



2016 Accomplishments

This document is a summary of the work accomplished by Future of California Elections, a statewide network committed to modernizing elections and expanding participation.

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www.futureofcaelections.org

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Executive Summary

Future of California Elections (FoCE) is a statewide network of election administrators, reform advocates and civil rights and civic organizations. Each year FoCE members work collaboratively to advance our shared mission of modernizing elections and expanding participation.

In 2016, FoCE members engaged in projects across the state to increase voter registration, improve the voting experience and modernize election administration. Projects ranged from working with state agencies, collaborating locally and regionally with election administrators, conducting original research, developing innovative voter education materials, building local partnerships with community organizations and providing policy education.

This document summarizes the collaborative work of FoCE members and their partners. Please use this as a guide to learn about some of the expertise of FoCE members. The appendix provides contact information and a list of original resources developed by the network.

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Strengthening California's Election Field

The members of Future of California Elections (FoCE) came together in late 2011. FoCE members include election administrators, leaders of civil rights and civic engagement organizations and election reform advocates. FoCE collaboration is characterized by a multisector approach to achieve small and large reforms that will modernize elections and expand participation. Individually, each FoCE member is a leader in their field and collectively they accelerate transformation in California's democracy.

FoCE members develop an annual list of priorities and work together to advance shared goals. The list of annual priorities is available on the [FoCE website](#). Since 2011, FoCE members partnered with the Office of the California Secretary of State, researchers and statewide partners to accomplish their list of annual goals. In recent years FoCE members and their partners have improved California's online voter registration, making it an easily navigable system that is accessible and available in 10 languages. FoCE members have also worked to ensure compliance with the National Voter Registration Act (NVRA), and conducted original research to understand California's diverse electorate, analyze the success of vote-by-mail across demographics and examine the true costs of elections.

FoCE members bring their expertise of election law, technology and California's diverse communities to provide policy education on important issues. FoCE member recommendations to the Presidential Commission on Election Administration on accessibility for voters with disabilities, language access for California's limited English proficient voters, disaster preparedness, and online voter registration were included in the Commission's final 2014 report ["The American Voting Experience: Report and Recommendations of the Presidential Commission on Election Administration."](#)

The FoCE network is supported by FoCE staff. Staff keeps the network aligned to its mission, nurturing multisector partnerships, identifying opportunities for increased engagement, and amplifying network objectives through key events. In 2016, FoCE's three-person team facilitated policy discussions aligned with FoCE priorities; conducted over 26 conference calls to support member coordination of projects and highlight best practices; convened nearly 400 election stakeholders through the 4th annual conference, the [Democracy Webinar series](#) and a media panel to promote best practices in the elections field; and participated in or facilitated several workgroups to ensure the network's goals.

In 2016, FoCE members engaged in projects focused on improving access to voter registration, the voting experience and election administration. While the projects are distinct in the specific issues they address, they are all characterized by the FoCE multi-sector approach to problem solving and relationship building. This document highlights several of these collaborative projects, identifies the expertise of FoCE members, and includes the resources developed to advance each issue area.

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Priority Area 1: Increasing Voter Registration in California

Ensuring Compliance with the National Voter Registration Act

Several members worked to increase compliance of the National Voter Registration Act (NVRA) by working directly with counties and designated NVRA agencies. The American Civil Liberties Union (ACLU) of California, Disability Rights California and National Association of Latino Elected and Appointed Officials (NALEO) Educational Fund provided technical training and assistance to county staff and agencies statewide. In 2016, the ACLU of California reported that the state was on pace to register over 200,000 voters at NVRA agencies, the highest total the state has recorded and up over 100% from 2012. NALEO Educational Fund reported an increase in voter registrations in their training work with WIC agencies and Los Angeles County. The ACLU of California and League of Women Voters of California (LWVC) continued to monitor NVRA compliance at Covered California.

