MarinVotes.org for more information about voting by mail, returning a ballot, and processing ballots. Procedures are also found online under the Election Information link. If these resources do not answer a specific question, call 415-473-6444 to speak with the vote-by-mail coordinator or email VoteByMail@MarinCounty.org.

III. Vote Centers

Elections Code §4005(a)(3)(A); §4005(a)(4)(A,C-E); §4005(a)(6)(B-D) §4005(a)(10)(I)(ii); §4005(a)(10)(I)(vi)(I); §4005(a)(10)(I)(vi)(III), §4005(a)(10)(I)(vi)(VI); §4005(a)(10)(I)(vi)(IX); §4005(a)(10)(I)(vi)(X); §4005(a)(10)(I)(vi)(XI)

Number of Vote Centers and Hours of Operation

The number of Vote Centers and hours of operation are established in the Elections Code. Beginning 10 days before an election for a minimum of eight hours per day, at least one Vote Center is provided for every 50,000 registered voters. Three days before an election, for a minimum of eight hours per day and from 7 a.m. to 8 p.m. on Election Day, at least one Vote Center is provided for every 10,000 registered voters.

The number of Vote Centers is determined by the number of registered voters on the 88th day before an election. Based on the current number of registered voters, the Elections Department is required to establish at least 18 Vote Centers—four open for 10 days prior to and on Election Day, and an **additional** fourteen open for three days prior to and on Election Day.

Local special elections will have fewer Vote Centers and ballot drop boxes. The number of locations will depend on the number of registered voters within the jurisdiction. For example, if a jurisdiction has fewer than 30,000 registered voters, the elections official will make a reasonable effort to establish one Vote Center within the jurisdiction.

Locations

History

To establish the Vote Center locations in 2022, county staff created data maps for criteria listed in Elections Code section §4005(a)(10)(B)(i-xv) using data collected from the 2010 decennial Census, the American Community Survey, and the voter registration file current at that time. The data maps showed the areas of highest number of overlapping criteria and were used to evaluate potential locations; the criteria map review complemented a functional assessment of size, availability, security, internet connectivity, and accessibility. In addition, the Elections Department evaluated prior locations of polling places to determine suitability for Vote Centers, See **Appendix A** for criteria The Elections Department worked with the Language Accessibility Advisory Committee (LAAC), Voting Accessibility Advisory Committee (VAAC), and community members via community consultation sessions to identify Vote Center locations that were considered trusted, familiar sites.

Current Sites

The Elections Department established 20 Vote Centers that were used in the June and November 2022 elections. The list of locations and hours of operation were posted on the Department's website for each election (www.MarinVotes.org) and were included in election materials provided to each registered voter.

These sites will continue to be used for future elections and the information will be posted online and printed in the Voter Information Guide. See **Appendix B and Appendix E** for more information.

Accessibility

All Vote Center locations are accessible as required by the Voter's Choice Act. Using the survey guidelines and checklist provided by the California Secretary of State, the Elections Department conducts on-site inspections to determine the level of accessibility of each location. A site is considered accessible if it meets all the regulations on the checklist—either with or without temporary mitigation equipment and/or supplies. Mitigation equipment and supplies include:

- Ramps for door thresholds greater than 1/2 inch
- Rubber mats for gaps in pavement in the path of travel
- Reflective tape for a hazardous edge in the path of travel
- Accessible route signs
- Van accessible parking signs
- Cones to create or widen an accessible parking aisle
- Doorknob sleeves
- Placards with room names in Braille
- Lamps for inside the voting room
- Outdoor lights
- Call bells for voters to alert workers that assistance is needed outside

More information about voter accessibility and specific accommodations is online at www.MarinVotes.org, or contact the manager of Vote Centers by calling 415-473-6439.

Staffing and Language Assistance

The Department hires two Vote Center coordinators and at least three election workers for each location, including bilingual staff. The Vote Center coordinators are hired through the county's employee recruitment process and the election workers are hired from a pool of prior poll workers. Vote Center coordinators manage the sites and return voted ballots after Vote Centers close for the day. This staffing model will continue into the future.

The Secretary of State's office provides the list of languages in addition to English that are required in the jurisdiction, and specified election materials are translated into the required languages. Currently, Marin County's required languages, other than English, are Chinese, Spanish and Vietnamese. The Department will continue to recruit prior bilingual poll workers and collaborate with the LAAC to identify potential new sources of bilingual staff.

Voter Services

At any Vote Center, voters are able to: 1) Return, or vote and return, their vote-by-mail ballot; 2) register to vote, or update their registration, and vote; 3) receive and vote a provisional ballot; 4) receive a replacement vote-by-mail ballot; 5) vote a regular, provisional, or replacement ballot using accessible voting equipment.

Election workers are trained on how to assist voters with specific needs, including language and accessibility needs.