Members also led stakeholder discussions and advised the Department of Motor Vehicles (DMV), one of the largest NVRA agencies in the state, on a new, automated voter registration system at DMV field offices and its online portal. The stakeholder group emerged as a result of a formal notice of NVRA noncompliance sent by the ACLU of California and other voting advocates' attorneys to the Secretary of State and the DMV on behalf of LWVC, California Common Cause and other plaintiffs. The stakeholder group included several FoCE members: ACLU of California, LWVC, California Common Cause, NALEO Educational Fund, Asian Americans Advancing Justice-Los Angeles (AAAJ-LA), Disability Rights California and other partners. The working group identified multiple problems with the DMV's in-person voter registration process and identified ways the DMV could improve their practice. The engagement of the stakeholder group resulted in a more streamlined voter registration process, with specific improvements for preventing errors and incomplete registrations and limited improvements for supporting limited English proficient voters and voters with disabilities. In May 2016, Future of California Elections members hosted a webinar, "[Registering to Vote at the DMV – Changes this Election Cycle](#)," to explain the improvements and pitfalls associated with the new DMV registration process. Since implementation began in late April, nearly 350,000 people registered to vote at the DMV prior to the November 2016 General Election. In addition, DMV became the first state agency in California to work with the Secretary of State to provide its customers the opportunity to seamlessly and quickly register to vote by pre-populating the voter registration form with the customer's DMV information.

Increasing Registration for Voters with Disabilities

Members worked to improve voter registration for people with disabilities by focusing on NVRA agencies that primarily serve people with disabilities. The ACLU of California analyzed the agencies' voter registration statistics to determine NVRA compliance. The ACLU of California and Disability Rights California identified needed improvements and conducted meetings with the agencies, related non-profits, and the Secretary of State's staff in charge of NVRA. The ACLU of California and Disability

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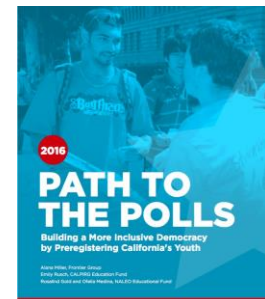
Rights California provided input on how the agencies could improve voter registration opportunities and streamline data collection in order to fully comply with the NVRA requirements.

Increasing Student Voter Participation

CALPIRG Education Fund, Asian Americans Advancing Justice-Asian Law Caucus (AAAJ-ALC), and California Common Cause established the [California Students Vote Project](#) in partnership with the Secretary of State and the Lieutenant Governor's office to increase student voter registration and participation rates at colleges and universities. As a result of their collaboration and outreach, the UC system, the Cal State system, and several community college districts signed memoranda of understanding with the Secretary of State committing to take concrete actions to improve online and in-person voter registration opportunities for students.

Identifying Best Practices to Preregister 16- and 17-year-olds

Research shows that preregistering youth can increase voter turnout and make them lifelong voters. In recent years, advocacy and policy education by FoCE members resulted in passage of two bills to allow preregistration of 16- and 17-year-olds. The bills allow youth to check a box on the voter registration form to indicate their wish to preregister. The certification of VoteCal, as the statewide database, allows preregistration to be added to the online voter registration form. CALPIRG Education Fund and NALEO Educational Fund released an original report ["Path to the Polls: Building a More Inclusive Democracy by Preregistering California's Youth."](#) The report sets forth best practices and recommendations for preregistering youth.



Cover of 2016 Report "Path to the Polls: Building a More Inclusive Democracy by Preregistering California's Youth." The picture on the cover depicts two college student aged voters in mid-discussion.

Expanding the Reach of California's Online Voter Registration (COVR) System

Rock the Vote's online voter registration platform is directly integrated with COVR's application program interface, allowing it to capture and pass non-sensitive registration data directly to the state website. This integration is offered to all partners that use that platform in California, allowing them to take advantage of the unique technology without requiring any technical expertise while capturing essential get out the vote data and offering a branded registration tool. COVR partners that used this resource to reach voters include several FoCE members, the California Republican Party, Courage Campaign, HeadCount, Hip Hop Caucus, Next Gen Climate, and VotoLatino, among others.

Rock the Vote also worked with the Disability Organizing Network (DOnetwork) to train partners and provided the technology for the digital registration drive of the National Disability Voter Registration Week in July.

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Priority Area 2: Improving the Voting Experience

Establishing Advisory Bodies for Voters with Disabilities and Limited English Proficient Voters

Conducting elections in California requires an appreciation and understanding of California's diverse electorate. Since 2005, the Secretary of State has had an informal body to advise on issues for voters with disabilities. In 2013, due to the advocacy of FoCE members, an informal body to advise on language access issues was also created. To ensure consistency for future administrations, FoCE members worked to establish permanent formal advisory committees through continued advocacy and policy education. They supported the Governor's signature on two bills to create the [Voting Accessibility Advisory Committee \(VAAC\)](#) and the [Language Accessibility Advisory Committee \(LAAC\)](#). The formal advisory bodies were sworn in at the 2016 FoCE annual conference and today advise the Secretary of State on the accessibility of elections and election materials for voters with disabilities and limited English proficient voters.