Accessible Ballot and Aides for Voters with Disabilities

An accessible ballot marking device (BMD) manufactured by Dominion Voting Systems is available for use by all Marin County registered voters at any Vote Center. Each BMD unit includes features that allow voters with visual, hearing, or physical disabilities to cast their ballot privately and independently by using the touchscreen or Braille labeled hand-held controller, voters may:

- Increase the size of the text
- Change the color contrast on the touchscreen
- Turn the screen off and use only audio
- Access audio output through a headset
- Control the volume and the speed of the audio

Voters may also use a Sip and Puff device or Foot Paddles—either their own, or those available from the Elections Department. Requests can be made by calling the manager of Vote Centers at 415-473-6439. More information about the BMD is found under Section V. Voting Technology.

Vote Centers will also provide accessible voting booths, magnifiers, pens with easy-to-hold grips, and signature guides. Extra chairs are available for voters who may need to sit while waiting to vote. Mitigation equipment will be provided to Vote Center locations as outlined above.

All Vote Centers offer “curbside voting”, which allows voters who cannot get out of their vehicle or have health- or disability-related reasons for not entering a Vote Center to receive services outside the Vote Center. These services include dropping off their vote-by-mail ballot, obtaining a replace ballot, registering to vote, and updating voter registration. Voters may call the number listed on the Vote Here sign, or a voter may use the outside call bell if they do not have a mobile phone, which will alert Vote Center workers that someone needs assistance.

Staff at all Vote Centers receive training on assisting voters with specific needs and the use of the accessible ballot marking devices. Training materials were developed with input from the Voting Accessibility Advisory Committee (VAAC), and staff will continue to work with the VAAC to develop effective practices as needed.

Design and Layout of Vote Centers

Layout guidelines are used to ensure voting booths and accessible ballot marking devices are placed in a manner that allows a voter to mark their ballot independently and privately. Layouts are accessible to voters with disabilities and will be adjusted to accommodate the varying shapes and room sizes of each location. See **Appendix D** for a sample layout. Questions, concerns or feedback about Vote Center accessibility can be emailed to the Elections@MarinCounty.org, or call 415-473-6439. We also invite suggestions on how to solve issues concerning accessibility.

IV. Ballot Drop Boxes

Elections Code §4005(a)(1)(A-B); §4005(a)(10)(B); §4005(a)(10)(I)(vi); §4005(a)(10)(I)(vi)(II)

Number of Ballot Drop Boxes and Hours of Operation

The number of ballot drop boxes and hours of operation are established in the Elections Code. At least one ballot drop box location is provided for every 15,000 registered voters within the jurisdiction. All locations shall be open at least during regular business hours beginning not less than 28 days before the election. At least one ballot drop box shall be an accessible, secured, exterior drop box that is available for a minimum of 12 hours per day including regular business hours.

Starting in 2022, the Elections Department established 12 ballot drop boxes open during regular business hours beginning 28 days before Election Day. At least two drop boxes are available 24/7 at the Civic Center, 3501 Civic Center Drive, San Rafael; one of which is a drive-thru location.

Locations

History

To establish the drop box locations in 2022, county staff created data maps for criteria listed in Elections Code section §4005(a)(10)(B) using data collected from the 2010 decennial Census, the American Community Survey, and the voter registration file current at that time. The data maps showed the areas of highest number of overlapping criteria and were used to assist with

determining best locations; the criteria map review complemented a functional assessment of availability, security, and accessibility. See **Appendix A** for criteria.

The Elections Department worked with the Language Accessibility Advisory Committee (LAAC), Voting Accessibility Advisory Committee (VAAC), and community members via community consultation sessions to identify drop box locations that were considered trusted, familiar sites.

Current Sites

The Elections Department established 12 drop box sites that were used in the June and November 2022 elections. The list of locations and hours of operation were posted on the Department's website for each election (www.MarinVotes.org) and were included in election materials provided to each registered voter.

These sites will continue to be used for future elections and the information will be posted online and printed in the Voter Information Guide. See **Appendix C and Appendix E** for more information. Questions, concerns or feedback about ballot drop box locations can be emailed to Elections@MarinCounty.org or call 415-473-6456.

V. Voting Technology/Equipment

Voting machines and ballot counting equipment are not connected to the internet.

Each Vote Center is equipped with at least three ballot marking devices (BMDs) on which any voter can vote a regular, provisional, or replacement ballot. These units consist of a monitor and printer. The monitor is a touchscreen on which the voter makes selections and when finished, the voter prints their selections and deposits the ballot into a secure ballot box. The BMD is activated with a key card that remains in the possession of the Vote Center Coordinator.

The BMD ballot can be marked using the touchscreen display, an audio tactile device, or a voter's own assistive technology. Refer to the section above (Accessible Ballot and Aides for Voters with Disabilities) for more information about features. The accessible voting machines will be arranged to allow all voters the opportunity to cast their ballot privately and independently. These devices are certified by the Secretary of State for use in California elections. BMD equipment is not connected to the Election Information Management System, the central vote tabulating system located at the Elections Department, or the internet. The department will monitor use of the BMDs and will consider adding more units at the busiest locations if space allows.

In addition, Vote Centers include laptop computers at check-in stations so workers can securely access a voter's record to verify registration and to verify that voting has not already taken place. Laptops are connected to the election management system's server, allowing it to generate a voter-specific label to be affixed to a log signed by the voter, thus creating a record of in-person voters.

Laptop computers are available as a voter index pursuant to Elections Code sections 14294 and 14298(c). Check-in and index laptop computers access voter registration information

through a secure VPN in compliance with security measures determined by the County's Information Services Technology staff.

Vote Centers have ballot printing equipment to provide voters a replacement vote-by-mail ballot or vote in-person ballot. Ballot printing equipment consists of a specialized laptop computer and printer. Staff are required to complete security logs to keep track of the ballots printed.

Voters deposit their voted ballot into a locked ballot box. Ballots are reconciled daily and returned to the Elections Department for storage in a secure, alarmed area until counted. All ballots are counted in the Elections Department on equipment that is located in a secure, alarmed room.

At the end of each day, the laptop computers that provide access to all Vote Center functions are placed in a locked cabinet. A tamper-evident security seal is placed in a manner to ensure the cabinet door remains secured; the security seal identification number is recorded on a log sheet.

Any voter, including voters in the military or residing overseas and voters with disabilities, may opt to go on-line, through the Remote Accessible Vote By Mail (RAVBM) system, to request a downloadable ballot. RAVBM offers the opportunity for voters to request an electronic VBM ballot accessible through an authorized website. The electronic ballot can be downloaded to the voter's computer, marked electronically and then printed. Instructions include a return envelope image so the ballot can be returned in the same manner as any VBM ballot: through the U.S. mail, placed in a ballot drop box, or hand-delivered to any Vote Center.

All election equipment goes through an extensive [Logic & Accuracy Test](#)² to ensure each piece of equipment is in proper working order. The Logic & Accuracy Test is designed to provide an overview of the vote counting process and to verify that the ballot counting program prepared for the election is properly reading and tabulating votes.

VI. Security

Vote Centers

§4005(a)(4)(E)(ii); §4005(a)(10)(I)(iv)

All voting conducted at Vote Centers follows the Secretary of State's security standards, Elections Department security procedures, and regulations in the California Elections Code and the California Voting System Use Procedures. This includes, but is not limited to, ensuring all equipment at the Vote Center is sealed, stored, delivered, and used in compliance with these regulations. In addition, current procedures require the majority of the election workers to be present when the site is open.

² <https://www.marincounty.org/depts/rv/election-info/election-policies-and-procedures>

All equipment used at Vote Centers requires Vote Center workers (VC workers) to log in using unique passwords. Voting system equipment is stand-alone and not connected to any unrelated components or the internet.

The Ballot Marking Device (BMD) is activated with a key card that remains in the possession of the Vote Center Coordinator. Laptop computers used to access voter registration information connect with the database using secure VPN wireless technology following the standards established by the County's Information Services Technology Department. Those wishing to use the designated laptops to access the voter index are instructed to ask a Vote Center worker for assistance pursuant to Elections Code section 14298(c). The voter index laptop only allows access to the records defined in Elections Code section 14294.

Staff are required to complete security logs to keep track of the ballots printed on the specialized ballot printing equipment.

Ballots voted at the Vote Center are deposited into a locked drop box. Ballots are reconciled at the end of each day and returned by two election workers to the Elections Department for storage in a secure, alarmed area.

Any and all recorded votes, including paper ballots, ballots submitted on voting equipment, conditional voter registration (CVR) ballots, provisional ballots, and vote by mail ballots, are securely transported to the Marin County Elections Department following chain-of-custody requirements.

At the end of each day, the laptop computers that provide access to all Vote Center functions are placed in a locked cabinet. A tamper-evident security seal is placed in a manner to ensure the cabinet door remains secured; the security seal identification number is recorded on a log sheet.

Contingency Planning

§4005(a)(10)(I)(vi)(VIII)(ia); §4005(a)(10)(I)(vi)(VIII)(ib)

All staff, including lead staff working at the Vote Centers and those providing technical support, attend extensive training on the operation of the voting equipment, setting up a Vote Center, assisting and processing voters, securing sensitive equipment each voting night, and the proper procedures in case of an emergency.

Under California voting system requirements, all certified equipment must run on battery power in the event of a power outage. All locations have a cell phone. Emergency responders receive a list of all Vote Center locations. Each Vote Center is provided with emergency procedures and an instruction manual for the operation of a Vote Center and processing voters.

The Elections Department works to immediately resolve the disruption at a Vote Center, and each disruption will have its own response. Generally, if a single Vote Center is disrupted, the Elections Department will ask VC workers to direct voters to other Vote Centers and will inform local police, the Secretary of State's office, and provide media updates to ensure voters are informed.

If a natural disaster or other disturbance occurs that affects a Vote Center or ballot drop-off site's physical location, additional notifications, signage, and staff will be available to direct voters to an alternate location. Should all activities at a Vote Center cease, staff will immediately secure that Vote Center's voting equipment and account for all voting materials in accordance with California Election Code and the Ballot Manufacturing and Finishing guidelines. The Elections Department will attempt to open a replacement Vote Center and extensively notice the change.

VII. Budget

Costs and Savings

§4005(a)(10)(I)(v)

The Registrar of Voters' 2022 implementation of the Voter's Choice Act resulted in one-time costs to purchase ballot printing equipment and miscellaneous supplies, redesign VC worker training, and significantly expand requirements for community and voter engagement. The Registrar of Voters anticipates that ongoing costs to operate Vote Centers will be offset by reduced costs for operations that are no longer required.