The work of advisory bodies for voters with specific needs is also invaluable at the local level. Disability Rights California spearheaded an effort to create VAACs at the county level. In 2016, they participated on VAACs in 14 counties across the state and released a publication, titled "[VAACs: How Voters with Disabilities Can Make Elections More Accessible.](#)"

Improving Voting Information Guides



Photo of human hands holding smart phones with the Voter's Edge California website on the screens. The middle of the picture says: "Put your ballot in the palm of your hand. votersedge.org/ca."

In 2015, the League of Women Voters of California Education Fund (LWVCEF), in partnership with the Center for Civic Design (CCD), released their best practices manual "How Voters Get Information: Best Practices Manual for Official Voter Information Guides in California." The *Best Practices Manual* was used in partnership among the Secretary of State, the LWVCEF and the CCD to revise the Voter Bill of Rights into community reviewed plain language. The Voter Bill of Rights appears in both the official state voter information guide and many county guides. Additionally, the guide inspired pilot projects in Orange County, Santa Cruz County and Shasta County with the CCD. The pilot projects resulted in several templates and trainings that were used by California counties throughout the state to improve voter information guides. While a full survey is pending, the LWVCEF

estimates that 34 counties adopted one or more of the recommendations from the *Best Practices Manual* in the 2016 Election cycle. The redesigned guides provided voters with easy to access information on voting practices and procedures and empowered them to vote with confidence.

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FoCE members also made improvements to voter information online. The LWVCEF in partnership with Maplight developed [Voter's Edge California](#), an online tool providing personalized ballots with polling locations and federal down through local contests. It is populated with substantive information on contests, candidates, measures, campaign financing and general voting help. The site is in both English and Spanish. The Voter's Edge California project engaged several FoCE members through a general advisory group and a Spanish Language Advisory Committee (SLAC). The SLAC assisted with outreach to a broad base of community and media partners. Voter's Edge California reports that 2,053 candidates (44.6% of the candidates in participating counties statewide) filled out profiles on the site and there were over 1.4 million visits to the site for the November 2016 General Election.

Supporting Effective Implementation of VoteCal

The Secretary of State certified VoteCal as California's official centralized statewide voter registration database in the Fall of 2016. FoCE members supported the Secretary of State on VoteCal's development for several years. Orange County and Sacramento County served as two of the six test counties for VoteCal, troubleshooting and making recommendations for improving the new system. The California Voter Foundation issued a policy brief on the history of VoteCal in 2015, "[VoteCal and the Struggle to Modernize California's Statewide Voter Registration Database](#)," to inform voters and policy makers of the modernization of the statewide database. As VoteCal developed, FoCE members provided recommendations to create voter-facing tools to improve the voter experience. Rock the Vote provided technical assistance and testing to ensure the seamless transition for its unique online voter registration application program interface. The Secretary of State launched the [My Voter Status](#) website in time for the 2016 Presidential Election, to allow voters statewide to look up their voter registration status online.

Promoting Online Voter Registration

The ACLU of California, NALEO Educational Fund, AAAJ-LA and CALPIRG Education Fund worked to promote use of online voter registration in communities where this was underutilized. The ACLU of California worked to support eligible voters without state issued identification cards by assisting county election officials improve communication and outreach to these users. NALEO Educational Fund worked to reach eligible Latino voters by working with eight Southern California cities to integrate a link for online voter registration on their city websites. FoCE recognizes these cities on the Online Voter Registration [Wall of Fame](#) website. AAAJ-LA worked to provide information to Asian American and Pacific Islander voters by working with ethnic media to advertise and highlight online voter registration in Asian languages. CALPIRG Education Fund continued to promote www.castudentvote.org, a website used by thousands of students to access online voter registration, pledge to vote, and volunteer on their local campus.

Rock the Vote's Corporate Civic Responsibility program, which included over 25 corporate partners such as Twitter, Tinder, and Yik Yak, was co-chaired by the California Secretary State and focused on

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making online voter registration opportunities more available through platforms young people use every day and encouraging civic engagement by employers. The program featured five civic events based in California, including a roundtable with Secretary Padilla to discuss how Creative Artists Agency clients can effectively engage their fans. The program also dovetailed with the California Secretary of State's Democracy at Work program, which most notably resulted in an online voter registration promotion by the Golden State Warriors.

Voter Education Work for Election 2016

FoCE members launched numerous voter education materials to ensure voters had the information they needed to participate on Election Day. The information includes lists of top things for voters to know and multilingual resources on knowing your voting rights. Additionally, FoCE groups such as NALEO Educational Fund, California Common Cause, and AAAJ-LA and AAAJ-ALC anchored Election Protection hotlines in several languages, and poll monitoring efforts assisting thousands of voters and monitoring hundreds of polling sites. The LWVCEF also produced the [Easy Voter Guide](#), an online and paper publication in five languages providing clear summaries of state propositions and election information. Approximately 210,000 copies were distributed, it was embedded in Voter's Edge California, and 53,000 users accessed the guide on the EVG website. Several FoCE members, including the ACLU, Disability Rights California and others, assisted voters on and leading up to Election Day. Members amplified these resources by distributing thousands of pieces statewide and sharing them on websites and social media. These documents were highlighted on the FoCE Election 2016 website and the Voter's Edge California Voting Information section.

Priority Area 3: Modernizing Election Administration

Assisting Voters with Specific Needs

FoCE members focused on supporting counties to provide voter assistance for the 2016 Election season. Disability Rights California held 25 trainings to assist county elections officials with best practices for voters with disabilities. Their model was to train the trainers who taught poll workers how to assist voters on Election Day. Disability Rights California also provided assistance to counties on updating their website to include important voting information for voters with disabilities.

AAAJ-LA, AAAJ-ALC and NALEO Educational Fund developed best practices for provision of language assistance in voting. All three organizations shared those best practices to election officials directly thru in-person meetings and phone calls and advocated for their implementation. Together, all three organizations partnered to host two webinar trainings on how to recruit bilingual poll workers and how to implement the best practices identified. Additionally, AAAJ-LA and AAAJ-ALC conducted a statewide poll monitoring program that mobilized over 580 volunteer voters to monitor roughly 1,300 polling places across 25 counties in Northern California, Southern California and the Central Valley. This was one of the largest poll monitoring programs in the nation in 2016. Using relationships built with

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election officials over the course of 2016, AAAJ-LA and AAAJ-ALC were able to identify over 200 problems for elections officials on Election Day and have them resolved. Leading up to Election Day, AAAJ-ALC and AAAJ-LA created “Know Your Voting Rights” materials in 13 languages and distributed thousands of copies to community based organizations serving immigrant Asian, Pacific Islander and Latino populations.

In 2014 and 2015, advocacy and policy education by FoCE members resulted in the successful passage of two bills, which addressed the challenge of recruiting bilingual poll workers by allowing legal permanent resident adults and high school students to serve as poll workers on election day. In 2016, AAAJ-LA developed a fact sheet to support counties implementing this new law and NALEO Educational Fund engaged 17 counties in updating their poll worker application. Maha, a high school student who is a legal permanent resident, shared her experience with AAAJ-LA saying, “I got the chance to experience an election up close as a teenager. I now know [what] the process is, and, in the future, will be prepared for when I will have to vote.”

CACEO, ACLU of California, and Disability Rights California partnered to sponsor and lead five regional round table discussions across the state focused on the practical impact of two new laws that clarify the voting rights of people with criminal convictions and those placed under conservatorship. Participants brainstormed policy and implementation proposals to improve services to affected voters and ensure elections officials have accurate information from courts and the Department of Corrections. Thirty-one county elections offices participated, as well as nine county sheriffs and several representatives from county probate courts and county counsel.

Supporting Increased Election Funding

Counties need the appropriate funding for their work in order to support voters with specific needs and run efficient and effective elections. FoCE members conducted research to understand the true cost of elections, convened to discuss funding options and advocated for funding this election cycle. CACEO, in partnership with Q2 Data & Research, conducted a two-year [Election Cost Study](#) and launched an online tool to compare true election costs in California counties. CACEO members provided data on their election costs and started a conversation on how those costs are estimated. While CACEO surveyed California counties, California Forward surveyed election funding nationwide to understand the different models for funding elections. Their work is summarized in a report [“Investing in California’s Democracy: Building a Partnership for Performance.”](#) In order to understand what options California may have, the California Voter Foundation convened numerous stakeholders, including several FoCE members, in the Election Funding Working Group to deliberate on potential models for election funding for California counties. While FoCE members focus on the future of election funding, counties were faced with a real need this election cycle. Several FoCE members and partners advocated for the successful passage of AB 120, which provided an additional \$16.3 million to support counties in their June 2016 Primary work.