VIII. Voter Education and Outreach Plan

General Requirements

The Marin County Elections Department uses the County Voter Information Guide, press releases, direct mail, and its own website to provide voters with the information needed to successfully cast a ballot. These traditional activities are supplemented by other outreach and education strategies to form the Voter Education and Outreach Plan that educates voters on important topics including options to register to vote and cast a ballot (i.e., by mail or in-person), a list of addresses and schedules of voting locations and ballot drop boxes, instructions for obtaining a replacement or a translated facsimile³ copy of a ballot, or options for receiving and voting a HAVA-compliant accessible ballot. (HAVA—[Help America Vote Act](#)⁴)

Prior to implementing the Voter's Choice Act (VCA), the Elections Department engaged a network of civic, governmental, faith-based, educational, and community-based/service delivery organizations committed to a common mission: increasing civic participation. Initially dubbed the Outreach Partner Network, this collective of diverse partners directly participated in outreach and education through a variety of methods including displaying posters and flyers, publishing messages via social media, email, newsletters, and contacting voters directly. To coincide with implementation of VCA, the Elections Department wished to acknowledge the contributions of the network's member organizations and recognize the community's commitment to voter education and civic participation. Thus, in 2022, the Elections Department

³ A facsimile ballot, which is labeled Sample Ballot, is a copy of the Official Ballot that can be used to assist with voting.

⁴ <https://www.sos.ca.gov/elections/help-america-vote-act/fact-sheets>

converted the network into a formal advisory group: the Voter Education and Outreach Advisory Committee (VEOAC).

The VEOAC will be instrumental in identifying emerging community trends in order to design needs-responsive outreach and education strategies. The organizations listed below are currently part of the VEOAC. The Elections Department utilizes the VEOAC during an election cycle to review and disseminate messaging as outlined in the following sections.

Voter Education and Outreach Advisory Committee (VEOAC)

- Agricultural Institute of Marin
- Asian Advocacy Project
- Bayside MLK Academy
- Board of Supervisors Aides
- Canal Alliance
- Clerk, City of Belvedere
- Clerk, Town of Corte Madera
- Clerk, Town of Fairfax
- Clerk, City of Larkspur
- Clerk, City of Mill Valley
- Clerk, City of Novato
- Clerk, Town of Ross
- Clerk, Town of San Anselmo
- Clerk, City of San Rafael
- Clerk, City of Sausalito
- Clerk, Town of Tiburon
- Community Action Marin
- Elections Dept. Election Advisory Comm.
- Elections Dept. LAAC
- Elections Dept. VAAC
- Hearing Loss Assoc. of America (North Bay)
- Homeward Bound
- League of Women Voters
- Libraries – Belvedere Tiburon Library
- Libraries – San Anselmo Library
- Mainstreet Moms
- Marin Center for Independent Living
- Marin Community Clinics
- Marin County Commission on Aging
- Marin Co. Comm Development Agency
- Marin Co. Disability Access Program
- Marin County Equity Director
- Marin County Youth Commission
- Marin Interfaith Council
- Multicultural Center of Marin
- North Marin Community Services
- Party Central Committee Democratic
- Party Central Comm. Peace & Freedom
- Party Central Committee Republican
- Performing Stars
- Play Marin
- Student Elections Ambassador Program
- The Spahr Center
- Vivalon
- West Marin Community Services
- West Marin Multi-Services Ctr, Co. HHS
- West Marin Senior Services

Media/Public Service Announcements

§4005(a)(10)(I)(i)(I); §4005(a)(10)(I)(i)(II); §4005(a)(10)(I)(i)(VIII)

The Elections Department has access to a variety of media outlets to alert voters of upcoming elections, provide important voting information (including voter registration eligibility, expected arrival of vote by mail ballot, and obtaining a ballot in an accessible format), and promote the Elections Department's toll-free voter assistance hotline (833- 644-2061) and 711 (CA Relay

Service). The Elections Department produces a free Outreach Kit that is disseminated to the VEOAC and other interested community groups or members. Recipients are able to select from contents that may include posters, flyers, print-ready newsletter stories, and prepared messages that mirror the election cycle and are tailored to each media format. The aforementioned voter information is incorporated into the contents of the kit. For prepared text, social media, or email messaging, a “go live schedule” for releasing those messages is included. The Elections Department uses a mix of press releases, public notices on its website, and its own social media (Facebook) to increase voter awareness of significant events or deadlines.

Marin County is served mainly by regional (Bay Area) network television media located in San Francisco, Oakland, and San José. While Marin County voters may benefit from outreach in the greater bay area, the Elections Department will mitigate this limitation by relying on its VEOAC and access to local print media (e.g., Marin Independent Journal, Pt Reyes Light, Pacific Sun), targeted digital advertising (e.g., Hearst Media), or cable access television networks (e.g., Community Media Center of Marin) to ensure Marin County voters receive locally relevant information including notifying voters of an upcoming election and promoting the toll-free voter assistance hotline.

In addition, local newspapers or radio stations serving language minority communities may be used when the Elections Department needs to provide those communities with the same information but translated or interpreted for bilingual or monolingual voters. Media outlets that may be used by the department to reach language-minority communities include La Voz (Spanish), Mo Magazine (Vietnamese), Multicultural Center of Marin, and Hearst Bay Area for translated digital ads. Staff will continue to consult with the department’s Language Accessibility Advisory Committee to identify additional in-language media sources.

Each incorporated city and town in Marin County is a VEOAC partner and has web pages dedicated to elections that are used to keep residents updated about their local elections.

The Elections Department is able to produce a public service announcement (PSA) utilizing newspapers, radio, or television formats that alerts voters of the upcoming election and important voting information including voter registration eligibility, expected arrival of a vote by mail ballot, Vote Center or ballot drop box location information, promotion of the Elections Department’s toll-free voter assistance hotline, and instructions for obtaining a ballot in an accessible format. PSAs can be translated into required languages per federal and state election law and disseminated via newspapers, radio, or television formats that target each of those language minority communities.

Community Presence

§4005(a)(10)(I)(i)(III)

From its initial diverse Outreach Partners network, the Elections Department recruited founding members of its Language Accessibility Advisory Committee (LAAC). The LAAC, along with the Elections Department’s Voter Accessibility Advisory Committee (VAAC), Election Advisory Committee (EAC), and Voter Education and Outreach Advisory Committee (VEOAC) form an invaluable network. The reciprocal sharing of information, experience, and advice informs

Elections Department staff of community trends and preferences while fulfilling committee members' mission to encourage and promote civic participation.

In addition to maintaining multiple advisory committees, the Elections Department will use a variety of strategies to remain visible and maintain a community presence, such as conducting "educational workshops" at existing community events and known public gathering spots, accepting invitations for speaking engagements, submitting Op Ed or other educational articles to local newspapers, and conducting targeted outreach to historically underrepresented communities. To increase visibility, the Elections Department may supplement efforts with paid advertising (e.g., on buses, in local publications, or on social media) or offer contracts to community partners to fund specific activities such as neighborhood "door-to-door" campaigns, disseminating door hangers, or producing videos that promote civic engagement.

The Elections Department's use of static displays such as posters or banners throughout the county maximizes exposure to eligible and registered voters. Posters and banners are effective in promoting voter registration and alerting voters of upcoming elections. Based on community feedback, the Elections Department consistently utilizes "plain language" principles with brief and concise language to ensure effective messaging in both printed and digital assets.

The Elections Department coordinates with the Marin County Jail staff to arrange for ballots and voting materials to be delivered to incarcerated voters. Information about voting rights restoration is available at www.MarinVotes.org under the Voter Accessibility link. The Elections Department is working with the League of Women Voters of Marin County and various law enforcement agencies to establish an outreach program to help incarcerated and formerly incarcerated eligible voters exercise their voting rights.

Voter Services

§4005(a)(10)(I)(i)(X); §4005(a)(10)(I)(vi)(IX); §4005(a)(10)(I)(vi)(X); §4005(a)(10)(I)(vi)(XI); §4005(a)(10)(I)(vii); §4005(a)(10)(I)(i)(IV); §4005(a)(10)(J)

The Elections Department provides services that benefit all voters while also targeting education and outreach to historically underrepresented voters. All active, registered voters receive two direct notices by mail announcing the name and date of the upcoming election and promoting the toll-free voter assistance hotline.

The first mailer will be sent far enough in advance to allow undeliverable mail to be returned to the Department so that staff may update the voter's mailing address and the mailing list for voters. This mailer will emphasize 1) registration; 2) election preparedness; and 3) other information appropriate for messaging early in the voting cycle.

The second mailer will be sent in the weeks prior to Election Day and will be more detail orientated with information needed to participate, such as 1) when to expect to receive a vote by mail ballot; 2) location and operating hours of Vote Centers; 3) Drop Box locations; 4) deadline reminders; 5) promotion of early voting; 6) contact information; 7) certification timeline; and 8) instructions for obtaining a RAVBM ballot or translated facsimile ballot.

Both mailers will use plain language, be reviewed for accessibility and will include translations or instructions to access translations online to ensure language minority voters can access the same information. Voters with additional questions are encouraged to visit the Elections Department's accessible website (which may be viewed with Google translate) to find the nearest Vote Center and drop box locations, read the County Voter Information Guide, or learn how to request a facsimile or accessible ballot. Voters may also call the Elections Department's toll-free voter assistance hotline or 711 (CA Relay for voters with disabilities) to speak with a live person.

Vote Center layout guidelines will be used to ensure voting booths and accessible ballot marking devices are placed in a manner that allows a voter to mark their ballot independently and privately. Layouts will be sensitive to the accessibility needs of voters and will be adjusted to accommodate the varying shapes and room sizes of each location. Informational and directional signage and literature required by the Voter's Choice Act and/or the California Secretary of State's Office will be conspicuously displayed.

The Voter Education and Outreach Plan will be available in an accessible format on the Elections Department's website; it will be in English and translated into each required language according to federal and state election law.