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Policy Education

During the 2015-16 legislative session, California passed several bills to modernize and improve elections and the voter experience. FoCE members conducted policy education on legislative proposals by providing their original research and field expertise.

FoCE members provided framing documents to consider best practices for serving California's diverse electorate early in the legislative process for two of the largest reforms of the session, AB 1461, the New Motor Voter Program, and SB 450, the Voter's Choice Act. Members participated in policy conversations with the Secretary of State to further develop these bills. California Common Cause issued a report "[Full Service Voting: Optimizing the Voter Experience](#)" based on best practice recommendations from Colorado and other states to improve the bill and facilitated discussions with multiple stakeholders to shape the bill language. FoCE staff convened workgroup calls to discuss these key bills as well as other bills which touched the voter experience.

While FoCE does not take a position on any legislative bills, the FoCE workgroup policy discussions are used for educational purposes and helped members inform each other on the potential benefit or cautionary aspects of bills and budget items. Using each other's expertise, members were able to support each other in understanding bills that improved the voting experience and the election administration process. Thanks to the policy education, members were able to support several bills this legislative session. Starting in 2017, voters will have better information on local candidates online (AB 2010) and summaries of what a yes vote means and what a no vote means prepared by county counsel (AB 2265); voters will have better delivery methods for their vote-by-mail ballot by having any designated person return their vote-by-mail ballot (AB 1921); voters with disabilities and military overseas voters will be able to utilize remote accessible vote-by-mail systems to mark an electronic vote by mail ballot (AB 2252); and voters and election administrators will have clarification on definitions for imprisoned, paroled and convicted persons, thereby enfranchising formerly incarcerated individuals (AB 2466).

Conclusion

The work of FoCE and the many partners in 2016 contributed to the expansion of the electorate and the modernization of elections. The multisector collaborations that define FoCE projects ensure that policies and processes being developed consider the different lenses of elections, including administration, civil rights and civic engagement of California's diverse populations. In 2017, FoCE members will continue to define new projects to ensure that new election laws and practices are implemented and refined in order to further the FoCE mission and strengthen California's democracy for years to come. Visit [our website](#) to see the 2017 Priorities and past work of the FoCE network.

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Appendix A: Contact Information for Future of California Elections Members and Staff

American Civil Liberties Union of California (ACLU)

PO Box 87131, San Diego, CA 92138

619.232.2121

<https://www.acluca.org>

Asian Americans Advancing Justice-ALC

55 Columbus Ave, San Francisco, CA 94111

415.896.1701

<http://www.advancingjustice-alc.org>

Asian Americans Advancing Justice – Los Angeles

1145 Wilshire Blvd, 2nd Fl, Los Angeles, CA 90047

213.977.7500

<http://advancingjustice-la.org>

California Association of Clerks and Election Officials (CACEO)

<http://www.caceo58.org>

California Common Cause

453 S. Spring St., Suite 401, Los Angeles, CA 90010

213.623.1216

<http://www.commoncause.org/ca>

California Forward

300 Montgomery St, Suite 638

San Francisco, CA 94104

213.488.9054

<http://cafwd.org>

California Voter Foundation

PO Box 189277, Sacramento, CA 95818

916.441.2494

<http://www.calvoter.org>

CALPIRG Education Fund

483 9th St., Suite 100, Oakland, CA 94706

510.844.6800

<http://calpirg.org>

Disability Rights CA

1330 Broadway, Suite 500, Oakland, CA 94612

510.267.1200

<http://disabilityrightsca.org>

League of Women Voters of California

1107 9th St., Suite 300 Sacramento, CA 95814

916.442.7215

<http://lwvc.org>

Registrar-Recorder/County Clerk LA County

12400 Imperial Highway, Norwalk, CA 90650

800.815.2666

<http://lavote.net>

Mexican American Legal Defense and Educational Fund (MALDEF)

634 S. Spring St. 11th Fl., Los Angeles, CA 90014

213.629.2512

<http://maldef.org>

National Association of Latino Elected & Appointed Officials (NALEO) Educational Fund

1122 W. Washington Blvd, 3rd Fl. Los Angeles, CA 90015

213.747.7606

<http://www.naleo.org>

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Registrar of Voters Sacramento County