Budget

§4005(a)(10)(I)(i)(VII)

The Elections Department will spend the necessary resources to ensure voters are informed of the voting process under the Voter's Choice Act and how to be ready to participate in upcoming elections. In addition to using various media, community presence, and advisory committees to distribute information, all active, registered voters receive two direct notices by mail from the Elections Department as specified above.

A comparison of anticipated Voter Education and Outreach Plan expenses with prior outreach budgets is shown in **Appendix F**.

Targeted Outreach: Language Minority Communities

The Elections Department is committed to providing effective voter education and outreach to language minority communities that includes translations of required information and instructions, notice of language services available at Vote Centers, or postage-paid return postcards for requesting a translated facsimile vote by mail ballot in an eligible language other than English. Voters who specified a language preference other than English on their voter registration form, will automatically be mailed a translated facsimile copy of the ballot if the voter's precinct is required to have an eligible language pursuant to Elections Code section 14201—currently Chinese, Spanish, and Vietnamese in Marin County. The translated facsimile ballots will be mailed so voters will receive their copy prior to the opening of vote centers as required.

In addition, the Elections Department will collaborate with the LAAC and VEOAC to develop culturally and linguistically appropriate educational materials for language minority communities.

Identifying Communities

§4005(a)(10)(l)(i)(V)

The Elections Department will use information provided by the California Secretary of State pursuant to Elections Code §14201 to identify areas with limited English proficiency. The LAAC will be queried for their expertise regarding unique language or regional differences that may impact outreach efforts such as selection of trusted sources for sharing information (e.g., preferred radio, newspapers, or social media platforms).

Bilingual Communications and Public Input

§4005(a)(10)(G); §4005(a)(10)(l)(i)(VI)(ia); §4005(a)(10)(l)(i)(IX)

The Elections Department will accept public comments for 14 days on draft revisions to the Outreach and Education Plan herein (as part of a two-year review of the initial Election Administration Plan). The public comment period precedes a public meeting at which the Elections Department considers additional public comment before finalizing amendments to the plan. If the draft plan is amended after the public meeting, there will be an additional 14-day public comment period before adopting a final plan.

The Department's advisory committees will have an opportunity to review the revised plan prior to the public process.

For the two-year (and subsequent four-year) required revision to the Election Administration Plan (EAP), the Elections Department will use the public input process described above to seek feedback from language minority communities for each of the county's federal and state required languages.

The Elections Department will consult with the LAAC and VEOAC to determine the most effective, needs-responsive strategies for delivering voter education within language minority communities. These bilingual "educational workshops" may employ a variety of formats and forums (e.g., during existing community events or located in known public gathering spots) and will focus on increasing awareness of voting eligibility and educating voters about their voting options under the Voter's Choice Act. The workshops will describe services offered at Vote Centers, including the availability of translated facsimile ballots to aid in voting on the official ballot and the availability of other translated materials such as state voter information guides. Announcements for bilingual events will be disseminated via the Elections Department's advisory groups, website, and media (including social media, press releases). The Elections Department will solicit feedback from the LAAC and VEOAC as well as examine data provided by the California Secretary of State that suggest practices that may improve voter attendance and participation at outreach events targeting language minority communities.

Workshops may be held 90 days before an election and up to the final day of voting as opportunities to interact with voters arise or are created. A minimum of one workshop will be held for each federal election or special state election, and workshops will be held for local elections as those communities deem necessary.

In order to be both cost-effective and efficient in conducting outreach, the Elections Department may amend or reuse existing translated public service announcement (PSA) materials. Media outlets that may be used by the department to reach language-minority communities include La Voz (Spanish), Mo Magazine (Vietnamese), Multicultural Center of Marin, and Hearst Bay Area for translated digital ads. Staff will continue to consult with the department's Language Accessibility Advisory Committee to identify additional in-language media sources.

PSAs will alert voters of the upcoming election and important voting information such as when to expect to receive a vote by mail ballot, how to locate a Vote Center or ballot drop box, or instructions for accessing the Elections Department's toll-free voter assistance hotline. Currently, Marin County's required languages, other than English, are Spanish, Chinese, and Vietnamese. The Elections Department will accommodate language changes to voter education and outreach activities as needed.

Targeted Outreach: Voters With Disabilities

Accessible Communications and Public Input

§4005(a)(10)(G); §4005(a)(10)(I)(i)(VI)(ib); §4005(a)(10)(I)(iii)

The Elections Department will accept public comments for 14 days on draft revisions to the Outreach and Education Plan herein (as part of a two-year review of the initial Election Administration Plan). The public comment period precedes a public meeting at which the Elections Department considers additional public comment before finalizing amendments to the plan. If the draft plan is amended after the public meeting, there will be an additional 14-day public comment period before adopting a final plan.

The Department's advisory committees will have an opportunity to review the revised plan prior to the public process.

For this two-year (and subsequent four-year) required revision to the Election Administration Plan (EAP), the Elections Department will use the public input process described above to seek feedback from the disability community.

The Elections Department will consult with the VAAC and VEOAC to determine the most effective, needs-responsive strategies for delivering voter education within the disability community. These "educational workshops" may employ a variety of formats and forums (e.g., during existing community events or located in known public gathering spots) and will focus on increasing awareness of voting eligibility and educating voters about their voting options under the Voter's Choice Act. The workshops will describe services offered, such as, the toll-free voter assistance hotline and accessible voting--i.e., how to request and cast a remote-accessible ballot or how to vote in person with a ballot marking device that allows visually- or hearing-impaired voters to vote privately and independently.

The Elections Department will seek assistance from sign language interpreters and Communication Access Realtime Translation (CART) captioners to facilitate communication with attendees. Announcements for accessibility-focused events will be disseminated via the Elections Department's advisory groups, accessible website, and media (including social

media, press releases). The Elections Department will solicit feedback from the VAAC and VEOAC as well as examine data provided by the California Secretary of State that suggest practices that may improve voter attendance and participation at outreach events targeting the disability community.

Workshops may be held 90 days before an election and up to the final day of voting as opportunities to interact with voters arise or are created. A minimum of one workshop will be held for each federal election or special state election, and workshops will be held for local elections as those communities deem necessary.

In order to be both cost-effective and efficient in conducting outreach, the Elections Department may amend or reuse existing public service announcement (PSA) materials, which are accessible for voters with hearing or visual disabilities. PSAs will alert voters of the upcoming election and important voting information such as when to expect to receive a vote by mail ballot, how to locate a Vote Center or ballot drop box, promoting the Elections Department's toll-free voter assistance hotline, and how to obtain a ballot in an accessible format.

IX. List of Appendices

Appendix A – Criteria for Vote Center and ballot drop box locations

§4005(a)(10)(B)

The county elections official considered the following criteria outlined in the Elections Code when establishing Vote Center and drop box locations in 2022:

- Proximity to:
 - Public transportation
 - Communities with historically low vote by mail usage
 - Population centers
 - Language minority communities
 - Voters with disabilities
 - Communities with low rates of household vehicle ownership
 - Low-income communities
 - Communities of eligible voters who are not registered to vote and may need access to same day voter registration
 - Geographically isolated populations, including Native American reservations
- Accessible and free parking
- The distance and time a voter must travel by car or public transportation

- The need for alternate methods for voters with disabilities for whom vote by mail ballots are not accessible to cast a ballot
- Traffic patterns
- The need for mobile Vote Centers in addition to the number of Vote Centers established pursuant to this section
- Vote Center locations on a public or private university or college campus

The Elections Department will continue using locations that were established in 2022 and will adjust, if needed.

Appendix B – Vote Center locations

Elections Department staff rely on their experience, knowledge, and fifteen factors set forth in the Elections Code to identify ideal locations based on their incidence of factors including proximity to historically low vote by mail usage, language minority communities, population centers, or voters with disabilities, as well as historical use as a polling place, geographic distribution, and physical capacity of the location.

The list of locations established in 2022 can be found at www.MarinVotes.org by clicking on the link to past elections, and then selecting either the June or November 2022 election; a map is also available.

The Elections Department will continue using locations that were established in 2022 and will adjust if needed.

Appendix C – Drop box locations

Elections Department staff rely on their experience, knowledge, and fifteen factors set forth in the Elections Code to identify ideal locations based on their incidence of factors including proximity to historically low vote by mail usage, language minority communities, population centers, or voters with disabilities, as well as historical use as a ballot drop box or drop off location, geographic distribution, and physical accessibility and security of the location.

The list of locations established in 2022 can be found at www.MarinVotes.org by clicking on the link to past elections, and then selecting either the June or November 2022 election; a map is also available. Additional locations will be considered based on need.