7000 65th St., Suite A, Sacramento, CA 95823

916.875.6451

<http://www.elections.saccounty.net>

Santa Cruz County Clerk

701 Ocean St., Suite 210, Santa Cruz, CA 95060

831.454.2060

<http://votescount.com>

County Clerk/Registrar of Voters Shasta County

1643 Market St., Redding, CA 96001

530.225.5730

<http://www.elections.co.shasta.ca.us>

Rock the Vote

1875 Connecticut Ave. NW, 10th Fl,
Washington, D.C. 20009

202.780.1100

<https://www.rockthevote.com>

Verified Voting Foundation

PO Box 4104, Carlsbad, CA 92018

760.804.8683

<https://www.verifiedvoting.org>

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Appendix B: List of Original Reports and Resources Developed by FoCE Members

Future of California Elections Resources

List of Annual Priorities and Accomplishments

<http://www.futureofcaelections.org/priorities-accomplishments/>

Presidential Commission on Election Administration final 2014 report “The American Voting Experience: Report and Recommendations of the Presidential Commission on Election Administration”

<https://www.supportthevoter.gov>

Future of California Elections Annual Conferences

<http://www.futureofcaelections.org/foce2017/>

Democracy Webinar series – Recordings of webinar presentations on a variety of democracy related topics.

<http://www.futureofcaelections.org/past-events/>

Voter Experience Index – Index of research prepared by FoCE members.

<http://www.futureofcaelections.org/vei/>

Online Voter Registration Wall of Fame – Highlights best examples of promoting voter registration on organization’s website.

<http://www.futureofcaelections.org/ovr-wall-of-fame/>

Priority Area 1: Increasing Voter Registration in California

[California Students Vote Project](#) – Project to increase student voter registration and participation rates at colleges and universities.

[“Path to the Polls: Building a More Inclusive Democracy by Preregistering California’s Youth”](#) - Report by CALPIRG Education Fund and NALEO Educational Fund.

Priority Area 2: Improving the Voting Experience

[Voting Accessibility Advisory Committee \(VAAC\)](#) – Advisory body to the Secretary of State on the accessibility of elections and election materials for voters with disabilities.

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[Language Accessibility Advisory Committee \(LAAC\)](#) - Advisory body to the Secretary of State on the accessibility of elections and election materials for limited English proficient voters.

[“VAACs: How Voters with Disabilities Can Make Elections More Accessible”](#) (2016) - Report by Disability Rights California.

[“How Voters Get Information: Best Practices Manual for Official Voter Information Guides in California”](#) (2015) - Manual developed by LWVCEF that highlights best practices for voter information guides.

[Voter’s Edge California](#) - An online tool providing personalized ballots with polling locations and federal down through local contests.

[“VoteCal and the Struggle to Modernize California’s Statewide Voter Registration Database”](#) (2015) - Policy brief by the California Voter Foundation on the history of VoteCal.

[www.castudentvote.org](#) - Website promoted by CALPIRG Education Fund to support student access to online voter registration, pledge to vote, and volunteer on their local campus.

[Easy Voter Guide](#) - An online and paper publication in five languages providing clear summaries of state propositions and election information produced by the LWVCEF.

Priority Area 3: Modernizing Election Administration

[Know Your Voting Rights](#) - Materials in 13 languages developed by AAAJ-ALC and AAAJ-LA to help first time voters, immigrant voters, and limited English proficient voters participate on Election Day.

[Fact Sheet on Lawful Permanent Residents as Poll Workers](#) (2016) – Factsheet developed by AAAJ-LA to support counties.

[“Best Practices in Language Assistance: Bilingual Poll Worker Recruitment and Training”](#) - Webinar by AAAJ-CA and NALEO Educational Fund.

[“Best Practices in Language Assistance: Translation, Outreach, and Other Topics”](#) - Webinar by AAAJ-CA and NALEO Educational Fund.

[Election Cost Study](#) - Online tool to compare true election costs in California counties developed by CACEO, in partnership with Q2 Data & Research.



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[“Investing in California’s Democracy: Building a Partnership for Performance”](#) (2016) - Report by California Forward that explores how to pay for elections.

[Full Service Voting: Optimizing the Voter Experience](#) (2016) – Report by California Common Cause that makes best practice recommendations for improving the voter experience based on Colorado’s model for election administration.