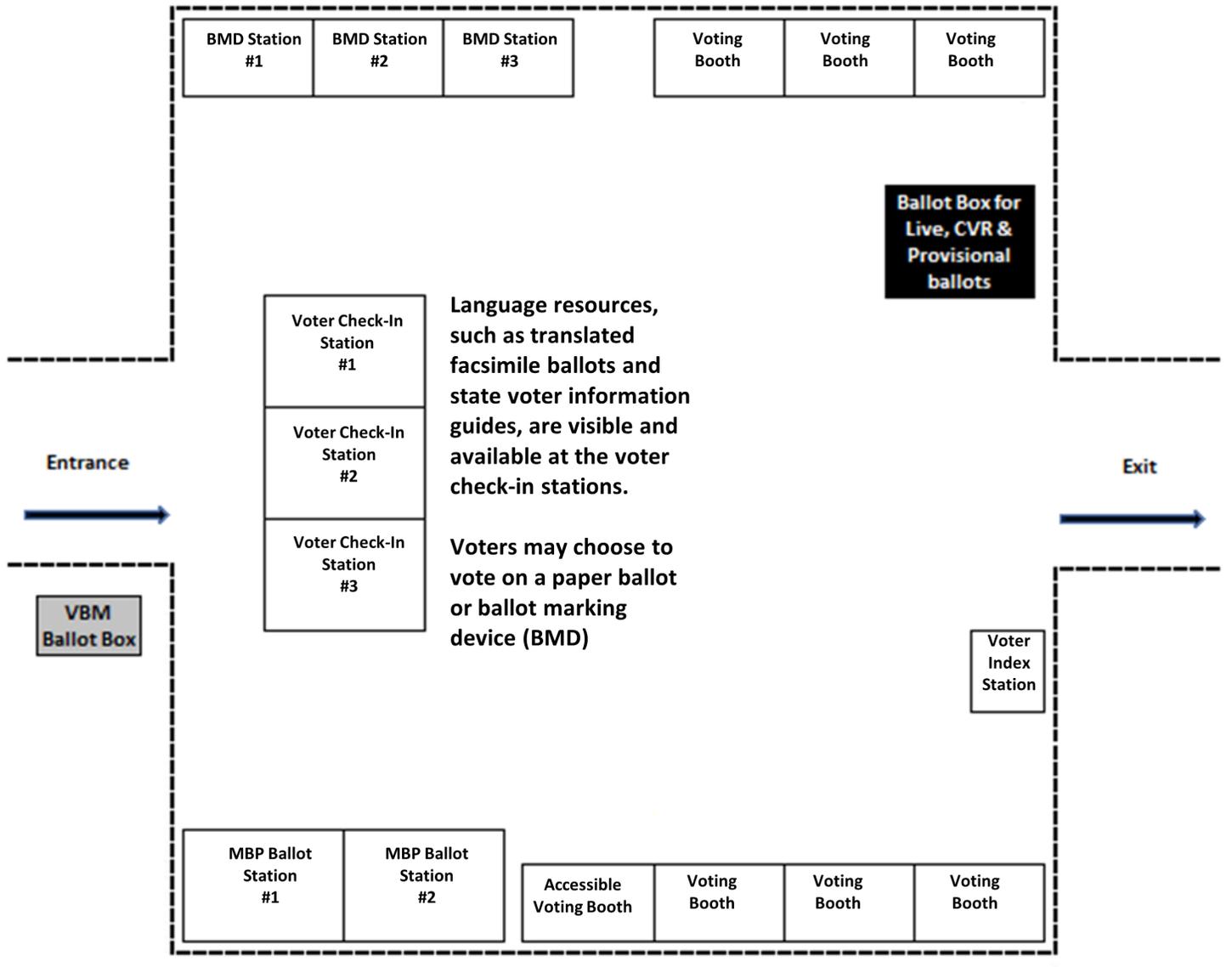
The Elections Department will continue using locations that were established in 2022 and will adjust if needed.

Appendix D – Vote Center sample design and layout

Example Vote Center Set-Up

This interior diagram is intended to illustrate the approximate layout of equipment at Vote Centers. Each Vote Center will have a specific layout depending on the configuration of the

room. Exterior accessibility requirements will depend on the specific location (see Accessibility in Section III, Vote Centers, Locations). Call 415-473-6439 to inquire about locations and mitigation requirements.



Key

BMD	Accessible Ballot Marking Device
CVR	Conditional Voter Registration
MBP	Mobile Ballot Printing
VBM	Vote-by-Mail

Appendix E – Website Information

Detailed information about the Marin County Elections Department may be accessed at www.MarinVotes.org. Voters will find information about:

- Accessible voting (Remote Accessible Vote by Mail)
- Accessibility and special accommodations
- Advisory committees
- General election information
- Locations and hours of operation of Voter Centers and drop boxes
- Observer opportunities
- Translated outreach information
- Translated sample ballot (requesting)
- Voter registration
- Voting by mail

Appendix F – Voter education and outreach budget in 2022 and anticipated in 2024

June 2022 Primary Election

Election-related Activities	Budget
Outreach Consultant	\$5,250
League of Women Voters	\$2,500
Direct Mailings 2X	\$92,284.29
Banners	\$5,850
Posters	\$1,212.60
Factsheets	\$1,760
Newsletters	\$480
Rack Cards	\$6,750
Taxes on Printed Materials	\$1,484.87
Outreach Toolkit Stock Images	\$48
Outreach Toolkit (translations)	\$3,828.42
Print Media	\$10,607.26
Digital Media	\$6,550
Workshops (translators)	\$1,366.10
Workshop PPT (translations)	\$1,211.47
Grand Total	\$141,183.01

November 2022 General Election

Election-related Activities	Budget
Outreach Consultant	\$5,250
League of Women Voters	\$2,500
Direct Mailings 2X	\$98,891.89
Banners	\$91.14
Posters	\$1,368
Factsheets	\$1,620
Newsletters	\$540
Rack Cards	\$5,400
Taxes on Printed Materials	\$831.78
Bus Ads	\$5,775
Outreach Toolkit (translations)	\$4,900.92
Print Media	\$8,048.26
Digital Media	\$5,000
Workshops (translators)	\$485.12
Workshop PPT (translations)	\$349
Grand Total	\$141,051.11

Outreach Budget Anticipated for 2024

Election-related Activities	Budget
Outreach Partners	\$10,500
League of Women Voters	\$2,500
Direct Mailings 2X	\$100,000
Banners	\$6,000
Posters	\$1,300
Factsheets	\$1,800
Newsletters	\$500
Rack Cards	\$7,000

Taxes on Printed Materials	\$1,500
Bus Ads	\$6,000
Outreach Toolkit (translations)	\$4,000
Print Media	\$10,700
Digital Media	\$7,000
Workshops (translators)	\$1,500
Workshop PPT (translations)	\$1,500
Grand Total	\$161,800